What’s it Going to Take?
10 Questions about the Fight against Poverty
Global poverty, conflict, discrimination, climate change... If the answers were easy, the problems would be solved by now. CARE knows the challenges are complex, which is why we ask ourselves each day: What can we do to make our work more effective for the world’s poorest people?

In this report, we’ve tried to ask some of the questions we wrestle with as we strive to build a better, safer, more just world for all. We don’t have all the answers. But only by asking questions, challenging old paradigms and seeking new perspectives can we create real solutions.
What’s it Going to Take?
10 Questions about the Fight against Poverty
Question 1: What's the link between fighting poverty and defending dignity? pg 4

Question 2: Why does CARE focus on women and girls? pg 6

Question 3: Can CARE programs really empower women? pg 10

Question 4: If a corporation’s bottom line is profit, what is CARE’s bottom line? pg 12

Question 5: Is it a waste of resources to keep helping in places under constant threat of disaster, or where things are actually getting worse? pg 16

Question 6: Can corporations be both profitable and responsible? pg 18

Question 7: What can I do to make a difference? pg 20

Question 8: Why is CARE getting so involved in politics? pg 24

Question 9: Isn’t there enough food to feed everyone? pg 26

Question 10: How is CARE building a global movement to end poverty? pg 28
Question 1: What is the link between fighting poverty and defending dignity?
Defending dignity is at the heart of our commitment to end poverty.

By Helene D. Gayle, President and Chief Executive Officer

People in poor communities have limited access to basic resources, fewer opportunities for education and little influence over the decisions that affect their lives.

Each of these denials is an assault on human dignity, most fundamentally for the sufferer, but also for the rest of us. As Martin Luther King, Jr., wrote from Birmingham Jail in 1963: “Injustice anywhere is a threat to justice everywhere. We are caught in an inescapable network of mutuality, tied in a single garment of destiny. Whatever affects one directly, affects all indirectly.”

So, when CARE meets someone like Dhan, who was born into an untouchable caste in Nepal and was denied the right even to touch the village water tap, we have to consider our response carefully. To install a tap designated for the untouchables would have been a quick fix, meeting the need but leaving Dhan’s dignity undefended. CARE’s response instead was to organize community discussions about rights, gender and caste. Dhan formed a community group to ensure the welfare of members of his caste. Today, he says he can sit with any member of the community and drink water from the same pot.

CARE can build fine schools, fund state-of-the-art hospitals and pipe fresh water into villages. Yet, if we aren’t challenging the social structures that hold people back, then the schoolhouse doors remain closed to little girls, disabled people remain shuttered away and clean water runs only for the most powerful.

CARE is committed to tackling the underlying causes of poverty. That means investing in those on the margins of society: women, minorities and people who have been silenced by discrimination. Through CARE’s signature programs, Mothers Matter, Access Africa and Power Within, we will make that investment in an even greater way (see page 11). The power of these programs is twofold; they benefit individuals and, at the same time, foster justice and equality for all members of a community.

We will continue to work tirelessly with people like Dhan. Each human being has a right to live free from poverty. When that right is fulfilled for one directly, the dignity of all is multiplied.
Question 2: Why does CARE focus on women and girls?

In math class, we learned that a square is always a rectangle, but a rectangle is not always a square. In a similar way, CARE’s experience shows that a development project focused on women and girls will benefit everyone, but a development project that focuses on everyone may not benefit women and girls.

Here’s why: If CARE sets out to design a water project and we ask the whole community to meet to discuss the plan, chances are more men will attend the meeting than women. One woman is at the river washing clothes, another has no one to watch the children, a third was forbidden by her husband to leave the house; for a variety of reasons, women rarely participate in community decision making the way men do.

So, at the meeting about the water system, the women’s voices aren’t heard. Even though we invite everyone to the meeting, not everyone is equally able to attend. Decisions about the water system will likely be made by the most powerful men in the community.

A water project that focuses on women and girls will ensure their voices are heard: Staff members may go door to door – meeting women where they live and work – to ask about their specific needs. This approach helps uncover issues that men might not be aware of. For example, CARE knows one reason girls drop out of school when they reach puberty is because there are no water or sanitary facilities at the school. This information is key to making decisions about how to implement a water project so it benefits everyone.

“The thing we have to remember,” says Lori Handrahan of CARE’s Program Quality Unit, “is that no one lives in isolation. Our work strives to create a world of hope, tolerance and social justice for all. Not just for some; not just for the easiest to reach. We know that women suffer disproportionately from poverty. So it stands to reason that if we can help them make their lives better, we’re also helping those around them. It’s not either/or.”

Fact:
A study from Ghana showed that an increase in household assets held by women increased the budget for food and schooling, and decreased spending on alcohol and tobacco.

- The World Bank, “Gender Equality, Poverty and Economic Growth”
Council Crusader

In Egypt, a CARE symposium on local government helped 29-year-old Safa’ Khraishi, a woman under the veil, realize that she is powerful. “It was time to tell people that a woman can not only express her needs, but can also defend their rights, too,” she says. Training through CARE helped Safa’ develop her platform and mount a campaign to run for a seat on the local council. She won.

Some people harassed her husband, saying that Safa’ was now the man of the house. When they asked him why he hadn’t run himself, he laughed, “She had a better chance to win!”

Safa’ let him know she appreciated his support. To make sure she didn’t give her home short shrift, she drew up a housework schedule for her elder son.

She dreams of sharing everything with her husband. “I want to see my kids grow up in a society based on justice and equality,” she says, “where boys and girls equally have the freedom of choice.”

Men and women welcome the opportunity to tear down the barriers that have held them back.

Speaking Up to Quiet Down

Sometimes even a whisper bespeaks dramatic change. In Nepal, CARE works with women who lack access to resources and opportunities for earning a living—adolescents, widows, survivors of conflict and abandoned or battered women. Our program has raised awareness of gender issues and sexual abuse, and helped women open discussions about taboo topics with their husbands. “I never even realized that speaking in a loud voice could be a form of violence,” says Rajkumar Pariyar, 37. “I now try to speak more lovingly to my wife.” It’s a quiet change, but it transforms family dynamics and models a new way of relating for boys.

Profitable Partnership

In Kandaya village in Malawi, dozens of women belong to village savings and loan associations, a concept introduced by CARE. By saving their money together and making small loans to one another, the women have started small businesses and contributed to their family income. Eya Mafuta’s wife, Jinesi, is a member, and he gives her the income from his carpentry business to invest with her group. Eya’s not the only man in the village who has noticed the women’s accomplishments. “After seeing what the women are doing and the benefits that are coming from it, we feel we are lagging behind,” he says. “We don’t want to stay in the old system where men could not seek advice from women. We want to change the situation and show that even men can learn from the women.”

Jinesi Mafuta, Malawi
Question 3: Can CARE programs really empower women?

“Our programs give women the opportunity to be agents of change,” says Steve Hollingworth, chief operating officer. This assessment summarizes the findings of CARE’s recent investigation into the impact of our programming on women’s empowerment. The research, conducted over two years, included field studies in some 25 countries and data mining from hundreds of project evaluations. The results offered both encouragement to advance our best work and a challenge to seize opportunities for improvement.

“The study shows that CARE’s work provides direct benefits to women and families in health, education and livelihoods in the poorest communities of the world,” says Hollingworth. “And in many places, CARE’s work to bring government officials, local leaders and women together has created new spaces for dialogue. Issues such as sexual and gender-based violence, dowry, early marriage and women’s workloads can be discussed as never before.”

In site after site, women said that the skills and confidence they had gained from contact with CARE programs were allowing them to play a stronger and more active role in the household, to talk with their husbands at a more equal level, to participate in public meetings and to enter the public sphere more broadly. Yet, the research revealed opportunities to achieve more meaningful change more quickly by addressing the forces beyond women themselves.

“Certainly we must include men, local elites, lawmakers – the powerful – so that women are not made solely responsible for their own empowerment,” Hollingworth says. “Women are looking to us for help in turning their incremental gains into lasting, structural change: true empowerment.”

“Motherland Afghanistan”
directed by Sedika Mojaddidi
Girls need a foundation of knowledge, skills and experiences to gain control of their lives and fulfill their potential. By 2015, POWER WITHIN will empower 10 million girls around the world to learn and to lead.

One objective is completing a quality primary education. A basic education determines who girls will be as women and increases their range of life choices. Power Within also helps girls develop leadership skills. A girl leader is one who believes that she can make a difference in her world, and acts to bring about positive change in her family and community. The program readies girls to make their own decisions and participate fully in family and public life. To prepare for leadership roles and build social networks, girls are involved in student government, athletics, clubs, computer classes, public speaking, volunteerism and summer camps.

CARE will also work to promote a supportive social framework that guarantees girls the right to be all they’ve learned they can be. When girls and women are empowered, they make decisions and choices that make their lives better. They chart their own path out of poverty.

ACCESS AFRICA will ensure access to a suite of basic financial services over the next decade in 39 sub-Saharan countries. The result: 30 million people – 70 percent of them women – and their families will move out of poverty. These people, an estimated 150 million in all, will gain the means to break free of the vicious cycle of poverty and transform it into a virtuous cycle of rising income, improved health, better education and greater participation in their communities’ and nations’ growth.

At the heart of Access Africa is the expansion of CARE’s flagship Village Savings and Loan Association (VSLA) methodology, which builds on traditional borrowing and lending practices to create self-sufficient credit groups. The groups – primarily women – pool money to make loans, which members use to start income-generating activities. Their savings also helps protect against economic shocks, such as illness or drought. Women in the 20 countries where CARE implements VSLA consistently report increased incomes, sustained investment in their children’s education and health, greater self-confidence and increased respect from others.

Every year, more than half a million women die from complications during pregnancy and childbirth. The fact that nearly all of these deaths are preventable demonstrates a systematic failure to protect women’s most fundamental human rights. They also trigger an avalanche of negative repercussions for families and societies who lose a caregiver, breadwinner, community member… mother.

MOTHERS MATTER implements best practices in maternal health to reduce mortality for 30 million women in 10 countries by 2015.

The program emphasizes comprehensive reproductive health care, including family planning services. Our goal is a more responsive and compassionate health system that includes attendance at birth by qualified midwives, nurses or doctors with access to lifesaving emergency obstetric care. That system also requires eliminating barriers that keep a woman from accessing it, such as being forbidden to go out on her own, lack of transportation, cost of transportation, demeaning attitudes at the clinic and a husband’s reluctance to spend money on care for pregnancy.
Question 4: If a corporation’s bottom line is profit, what is CARE’s bottom line?

“For Care, the bottom line is impact: long-term, sustainable social change,” says Maliha Khan of CARE’s Program Impact, Knowledge and Learning Unit. “It’s not just about delivering basic services to a large number of people. We need to help people respond to the root causes of their poverty. That’s what makes for real empowerment.”

Traditionally, CARE’s work has been project-based – two years building wells in Ethiopia, three years working with farmers in Bangladesh. These projects helped people, but they didn’t necessarily build on each other toward a larger goal. After careful analysis, we determined that we need to transition to a more comprehensive approach, knitting each project together and looking at results over 10 to 15 years. That will let us create and document true impact.

Our programs work on three levels. First, they improve basic human conditions, particularly for women and girls. Women are the linchpins that hold families together, and strong families are the foundation for vibrant societies. So they need nutritious food, easy access to clean water, preventive and emergency health care and a safe place to call home. They need to understand that they’re valuable to society just for being themselves. When these rights are fulfilled, women and girls avow their self-worth, express their aspirations and recognize their capabilities.

But women’s advances on that first level are the beginning, not the end. Second, we need to work toward changes in their social position. “That means addressing discrimination, marginalization and imbalances in power that keep women subjugated,” says Sofia Sprechmann, deputy director of the Latin America and Caribbean Regional Management Unit. “Women’s gains on the human condition level have to translate into new opportunities in their households, their communities and, ultimately, their nations.”

These new opportunities aren’t designed to put men and boys on the sidelines. “Women’s empowerment isn’t about swapping one inequity for another,” says Khan. “It’s about creating more just societies, and that benefits everyone.”

Little by little, we see things change. A father in Malawi is proud because his daughter is going to school. The daughter can do that because her mother now earns income, too. A young man in Bosnia is relieved and happy to have a conversation with his peers and learn he doesn’t have to be violent to earn respect. Think about how that changes his life. Community elders in Nepal are addressing issues of social status and access to resources that have plagued people for decades. Why? Because they invited women to come and discuss possible solutions. We call this third level the “enabling environment.” In a way, it’s an aspirational term; we are working for societies that truly enable all their members to thrive.

Fact:
Last year, CARE helped 108,000 Ugandans get access to savings and credit to improve income, health and their children’s education.

Do people’s lives change? That’s the bottom line.”

Reading Recommendation

“Common Wealth: Economics for a Crowded Planet”
by Jeffrey D. Sachs
Question 5: Is it a waste of resources to keep helping in places under constant threat of disaster, or where things are actually getting worse?
“If your house had just been swept away, or you were forced to flee your home and possessions because of conflict, would it be a waste to help you?” asks Rigoberto Girón, director of CARE’s Emergency Humanitarian Assistance Unit. “The answer is no; every effort is worthwhile. We can’t tell a disaster survivor, ‘You’re too poor to help,’ or ‘you don’t have the right to live in dignity,’ or ‘your country is too unstable.’ Emergencies are both a cause and effect of poverty and injustice. And responding to them is central to CARE’s work.”

THERE WILL ALWAYS BE NATURAL OR MANMADE DISASTERS THAT REQUIRE HUMANITARIAN INTERVENTION. BUT OUR WORK STARTS BEFORE DISASTER STRIKES. “We work proactively to mitigate the impact of potential disaster,” says Girón. “We analyze what might happen. Then, we go to work on reducing risks, improving countries’ preparedness, helping communities develop their own plans – evacuation routes; looking out for the most vulnerable, including women, children and the elderly; learning first aid, et cetera. After that analysis, a community might decide it wants to relocate from a hazardous location. Or it might start planting trees to prevent soil erosion, which can cause landslides. CARE is there to help.”

In Niger, a country that faces chronic hunger, CARE successfully introduced a program that helped people put away enough savings to tide them over in times of need. During a recent crisis, it helped them cope with food shortages. Communities are also using “seed banks” to ensure they are ready to plant during the next growing season, which reduces one risk factor.

CARE partners with local governments to help communities prepare for a variety of scenarios, and helps ensure these strategies are conveyed to national governments. “We strive to influence the national government to enact legislation that establishes infrastructures and institutions to deal with emergencies. With that process, we can make sure the government is better prepared and acknowledges accountability in a disaster,” says Girón.

CARE also works with governments to scale up awareness programs so they can reach more people than we could on our own. In Guatemala, for example, we collaborated with other agencies to introduce disaster risk management into the school curriculum. Over seven years, we used charts and group activities to teach kids what causes disasters and what they can do to be safer. They learned about evacuation routes and first aid, which they then relayed back home.

Today, climate change is a factor in all emergency preparedness and response planning. “There are changes in patterns of extreme weather. Floods, cyclones and droughts may become more intense, more frequent, longer lasting or less predictable,” says Dr. Charles Ehrhart, CARE’s climate change coordinator. “The result is greater risk of disasters everywhere, especially where people are already vulnerable. During the next 20 to 30 years, CARE will concentrate on known risk hot spots. There, we need to strengthen disaster resilience and help people adapt to the changes in their environment.”

CARE will always try to help. Providing emergency relief, combined with building the capacity for self-help and influencing policy, is one of the ways we’re creating lasting change. •

Fact:
If left unchecked, climate change could result in losses of up to 16 percent of global agricultural production by 2080.
- Cline 2007
Question 6: Can corporations be both profitable and responsible?

Small Farms Fight Famine

2008 was a landmark year for CARE corporate partnerships. CARE and Cargill, an international provider of food, agricultural and risk management products and services, launched a $10 million initiative to create long-term solutions to poverty in rural areas of six countries. The initiative marks the largest corporate collaboration in CARE’s history.

Together, CARE and Cargill are focusing on the critical moments in the life of a rural family that affect their ability to thrive. By providing training and market access for farmers, as well as educational opportunities and nutritional support for children, the initiative seeks to turn vulnerable moments into a lifetime of sustained well-being.

The initiative also goes beyond traditional philanthropy. Cargill and CARE are growing a robust partnership that includes employee volunteerism, expertise sharing, policy advocacy, program collaboration and responsible business models. Cargill’s commitment to CARE dates back nearly 20 years. “Our recent $10 million gift is an extension of the meaningful work we have done with CARE on food shortages, and this investment recognizes that it takes sustained support to make a lasting impact for the 100,000 men, women and children we plan to reach through this partnership,” says Gregory R. Page, chairman and chief executive officer of Cargill.

Coca-Cola and Water Add Life

The Coca-Cola Company has worked with CARE for more than 25 years to help people faced with emergencies. But in recent years, it has concentrated on environmental sustainability, especially water and sanitation programs. Today, Coca-Cola and CARE are working together in Angola, Ecuador, El Salvador, Ghana, Guatemala, Indonesia, Ivory Coast, Kenya and Nicaragua.

In 2008, Coca-Cola combined its 80-year support of the Olympic Games with a collaboration with CARE to showcase environmental initiatives in China. “Together, we promoted water stewardship, climate protection and sustainable packaging,” says David Brooks, general manager of Coca-Cola’s Beijing 2008 Olympics project group.

The key initiative, in partnership with the United Nations Development Program, the Ministry of Water Resources and the Ministry of Commerce, provides access to water, sanitation and hygiene education to several schools in rural China. “Coca-Cola enjoys working with CARE because of the breadth of their scope and the quality of their work. We have been able to develop some creative models to achieve our shared goals, and we look forward to building on those and scaling up,” says Brooks.

Caring Counsel

Legal counsel has helped CARE accomplish our mission through hundreds of hours of donated attorney, paralegal and staff time. They have helped CARE extend our microcredit reach, strengthen our climate work, protect our brand and ensure compliance with U.S. government requirements.

In addition, our Professional Affiliates researched an income trust project and best-practices checklist to maximize CARE’s returns, and assisted in estate administration and compliance with gift acceptance policies, among other valuable services. As leaders in their fields, the Professional Affiliates have also extended CARE’s influence by recruiting new affiliates and surfacing high net worth individuals for whom CARE’s message resonates.
Empowering Employees

“By helping to provide opportunities for workers to gain greater knowledge about critical issues, improve their personal health and enrich their quality of life, we’re helping to create a more satisfied, sustainable and quality-focused workforce,” says Gordon Peterson, Timberland’s vice president, corporate social responsibility.

A shared desire to create healthier workplaces and more cohesive communities stands at the center of the longtime partnership between Timberland and CARE. In the Chittagong Export Processing Zone of Bangladesh, CARE and Timberland have partnered to improve the quality of life – and livelihoods – of 25,000 workers at YoungOne, a supplier of Timberland apparel with 14 factories.

We collaborate on a workplace savings and credit program that allows YoungOne employees to establish savings accounts and borrow money for unexpected family expenses, health care, education or income-generating activities. To date, nearly 17,500 employees – mostly women – have taken advantage of onsite microfinance services, taking out loans totaling over $2.6 million.

We also offer health care and counseling services at factory-based and mobile health clinics, and sponsor programs to promote health and hygiene, and rights education, reaching 50,000 participants over the last three years.

Promotion for Peru

“At Marie Claire, we believe that women are the true catalysts for change around the world,” says Joanna Coles, editor-in-chief. “When we had the opportunity to cover Christy Turlington Burns’ trip with CARE to Peru, we wanted to give our readers a real way to get involved and help. We came up with the limited-edition Marie Claire/I Am Powerful T-shirt, which sold out and raised more than $7,000 for CARE’s maternal health program in Peru. We are proud that Christy will also be a contributing editor to Marie Claire, sharing with our readers vital information about maternal health and the challenges women face around the world.”

Milk Money

The Bill & Melinda Gates Foundation approved $7.25 million in grants for CARE this year, bringing their total CARE giving to $61.6 million. Among these donations was a $5.2 million grant to help 35,000 farm households in Bangladesh increase their income through better dairy practices and improved connections to markets, including the collection, processing and marketing of milk. The foundation also provided significant support to CARE’s emergency work in Madagascar, Myanmar, Nicaragua and Peru.

In some cases, success in business has allowed entrepreneurs to become philanthropists.

Cutting-Edge Conservation

From the Howard G. Buffett Foundation, CARE received $20 million to implement conservation agricultural programs around the world. The result has been an increased food supply for vulnerable populations across Africa and an improved environment. The foundation also supports our clean water programs throughout Africa and Latin America.
Question 7: What can I do to make a difference?
Our partnership with CARE combines the best of both organizations as we advocate locally and nationally to break through educational and economic barriers for all women and girls.”

Linda D. Hallman, Executive Director, American Association of University Women

Each of us can contribute to the movement to end poverty. Organizing an event, raising money, speaking out: Every act makes a difference.
Success by Design

In Empowered by Design, CARE Global Ambassador Sheila C. Johnson has woven together her roles with CARE and as chair of Parsons’ board of governors and trustee of The New School. This collaborative enterprise with female artisans helps create a sustainable economic future through design. In Guatemala, The New School faculty and students conducted a four-week series of workshops that helped local women develop business and organizational skills, and experiment with new tools and technologies. The Parsons team returns to Guatemala in spring and summer 2009 with the goal of developing new product prototypes and engaging a U.S. retail partner to open new markets for the women. Johnson has also been instrumental in encouraging Pamela Bell, Kate Spade co-founder and fellow member of the Parsons’ board of governors, to introduce the Parsons project to colleagues in her retail and fashion network.

Music with Meaning

Moved to tears by seeing the I Am Powerful campaign in an airport, Keith West-Harrison, an entrepreneur and spa consultant, knew he wanted his company to be involved. He decided to produce a CD with a world groove to raise money and awareness for CARE. The result was “I Am Powerful: Music to Empower Women.” His company covered the cost of licensing and production and sold the CDs to spas for $10 – all of which went to CARE.

Creating Connections

How does poverty reduction overseas affect wage rates in the United States? Scott Simpson, Vermont state chair for the CARE Action Network and a clinical social worker in Burlington, organized a panel discussion, “Poverty Reduction Overseas and Self-Interest: Persuading the Unpersuaded,” for CARE’s National Day of Action in October. He wanted to help others learn that when people are doing better in the rest of the world, all of us will do better.

The Women’s Conference Visits Nicaragua

In July 2008, California first lady Maria Shriver and a team from the California Women’s Conference visited CARE maternal health programs in rural Nicaragua. The programs are supported by WE Care, a partnership between CARE, Meredith Corporation and The Women’s Conference, an annual event the first lady hosts for more than 14,000 women. To date, WE Care has raised $200,000 for programs in Nicaragua and Zambia that help women deliver babies safely and prevent mother-to-child transmission of HIV.

Shriver and the Women’s Conference team attended a graduation ceremony for birth attendants trained by CARE to support women before and after childbirth. This training helps them spot potential problems and refer mothers-to-be to clinics if necessary. “The highlight is just to see the joy in those women’s faces and to know that they will be able to really save people’s lives,” Shriver says. “This area had led with maternal mortalities, but this year, there were no maternal deaths. That’s a good return on an investment.”

The opportunity to exchange experiences as women entrepreneurs, to learn from each other’s efforts to set up and grow businesses, was rich and rewarding. We look forward to more opportunities to broaden the awareness and understanding between women across borders."

Taya Levine, Chief “Make It Happen” Officer, eWomen Network Foundation

Staying in School by Staying at School

In six villages in the Ratankiri province in Cambodia, only five of 1,970 adults had completed primary schooling. “It really hit me how poverty self-perpetuates, unless you can step in somehow,” says retired banker Elizabeth Romney. Romney went to Cambodia with women from Seattle’s Northwest Community for CARE (NWCC). On a trip up the Mekong River, NWCC members were amazed to learn that some girls actually swam to school every morning. Many children live too far from schools to attend and they do not speak the national Khmer language.

The NWCC raised money to teach Khmer as a second language and provide students with materials written in their indigenous language. But language wasn’t the only obstacle to learning. Kids had to leave home to attend a centralized secondary school, live in tents and do without latrines. NWCC’s solution was to build a co-ed dormitory, which they plan to visit in the spring of 2009.
Whether it’s women from developed countries funding microfinance activities in developing countries, or women in the private sector supporting each other for board appointments, every little effort makes a difference.

Lea Chambers, Vice President of Marketing and 2nd Vice President, The International Alliance for Women
Question 8: Why is CARE getting so involved in politics?
“The answer is simple: We can’t afford not to engage in politics. But when we talk politics, it’s not about Democrats or Republicans. It’s about the systems and laws that either help people move forward or hold them back,” says Cathy Woolard, executive vice president, Global Advocacy and External Relations.

CARE HAS A WEALTH OF KNOWLEDGE, GAINED OVER 62 YEARS OF HELPING PEOPLE MEET THEIR MOST PRESSING NEEDS. “We have a responsibility to leverage our knowledge – not just to create more effective programs. Even our best programs can only directly touch so many lives,” says Woolard. “We can expand our reach exponentially by using our experience to shape the policies and programs of entire nations, including our own.”

The issue of hunger and global food aid provides a perfect example of why we must engage in advocacy. “Our inaugural act as an organization was to send CARE Packages to stave off famine in Europe,” says Woolard. “That was in 1946, and we have been delivering food ever since. CARE has recognized that there are better ways to help people get the resources they need to feed themselves. We have that knowledge because we’re on the ground in 66 countries, and people are telling us what they need.”

CARE called for fundamental reform of the U.S approach to global hunger and highlighted the shortfalls of shipping U.S.-grown food overseas. (See page 26 to learn more about CARE’s response to hunger.) We asked our supporters to stand with us by contacting their members of Congress, and the response was enthusiastic. “People were even more supportive than we expected,” says David Ray, director, Global Advocacy. “They understood that we were asking for a shift from band-aids to real solutions. And they saw that CARE was willing to turn down money in order to do what’s best for poor people. That inspired people to take action.”

As a result, policymakers also got behind CARE’s thinking. We worked with Senators Richard Lugar, R-Ind., and Bob Casey, D-Pa., to introduce legislation to reform U.S. food aid policy. CARE also spearheaded efforts with Representatives James McGovern, D-Mass., and Jo Ann Emerson, R-Mo., to send a letter to President Barack Obama in support of reform.

Finally, CARE’s experience showed that many factors impact hunger, and the policy response must be multifaceted. CARE was involved in negotiating the language of the bipartisan Lieberman-Warner bill, the first climate change legislation that takes into account the need to cap emissions as well as support efforts that help people adapt to climatic changes that are disrupting food production.

In the end, Woolard says, CARE does policy advocacy for one simple reason: “As members of the global community, all of us, and our governments, have an obligation to help those in need.”

ONLINE ACTION

Join CARE in educating policymakers and speaking out about the most pressing issues in the fight against poverty and injustice.

http://can.care.org
Question 9: Isn’t there enough food to feed everyone?

The simple answer is yes, theoretically,”

says David Kauck, food policy analyst,

“but it’s very inequitably distributed.”

And distribution is just one reason that, today, an estimated 900 million people are hungry, the vast majority being women and girls. This number is growing by 4 million a year.

“The main reason for their worsening plight is the increase in commodity prices,” Kauck says. “And that’s partly related to rising fuel prices worldwide. Another factor is the changing demand for food, and there are two big drivers there. One is the use of corn, in particular, to produce biofuels, and the other is changes in diet in developing countries, where incomes are rising. As incomes go up, people eat more meat and dairy products, and the production of meat and dairy products requires grain.”

No matter the cause, the impact is greatest on women and children. Men usually eat first; women and children eat smaller amounts, and often are allotted the least nutritious food.

Extremely poor people often spend more than half their income on food, maybe as much as 80 percent. “They’re forced either to eat less, with the quality of their diet going down, or they spend less on other essentials to divert more to the food budget. They’re likely to pull the kids out of school because they can’t pay the fees, or put them to work to bring in more money for food,” Kauck says. “Or they’ll defer medical expenses.”

Again, when faced with these desperate choices, families pull girls out of school first and eliminate “unnecessary” medical expenses like basic prenatal care.

The average number of food emergencies every year in Africa alone has nearly tripled since the 1980s. Food aid is still a necessary tool in helping to end hunger. But CARE has dropped the common practice of monetization, or selling foodstuffs subsidized by the U.S. government for cash to implement food aid programs. The U.S. Government Accounting Office reports that the practice helps only about 11 percent of the worldwide population that is hungry. It floods local markets with cheap imports, and local farmers can’t compete. We support local and regional food purchases instead of shipping food from overseas.

Hunger is primarily a rural problem; though with migration to urban areas, there are now many people in cities who face hunger. The largest single group of people with food insecurity is families who live on tiny farms. They’re often isolated, lack access to markets and technology, and they’re often indebted. The second largest group is the landless rural poor, traditionally wage laborers.

“CARE is trying to help those rural populations
increase their production and increase their incomes through agricultural development programs,” says Kauck. “There ought to be enough food in the world to feed everybody, but food is allocated by markets, where purchasing power rules.”

Our programs work with these farm families and landless families, with an emphasis on women. “First, we determine what market demand is. We identify what’s lacking,” says Laté Lawson-Lartego, director, Economic Development. “Then we figure out how to go about producing to meet that need. And we work with seed and fertilizer suppliers. Ultimately, we link growers to buyers.”

“In Ghana,” says Lawson-Lartego, “we helped farmers get access to international markets by promoting fresh produce to the U.K.” Pineapples, avocados and mangoes are grown to comply with certification standards for export to British and other European markets. “In Kenya, when none existed, we set up a marketing company with some private sector investors to help farmers improve the quantity and quality of their produce and access better markets.”

These steps remind us there is opportunity in the response to hunger. “We’re working on both sides of the equation,” says Kauck. “We need to provide assistance that will help places like sub-Saharan Africa modernize their agriculture and increase food production. At the same time, we need to immediately find ways to protect people whose purchasing power has declined and who are likely to be in dire circumstances in very short order. It’s a dual strategy of humanitarian protection and support for development.”

**Fact:**

There is more than enough food in the world to feed everyone. Over the last 20 years, food production has risen steadily at over 2 percent a year, while the rate of population growth has dropped to 1.14 percent a year.

- UN Food and Agriculture Organization
Question 10: How is CARE building a global movement to end poverty?

“For CARE USA, it starts by being a part of CARE International (CI), a 12-member confederation,” says Jumbe Sebunya, CARE USA’s liaison to CARE International. “CI is a united front, so it’s not just Americans, Norwegians or Thais working on the problems of poverty; it’s a combined effort that brings greater legitimacy and impact in our poverty-fighting programs, emergency response and advocacy.”

CI allows each member to be both a global and a local player. This is an advantage for fundraising, as many donors want to support an organization with CARE’s global reach, but also want local accountability. The 12 CI members have deep local ties, which allow us access to senior policymakers, ministers, celebrities and other influential people. “As a result,” says Sebunya, “CARE International has enormous opportunities for advocacy and easy access to media coverage, making it possible to raise money and affect policy. These are key ways we are building a global movement.”

Within a movement, certain segments may take the lead on specific fronts. The same is true of CARE International. Some members are committed to building expertise on specific issues: CARE UK focuses on conflict prevention and resolution, and CARE Denmark is known for climate change work. By diversifying and eliminating redundant research and investment, CI can build the global movement more quickly.

“A movement is made up of independent actors united by a common mission – that’s CARE International,” says Sebunya.

Blessed Unrest: How the Largest Movement in the World Came into Being and Why No One Saw it Coming

by Paul Hawken
There’s another question that is fundamental to CARE’s work: “Will you help?” We are so grateful to hear a resounding “yes” year after year. Your confidence in CARE and generous compassion enable our dedicated staff around the world to make a difference each day. Thank you.
Lifetime Cumulative Gifts of $1 Million and Above
Anonymous (7)
AES Corporation
Alliance for a Green Revolution in Africa
Mrs. Nancy K. Anderson
The Andrew W. Mellon Foundation
The Annenberg Foundation
The Atlantic Philanthropies
Bill & Melinda Gates Foundation
The Boeing Company
Bristol-Myers Squibb Foundation
Cargill
Charles Stewart Mott Foundation
The Church of Jesus Christ of Latter-Day Saints
The Coca-Cola Company
Estate of Priscilla B. Collins
Conrad N. Hilton Foundation
Credit Suisse
The David and Lucile Packard Foundation
David R. and Patricia D. Atkinson Foundation
Delta Air Lines Inc.
Mr. Joseph H. Ellis and Mrs. Barbara I. Ellis
ELMA Philanthropies Services (U.S.) Inc.
Fidelity Charitable Gift Fund
The Ford Foundation
GE Foundation
Global Impact
Harold Simmons Foundation
The Howard G. Buffett Foundation
The John D. and Catherine T. MacArthur Foundation
JP Morgan Chase Foundation
The Joseph and Bonnie Kies Endowment
The Kresge Foundation
The LeBrun Foundation
Loren A. Jahn Private Charitable Foundation
Dr. Elizabeth Mary Lutas
The Marshall-Reynolds Foundation
The MathWorks Inc.
The Anita M. McCullough Living Trust
Michael and Susan Dell Foundation
Microsoft Corporation
The Morgridge Family Foundation
Oak Foundation
Oracle
The Panaphil and Uphill Foundations
The Peierls Foundation
Penzance Foundation
The Pew Charitable Trusts
Pfizer Inc.
Randell Charitable Fund
Robert T. Rolfs Foundation
The Robert W. Woodruff Foundation
Mr. and Mrs. Ben Russell
Sall Family Foundation
Saperlipopette
Schultz Family Foundation
Sheila C. Johnson and The Sheila C. Johnson Foundation
Sony Music Entertainment Inc./Pearl Jam
Mr. and Mrs. Stanley
Starbucks Coffee Company
The Starr Foundation
Mr. Daniel M. Tellep
TOSA Foundation
Tower Research Capital LLC
Unocal Corporation
The UPS Foundation
Vanguard Charitable Endowment Program
William and Flora Hewlett Foundation
W.K. Kellogg Foundation
Mrs. Ruth W. Williams and Mr. A. Morris Williams, Jr.
The Thomas Lyles Williams Charitable Trust
Wisconsin Evangelical Lutheran Synod

FY08 Gifts of $1 Million and Above
Anonymous
Alliance for a Green Revolution in Africa
Bill & Melinda Gates Foundation
Conrad N. Hilton Foundation
Mark Eisner, Jr. Trust Dated August 24, 2005
Fidelity Charitable Gift Fund
GE Foundation
The Howard G. Buffett Foundation
Oak Foundation
Saperlipopette
TOSA Foundation
The Vanguard Charitable Endowment Program

$500,000 - $999,999
Anonymous
The Coca-Cola Company
ELMA Philanthropies Services (U.S.) Inc.
The Ford Foundation
Trust of Fred Kelso
The Morgridge Family Foundation
Oracle
The Peierls Foundation
Randell Charitable Fund
Starbucks Coffee Company

$250,000 - $499,999
Anonymous (2)
Abbott Laboratories Fund
Adelia Russell Charitable Foundation
Estate of Elliot A. Baines
The Boeing Company
Estate of Charlotte H. Burns
The Church of Jesus Christ of Latter-Day Saints
Credit Suisse
The David and Lucile Packard Foundation
Everett/O’Connor Charitable Trust
Helen F. Kelbert Trust
Estate of Bonnie Kies
Estate of Phil Osborne
The P&G Fund of the Greater Cincinnati Foundation
The Pentecost Family
Richard and Rhoda Goldman Fund
The UPS Foundation
Western Union Foundation
Estate of Reamer W. Wigle
Mr. William P. and Mrs. Dorian S. Jordan Foundation
Mrs. Ruth W. Williams and Mr. A. Morris Williams, Jr.
Zonta International Foundation
$100,000 - $249,999
Anonymous (6)
Acorn Media Group Inc.
Almeida Family Foundation
Estate of Robert M. Barnhart
The Baxter Foundation
Helen C. Boon Irrevocable Standby Trust
The Boston Foundation
Estate of Ethel E. Rogers Burns
The Burpee Foundation Inc.
Cargill
Charles Schwab Foundation
Cisco Systems Foundation
Mr. Thomas E. Claugus
Covance Inc.
The David R. and Patricia D. Atkinson Foundation
The Dietrich W. Botstiber Foundation
Estate of Laura Delano Eastman
Mr. and Mrs. Joseph H. Ellis
Elton John AIDS Foundation
GAP Inc.
General Mills Foundation
Google.org Fund of Tides Foundation
Karl Hanzelius Irrevocable Trust
Mr. Justin S. and Mrs. Hilarie Huscher
Dean and Elizabeth Kehler
Mr. and Mrs. Michael L. Keiser
Lanora Fritch Johnson Charitable Remainder Unitrust
Lloyd A. Fry Foundation
The MathWorks Inc.
Anita McCullaugh Living Trust
Mr. and Mrs. Gregory S. McMillan
Michael and Susan Dell Foundation
Alex Morcos
Mr. and Mrs. Luke Neal Morrow
Mrs. Anna B. Munch
Donna M. O’Conner Trust
Orange County Community Foundation
Oxfam America (collaborating partner)
Pfizer Inc.
Potash Corporation Inc.
The Robert and Loek C. Neimeth Family Foundation
Robert T. Rolfs Foundation
The Robert Wood Johnson Foundation
The San Francisco Foundation
Alice Milzner Schaaf Trust
Silicon Valley Community Foundation
The Starr Foundation
Stemcor USA Inc.
TK Foundation Fund
Mr. Bill Unger
Deidra Wager
William and Flora Hewlett Foundation
Ms. Jane Willits

$50,000 - $99,999
Anonymous (6)
All For One Foundation
Estate of Margaret Bachert
Estate of Mae Mallory Barron
Mr. and Mrs. Robert Bartels
The Bryan and Christina Cressey Foundation
Mrs. Judith Buechner and Rev. C. Frederick Buechner
Estate of Helen S. Castelli
CE&S Foundation Inc.
Mr. Henry D. Chaplin, Jr.
Cogan Family Foundation
Community Of Christ
Susan Crown and William Kunkler
The Danelle Foundation
Dintersmith-Hazard Foundation
DLA Piper
Mr. Allan J. Domingue
Estate of John M. Eling
The Flatley Foundation
Bert and Candace Forbes
Fred H. Bixby Foundation
Mr. and Mrs. James L. Hamilton
Estate of Jerry R. Harris
Elizabeth Jungwirth Trust
The Kellicie Fund
Levi Strauss and Co.
The William A. Lichtenstein and Rose Lichtenstein Revocable Trust
Loren A. Jahn Private Charitable Foundation
The Marshall-Reynolds Foundation
Estate of Charles Mauro
The McKnight Foundation
Ms. Laurie Michaels
Microsoft Corporation
Nancy and Herbert Burns Foundation Inc.
The Panaphil Foundation
Dorothy Patrick For The Benefit of Jean B. Whyte Residual Trust
The Pentecost Family
Mary and Myron Peterson
Mr. Thomas D. Poole
Edna Scoppa Charitable Remainder Annuity Trust
The Seattle Foundation
Mr. David Smith and Mrs. Nancy Smith
Estate of Alice C. Sobelman
Sony Pictures Entertainment Inc.
Elmer Edmund Specht Trust
Wayne Stallman Trust
Mr. and Mrs. Russ Talcott
Estate of David P. Tenberg
Troutman Sanders LLP
Estate of Peter Tsacyeanes
Mr. Bruce Tully and Mrs. Sandra Tully
United States Institute of Peace
The Estate of Anna M. Wenckus
Willow Springs Foundation
Wisconsin Evangelical Lutheran Synod
W.K. Kellogg Foundation
The World Bank Community
World Wings International Inc.
Dr. Robert Zufall and Mrs. Kathryn Zufall

$25,000 - $49,999
Anonymous (7)
@Properties
ACE/INA Foundation
AES Corporation
Gaby and Genevieve Ajram
Ms. Edith Allen
Keith and Annette Amburgey
Matthew T. and Margaret Balitsaris
The Barstow Foundation
Mr. Farid Behfar
Beyond the 11th Foundation
Binnacle Family Foundation
Mr. Steven D. Blecher
Mr. Don Blekeno, Jr. and Mrs. Marcia W. Blenko
Alice Boerner Trust
The Boston Note Company
Bridgemill Foundation
Charles and Jan Bruno
Mr. Charles C. Cahn, Jr.
Mr. and Mrs. Arthur Calcagnini
The Capital Group Companies Charitable Foundation
The Cedars Foundation (Abbie and Bo Cutter)
Charles Lamar Family Foundation
Christenson Family Foundation
Citi Global Impact Funding Trust Inc.
Clipper Ship Foundation Inc.
Ms. Virginia F. Coleman
The Community Foundation for Greater Atlanta
Community Foundation for Monterey County
Cornell University Foundation
The Cotswold Foundation
Mr. James Cropsey
Lynne and Glen Cunningham
The Davee Foundation
Elizabeth C. Dudley
Liesa Wise Dutra
Exelon Corporation
Firmenich Inc.
Mr. John P. Fountas
Ms. Ellen Franck
The Frees Foundation
Mr. James P. Glaser
Goodwin Procter LLP
Mr. and Mrs. John and Stella Graves
Mr. Bernard Gwertzman
Haley and Aldrich Inc.
Mr. John C. Hanson
Hess Foundation Inc.
Sister Julia Huiskamp
The Human Fund
The Hyde Foundation
Mr. and Mrs. Matthew Johnson
JustGive.org
Janet and Howard Kagan
Allan W. Karp and Lisa P. Keith
Ms. Carol Kearney
The Kenneth Douglass Foundation
Mr. Tim Kerr and Ms. Cynthia Wells
Arthur Kieffer
Kilpatrick and Stockton LLP
Mrs. Susan Kinzie
Lavalette Holdings Corp.
LF Foundation Inc.
Mrs. Louis Lowenstein
Mrs. Ann M. Mallouk
Thomas E. and Gael G. Mallouk
Mr. Joseph Mancino
Mr. Edward N. Markusen
Mary Catherine Bunting Foundation
Mr. and Mrs. Robert A. May, Jr.
McLarty Associates
MD19 Lions
Meredith Corporation
Mr. Joseph Mitola
Mrs. Albert Moorman
Motorola
NAD McDougall Charitable Fund
The New York Community Trust
Mr. Jerome C. Neyer
North Dakota Farmers Union
Mr. Dave Olsen and Ms. Anita Braker
Mark and Robin Opel
Ms. Susan Patricof
Mr. and Mrs. David Peeler
Peru Opportunity Fund
Mr. John Peterson
The Pettus Foundation
Mr. and Mrs. Randall E. Pond
The Reilly Family
Mr. Henry P. Riordan, Esq.
Robert J. Frisby Foundation
Marc B. Robertshaw
The Saint Paul Foundation
William H. and Judith M. Scheide
Mr. Allan P. and Mrs. Nari M. Scholl
Shaker Family Charitable Foundation
Janet and Tucker Short
Sidley Austin LLP
Mr. Brien Stafford and Ms. Cynthia Stafford
Stephen and Tabitha King Foundation
Stitching Bernard Van Leer Foundation
The T. Rowe Price Program for Charitable Giving
Time Inc. Peoples Magazine
Richard W. and Elaine M. Tinberg
Frank Tobin
The Wal-Mart Foundation
DeLayne and George Watton
Mr. Douglas J. Weckstein and Mrs. Tara T. Weckstein
Weyerhaeuser Company Foundation
Mrs. Nathaniel Winthrop
Worthy Causes Inc.

$15,000 - $24,999
Anonymous (6)
Mr. Herbert J. Adair, Jr.
Mr. David T. Akers and Mrs. Jean K. Akers
American Express Company
Apogee
Mr. Richard D. and Mrs. Ruth B. Armold
The Ayco Charitable Foundation
Mr. and Mrs. J. Gregory Ballentine
Martin and Cecile Falk Balser
Dr. Richard B. and Mrs. Susan E. Balsley
The Bill and Helen Crowder Foundation
Scott and Roxanne Bok
Ms. Charlotte T. Bordeaux
Neal C. Bradsher
Ms. Mary A. Brauer
Mr. and Mrs. Kenton Randolph Brown
The Cable Company
Buffy and Steve Caflisch
Mr. Walter C.D. Carlson and Ms. Debora De Hoyos
Mr. Juan Manuel Carrillo and Ms. Dominique Mielle
Communication Automation Corp.
Mr. and Mrs. William Conn
Mr. and Mrs. Mark Cotham
Dave Nikkel Foundation
Mr. and Mrs. Anthony Dean
DeAtley Family Foundation
James Devaney
Mr. Phil Duke
The Ellis Foundation
Mr. Todd Evans and Mrs. Dorothy Evans
James and Tammy Felt
Fidelity Brokerage Services LLC
Dr. Brian Fry
Mr. Bryan Fry
Deirdre Giblin and David DuBard
Mr. James Giles
Goldman, Sachs and Co.
Ms. Jill Rosenblatt Gordon
The Greater Kansas City Community Foundation
Harvard University Employees
Chip and Donna Hazard
Philip and Katarina Holm-Didio
Patsy and Jerry Hubbard
Mr. and Mrs. Alan Husak
IBM Employee Services Center
Irene E. and George A. Davis Foundation
Chanda Jessee and Julianus Gaudio
Hunton & Williams LLP
Jewish Community Foundation
Mr. Greg Jordan and Mrs. Anne Jordan
Mr. Thomas Karsten
Kate Stamper Wilhite Charitable Foundation
Jeff and Linda Kofsky
Kraft Foods
Dr. Norm H. Kumin
Ms. Ronnie S. Lacroute
Larsen Fund
Governor George and Mary Jane Leader
Les Oiseaux Foundation
Mr. George H. Lohrer and Mrs. Ilse M. Lohrer
Mr. Raja Malkani
Laurel and Joe Mancino
Mr. Maurice Marciano
The John L. McCormick Memorial Trust
Mr. and Mrs. Brandon McKelvey
The Merck Company Foundation
Merkle
Eva and Doug Nace
Mr. and Mrs. Randolph M. Nace
National Philanthropic Trust
Mr. and Mrs. Ronald G. Newman
Chung-Wei Ng and Carl T. Kelley
Arthur C. Nielsen, Jr. Family Charitable Trust
Maureen O'Hara and David Easley
P&G International Transferees Inc.
Pfizer Foundation
Rainbow World Fund
The RFP Fund
Mr. Kyle S. Roaides
Mrs. Patricia Goss Rhodes
The Roy A. Hunt Foundation
Mr. Jonathan J. Seagle
Gloria Simons
Soros Fund Charitable Foundation
Sundance Family Foundation
Shanghai Tang
Joyce and William Thibodeaux
Mr. Douglas Tilden
United Nations Associations of The United States of America
Mr. and Mrs. Scott Updike
Mr. George S. Walker and Mrs. Barbara D. Walker
Allen and Ingrid Wisniewski

$10,000 - $14,999
Anonymous (13)
Aetna Foundation Inc.
Dr. Ursula Alletag
Mr. and Mrs. George and Herawati Alvarez-Correa
Mr. Craig G. Anderson
The Atlantic Philanthropies
Mr. and Mrs. Edwin T. Baldridge
Baltimore Community Foundation
Paul and Mary Jan Bancroft
Bank of America
Mrs. Mary Rinne Barnett
Dennis Barry
Dr. Merrill Berman
Drs. George and Rima Bitar
Black and Veatch Building A World of Difference Foundation
Mr. and Mrs. Blair
Mr. Greg Block
BMI-RUPP Foundation
Mr. and Mrs. David Boutwell
Mr. and Mrs. Paul Sidney Burtness
Mrs. Muriel L. Cameron, Trustee
Mr. Martin R. Cobb
Mr. and Mrs. Gerald Colbo
Mr. and Mrs. John Cook
Corn Products International Inc.
Mrs. Jean T. Cragen
Mr. and Mrs. W.H.H. Cramer
Mr. and Mrs. Gerald R. Curtis
Mr. John Curtis
Dr. and Mrs. Worth B. Daniels, Jr.
Adah R. Davis
Davis & Gilbert LLP
Ms. Barbara A. Dawkins
Sally and Richard Dawson
Dell Direct Giving Program
Mr. Saul Diaz and Mrs. Consuelo Diaz
Mitchell and Monica Dolin
Mr. H. Robert Dursch and Mrs. Ann Dursch
Ms. Katharin Dyer and Mr. Barry Dyer
Mr. Robert J. Eck and Mrs. Kimberly West Eck
Peter and Rose Edwards
Mr. and Mrs. Richard A. Ely
David and Kristin Emerson
Federated Garden Clubs of NY State Inc.
Ruth and Vincent Florentino
Mr. Russell J. Frackman and Ms. Myrna D. Morganstern
Frederick O. Watson Foundation
Brian and Vanessa Friedman
Mr. and Mrs. Edward M. Friend, III
The Fullerton Family Foundation
Mr. John H. and Mrs. Carolyn Gusmer
Jane and Barry Haines
Mr. Ren Herr and Ms. Kathleen Doyle
Mr. Paul A. Higgins
Ms. Elizabeth R. Holder
Julie and Robert Horowitz
Mr. and Mrs. Andrew H. Hull
Mr. and Mrs. Joseph C. Hyde
Ms. Catherine W. Hyndman
Ipswitch Inc.
Mr. and Mrs. Richard J. Jessup
Johnson and Johnson Family of Companies
Dr. Robert S. and Mrs. Nancy J. Joslin
Journey Charitable Foundation
The Joyce and Gary Wenglowski Foundation
Howard and Michele Karloff
Francis J. and Mary Elizabeth Karpinski
Mr. Paul B. Kavanagh
Dr. Kevin J. and Dr. Pamela J. Kelly
Kurt Kimber and Angela Wyatt
Mr. and Mrs. Chris A. Kindred
Ms. Hope Klebenov
Mr. Anthony J. Kuzminski
Ms. Susan Laing
Miss Jean T. Lebreck
Mr. David Litwack and Ms. Mary Anne Lambert
Louis Blackman Tollefson Family Foundation
Louis H. Gross Foundation
Maersk Line Limited
Joe and Linda Manthei
The Marks Family Foundation
In Memory of James Harper Marshall
The Mazar Family Charitable Foundation Trust
Mrs. Kenneth J. McElrath
Mr. M. Craig McKibben and Ms. Sarah E. Merner
Mr. and Mrs. Gordon A. McLean
Mr. John A. McNeice, Jr. and Mrs. Margaret E. McNeice
Merle and Ellen Morgan Gift Fund
Merrill Lynch Trust Company
Mr. Bruce Montella
Elizabeth R. Moran
Morgan Stanley Foundation
The Moskowski Family Foundation
Ms. Jutta Mosse
Murphy Family Foundation
NamasteDirect, San Francisco
The William J. and Jane F. Napier Charitable Lead Trust
Nationwide
Clare O’Brien and Charles Doane
Bernadette and Brian O’Neil
Elisabeth Owen
Peter H. and Joan M. Kaskell Fund of the Fairfield County
Community Foundation
Phoebe W. Haas Trust
The PNC Foundation
The Pomerantz Family
Mrs. Martha Popper and Mr. Alan R. Popper
Dr. and Mrs. Anoop Prasad
Rob and Sally Quinn
Mr. and Mrs. John Rakoske
Richard S. and Elizabeth P. Kent Family Foundation
Ms. Louise A. Rinn
Drs. Kenneth and Jean Robinson
Mr. and Mrs. Bruce Rosenblum
Lucinda Roy and Larry Jackson
Ms. Christine L. Ruyter
San Diego Community Foundation
Sandy Hill Foundation
Dr. Andrew M. Sessler
Share Gift USA
Mrs. Joan A. Sivanon
Mrs. Lorraine C. Snell
Mr. Malcolm Sparrow and Mrs. Penelope Sparrow
Christine Spillane
Ms. Marian M. Spong
Ruth Hanna Smith
Scott and Dina Smith
The Solstice Foundation
Richard K. and Harriet Squire
Ms. Elizabeth F. Steele
Mr. and Mrs. C. David Stinson
Strength the Good Fund of the Community Foundation of New Jersey
Target
Technology North Inc.
Ms. Bonnie E. Thomson
The Tolleson Family Foundation
The Trio Foundation of St. Louis
Two Sigma Investments LLC
United Hearts For Health
United Way of Tri-State
The Uphill Foundation
Mr. Edwin Valencia
James F. and Leslys Garrow Vedder
Mr. and Mrs. Mark J. Walker
The Warburg Pincus Foundation
Jean and Jack Ward
Mr. Barton Waring
Tom and Zantha Warth
Dr. John Weiser
John A. Weldon
WellPoint Foundation
Wells Fargo Community Support Campaign
David A. Wengert
Marissa Wesely and Fred Hamerman
The William and Mary D. Norris Foundation
Mercedes and Duncan Williams
Dr. Paul L. Winter
Mr. and Mrs. Albert G. Woodring
Youths’ Friends Association Inc.
CARE supported more than 1,000 poverty-fighting projects in 66 countries to reach more than 55 million people in fiscal year 2008. CARE USA contributed $609 million to these efforts. The following are some highlights of our work to defend dignity and fight poverty around the world:

CARE and our partners reached more than 35.3 million people with information and services to protect their health, plan their families and raise healthy children.

Our education programs helped 9 million students gain the skills they need to succeed, and removed barriers to school attendance – especially for girls.

10.3 million people – 52 percent women – saved money, gained access to credit and learned skills to start or expand their business through CARE’s economic development programs.

For 11.6 million people, CARE’s water and sanitation programs increased access to safe water, improved health and hygiene practices and freed time for other activities.

We helped 10 million people improve crop production, increase income, adapt to a changing climate and sustainably manage natural resources.

CARE programs helped 6.7 million people stop the spread of HIV & AIDS, and reduce the negative social and economic consequences of the epidemic.

Our emergency response and preparedness programs reached 11.7 million people, with special emphasis on the needs of the most vulnerable: women, children and the elderly.

*The numbers listed here exceed the total number of participants because many CARE projects incorporate more than one programming sector.*
This has been a challenging year. Fluctuating fuel prices, the decline of the financial markets and the rising cost of food remind us how interconnected we have become. For the people with whom CARE works – particularly women and girls, who are the most marginalized members of every community – past gains are at risk of slipping away.

Despite these difficult times, we are undeterred. Of this we are certain: Together, we have the power to tilt the outcome for millions of families toward better lives. We remain inspired by the hope we see in the faces of millions of people with whom CARE works, in poor countries and rich countries alike. The challenges of the past year only strengthen our resolve.

Our 2008 Annual Report focuses on some of the questions asked both of CARE and by CARE as we strive to have the greatest impact in our work, to act as responsible stewards of funds from our donors and, simply put, to be the best we can be. We hope you find it valuable and thought-provoking.

Thanks to all of you who have helped us make real progress toward our shared vision – a world of hope, tolerance and social justice, where poverty has been overcome and all people live in dignity and security.

Helene D. Gayle, MD, MPH  
President and CEO

W. Bowman Cutter  
Chair
Board of Directors

Officers
W. Bowman Cutter
Chair
Helene D. Gayle
President and CEO
Lynn Walker Huntley
Doris Meissner
Vice Chairs
Dean C. Kehler
Treasurer
Carol Hudson
Secretary
Peter D. Bell
Philip Johnston
President Emeriti

Members
K.Y. Amoako
President
African Center for Economic Transformation
Richard J. Almeida
Retired Chairman and CEO
Heller Financial
Gilles Concordel
President and Founder
Tutator Foundation
Susan Crown
Vice President
Henry Crown & Company
W. Bowman Cutter
Managing Director
Warburg Pincus LLC
Katharin S. Dyer
Chief Talent & Transformation Officer
VivaKi
Maria Echaveste
Principal
Nueva Vista Group LLC
Helene D. Gayle
President and CEO
CARE
Lynn Walker Huntley (on leave)
President
Southern Education Foundation
Paul J. Jansen
Principal
McKinsey & Company
Dean C. Kehler
Managing Partner
Trimaran Capital Partners
Kenneth Lehman
Managing Partner
KRP Group LLC

Richard A. Marin
Executive Chairman
Africa Israel Investments USA
Cindy Hensley McCain (on leave)
Chair
Hensley Company
Doris Meissner
Senior Fellow
Migration Policy Institute
Araf I. Meleis
Margaret Bond Simon Dean of Nursing
University of Pennsylvania
Nachiket Mor
President
ICICI Foundation for Inclusive Growth
John P. Morgridge
Chairman Emeritus
Cisco Systems
Randall E. Pond
Executive Vice President
Cisco Systems
Virginia Sall
Former Chair
La Leche League International
William D. Unger
Partner Emeritus
Mayfield Fund
Monica Vachher
President
The Astor Group
Deidra Wager
Owner
DJW LLC
Aaron S. Williams
Vice President
RTI International

All directors are also members of the board of overseers.
Executive Management Team

Helene D. Gayle  
President and Chief Executive Officer

Steve Hollingworth  
Chief Operating Officer and  
Executive Vice President, Global Operations

Joseph J. Iarocci  
Chief of Staff

Patrick Solomon  
Senior Vice President,  
Global Support Services

Cathy Woolard  
Executive Vice President,  
Global Advocacy and External Relations

Vickie Barrow-Klein  
Senior Vice President,  
Finance, and Chief Financial Officer

Jean-Michel Vigreux  
Senior Vice President,  
Program Quality and Impact
For fiscal year 2008, CARE USA received nearly $708 million to support the empowerment of women, families and communities, which is 17 percent more than the previous year. The increase is attributed to support from the public, as governmental support remained steady.

Organizational spending totaled $674 million, with 90 percent or $609 million representing the portion spent on programmatic activities that pursue a better, safer, more just world for all, particularly for the world’s poorest people.

Nearly half (45 percent or $277 million) of our program activities occurred in sub-Saharan Africa, where almost $62 million was for food security programs. In Asia, we spent over $144 million (24 percent) in cash and commodities, with the remainder of the $609 million going to Latin America and the Caribbean, Eastern Europe, the Middle East and activities for multi-regional programs.

Addressing poverty with a long-term perspective continued to be the program focus for FY08, with activities in this area increasing 14 percent, or $60 million. Program spending on emergency response slightly increased by 3 percent over FY07.

The consolidated financial statements that follow demonstrate our organizational fiscal health through our net asset balances for restricted purposes of $267 million and $95 million for use where the need is greatest. CARE management knows that prudent financial stewardship is critical to ensuring we can continue to serve the world’s poor and understands that it is equally important to our donors, partners and those we serve.

Vickie J. Barrow-Klein
Chief Financial Officer
Sources of Support
CARE USA receives support for our programs from charitable contributions and grants and contracts from government and nongovernmental entities. The following describes CARE USA’s sources of support and revenue. In thousands.

<table>
<thead>
<tr>
<th>Donor</th>
<th>Agricultural Cash</th>
<th>Nonfood Commodities</th>
<th>In Kind</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S. government</td>
<td>$195,619</td>
<td>$71,443</td>
<td>$115</td>
<td>$267,177</td>
</tr>
<tr>
<td>U.S. direct public support</td>
<td>149,027</td>
<td>-</td>
<td>201</td>
<td>149,228</td>
</tr>
<tr>
<td>CARE Australia</td>
<td>8,494</td>
<td>-</td>
<td>-</td>
<td>8,494</td>
</tr>
<tr>
<td>CARE Canada</td>
<td>7,666</td>
<td>223</td>
<td>-</td>
<td>7,889</td>
</tr>
<tr>
<td>CARE Danmark</td>
<td>12,437</td>
<td>-</td>
<td>-</td>
<td>12,437</td>
</tr>
<tr>
<td>CARE Deutschland</td>
<td>7,043</td>
<td>-</td>
<td>-</td>
<td>7,043</td>
</tr>
<tr>
<td>CARE France</td>
<td>15,700</td>
<td>-</td>
<td>-</td>
<td>15,700</td>
</tr>
<tr>
<td>CARE Japan</td>
<td>673</td>
<td>-</td>
<td>-</td>
<td>673</td>
</tr>
<tr>
<td>CARE Nederland</td>
<td>26,845</td>
<td>-</td>
<td>-</td>
<td>26,845</td>
</tr>
<tr>
<td>CARE Norge</td>
<td>12,949</td>
<td>-</td>
<td>-</td>
<td>12,949</td>
</tr>
<tr>
<td>CARE Österreich</td>
<td>10,016</td>
<td>-</td>
<td>-</td>
<td>10,016</td>
</tr>
<tr>
<td>CARE United Kingdom</td>
<td>45,597</td>
<td>-</td>
<td>-</td>
<td>45,597</td>
</tr>
<tr>
<td>Host governments</td>
<td>25,008</td>
<td>-</td>
<td>-</td>
<td>25,008</td>
</tr>
<tr>
<td>UNHCR</td>
<td>419</td>
<td>-</td>
<td>-</td>
<td>419</td>
</tr>
<tr>
<td>UNICEF</td>
<td>3,117</td>
<td>-</td>
<td>-</td>
<td>3,117</td>
</tr>
<tr>
<td>WFP</td>
<td>3,509</td>
<td>3,048</td>
<td>-</td>
<td>6,557</td>
</tr>
<tr>
<td>Other U.N. agencies</td>
<td>4,981</td>
<td>-</td>
<td>-</td>
<td>4,981</td>
</tr>
<tr>
<td>Switzerland</td>
<td>21,699</td>
<td>-</td>
<td>-</td>
<td>21,699</td>
</tr>
<tr>
<td>World Bank</td>
<td>9,080</td>
<td>-</td>
<td>-</td>
<td>9,080</td>
</tr>
<tr>
<td>Others (grants, contracts)</td>
<td>58,811</td>
<td>-</td>
<td>378</td>
<td>59,189</td>
</tr>
<tr>
<td>Other revenue (interest, dividends, rents, etc.)</td>
<td>13,728</td>
<td>-</td>
<td>-</td>
<td>13,728</td>
</tr>
</tbody>
</table>

Support and Revenue  $632,418  $74,714  $694  $707,826
# CARE USA Consolidated Balance Sheet

**As of June 30, 2008   In thousands**

<table>
<thead>
<tr>
<th>Assets</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>111,100</td>
</tr>
<tr>
<td>Investments</td>
<td>204,980</td>
</tr>
<tr>
<td>Receivables, net</td>
<td>29,564</td>
</tr>
<tr>
<td>Microcredit loans receivable, net</td>
<td>170,298</td>
</tr>
<tr>
<td>Inventory</td>
<td>17,801</td>
</tr>
<tr>
<td>Deposits and other assets</td>
<td>68,514</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>24,251</td>
</tr>
<tr>
<td>Trusts held by third parties</td>
<td>112,056</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>738,564</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liabilities</td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>60,150</td>
</tr>
<tr>
<td>Program advances by government &amp; nongovernment agencies</td>
<td>122,871</td>
</tr>
<tr>
<td>Annuities payable, pooled income fund, charitable remainder trusts</td>
<td>22,362</td>
</tr>
<tr>
<td>Benefits accrued for employees</td>
<td>31,297</td>
</tr>
<tr>
<td>Subsidiary loans payable</td>
<td>132,220</td>
</tr>
<tr>
<td>Minority interest in subsidiary</td>
<td>6,996</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>375,896</strong></td>
</tr>
</tbody>
</table>

| Commitments and contingencies | |
| Net Assets | | |
| Unrestricted | 95,271 |
| Temporarily restricted | 135,305 |
| Permanently restricted | 132,092 |
| **Total Net Assets** | **362,668** |

<table>
<thead>
<tr>
<th>Total Liabilities And Net Assets</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Liabilities And Net Assets</strong></td>
<td><strong>738,564</strong></td>
</tr>
</tbody>
</table>

Our auditors have expressed an unqualified opinion on our June 30, 2008 consolidated financial statements. These financial statements include associated notes that are essential to understanding the information presented herein. The full set of statements and notes is available at CARE USA’s Web site, www.care.org, and a printed copy may be obtained from CARE USA.
### CARE USA Consolidated Statement of Activities

**For the year ended June 30, 2008  In thousands**

<table>
<thead>
<tr>
<th>Support</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public Support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contributions</td>
<td>$ 74,964</td>
<td>64,970</td>
<td>-</td>
<td>$ 139,934</td>
</tr>
<tr>
<td>CARE International</td>
<td>147,643</td>
<td>-</td>
<td>-</td>
<td>147,643</td>
</tr>
<tr>
<td>Interest and dividends on restricted net assets</td>
<td>5,881</td>
<td>3,487</td>
<td>-</td>
<td>9,368</td>
</tr>
<tr>
<td>Satisfaction of program restrictions</td>
<td>47,499</td>
<td>-</td>
<td>(47,499)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Public Support</strong></td>
<td>275,987</td>
<td>20,958</td>
<td>-</td>
<td>296,945</td>
</tr>
<tr>
<td><strong>Government and Other support</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>U.S. government</td>
<td>267,177</td>
<td>-</td>
<td>-</td>
<td>267,177</td>
</tr>
<tr>
<td>Host governments</td>
<td>25,008</td>
<td>-</td>
<td>-</td>
<td>25,008</td>
</tr>
<tr>
<td>Others</td>
<td>105,318</td>
<td>-</td>
<td>-</td>
<td>105,318</td>
</tr>
<tr>
<td><strong>Total Government and Other Support</strong></td>
<td>397,503</td>
<td>-</td>
<td>-</td>
<td>397,503</td>
</tr>
<tr>
<td><strong>Other Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividends on unrestricted net assets</td>
<td>7,957</td>
<td>-</td>
<td>-</td>
<td>7,957</td>
</tr>
<tr>
<td>Rent and miscellaneous</td>
<td>5,421</td>
<td>-</td>
<td>-</td>
<td>5,421</td>
</tr>
<tr>
<td><strong>Total Other Revenue</strong></td>
<td>13,378</td>
<td>-</td>
<td>-</td>
<td>13,378</td>
</tr>
<tr>
<td><strong>Total Operating Support and Revenue</strong></td>
<td>686,868</td>
<td>20,958</td>
<td>-</td>
<td>707,826</td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program</td>
<td>608,629</td>
<td>-</td>
<td>-</td>
<td>608,629</td>
</tr>
<tr>
<td>Fundraising</td>
<td>28,023</td>
<td>-</td>
<td>-</td>
<td>28,023</td>
</tr>
<tr>
<td>Management and general</td>
<td>28,434</td>
<td>-</td>
<td>-</td>
<td>28,434</td>
</tr>
<tr>
<td>Public information</td>
<td>8,519</td>
<td>-</td>
<td>-</td>
<td>8,519</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>673,605</td>
<td>-</td>
<td>-</td>
<td>673,605</td>
</tr>
<tr>
<td><strong>Operating Support and Revenue over Expenses</strong></td>
<td>13,263</td>
<td>20,958</td>
<td>-</td>
<td>34,221</td>
</tr>
<tr>
<td><strong>Other Nonoperating Changes in Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minority interest in subsidiary income</td>
<td>(4,725)</td>
<td>-</td>
<td>-</td>
<td>(4,725)</td>
</tr>
<tr>
<td>Foreign exchange gain</td>
<td>2,068</td>
<td>-</td>
<td>-</td>
<td>2,068</td>
</tr>
<tr>
<td>Interest and dividends on gift annuity investments</td>
<td>976</td>
<td>-</td>
<td>-</td>
<td>976</td>
</tr>
<tr>
<td>Actuarial loss on annuity obligations</td>
<td>(2,037)</td>
<td>-</td>
<td>-</td>
<td>(2,037)</td>
</tr>
<tr>
<td>Actuarial (loss)/gain on split interest agreements</td>
<td>10</td>
<td>(87)</td>
<td>-</td>
<td>(77)</td>
</tr>
<tr>
<td>Net realized and unrealized loss on investments</td>
<td>(7,506)</td>
<td>(5,649)</td>
<td>-</td>
<td>(13,155)</td>
</tr>
<tr>
<td>Decrease in value of trusts held by third parties</td>
<td>-</td>
<td>-</td>
<td>(14,586)</td>
<td>(14,586)</td>
</tr>
<tr>
<td><strong>Total Changes in net assets before change in pension liability</strong></td>
<td>2,049</td>
<td>15,222</td>
<td>(14,586)</td>
<td>2,685</td>
</tr>
<tr>
<td>Net change in pension liability</td>
<td>413</td>
<td>-</td>
<td>-</td>
<td>413</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>2,462</td>
<td>15,222</td>
<td>(14,586)</td>
<td>3,098</td>
</tr>
<tr>
<td>Net Assets, beginning of year as previously reported</td>
<td>85,687</td>
<td>121,814</td>
<td>144,046</td>
<td>351,547</td>
</tr>
<tr>
<td>Correction of an error</td>
<td>7,122</td>
<td>(1,731)</td>
<td>2,632</td>
<td>8,023</td>
</tr>
<tr>
<td>Net Assets, beginning of year as restated</td>
<td>92,809</td>
<td>120,083</td>
<td>146,678</td>
<td>359,570</td>
</tr>
<tr>
<td><strong>Net Assets, End Of Year</strong></td>
<td>$95,271</td>
<td>$135,305</td>
<td>$132,092</td>
<td>$362,668</td>
</tr>
</tbody>
</table>
### CARE USA Consolidated Statement of Functional Expenses

For the year ended June 30, 2008  *In thousands*

<table>
<thead>
<tr>
<th>Program Activities</th>
<th>Emergency</th>
<th>Rehabilitation</th>
<th>Development</th>
<th>Total</th>
<th>Public Information</th>
<th>Fund-Raising</th>
<th>Management and General</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel cost</td>
<td>$23,570</td>
<td>$9,437</td>
<td>$112,609</td>
<td>$145,616</td>
<td>$3,989</td>
<td>$9,000</td>
<td>$16,695</td>
<td>$175,300</td>
</tr>
<tr>
<td>Professional services</td>
<td>2,285</td>
<td>665</td>
<td>16,204</td>
<td>19,154</td>
<td>2,239</td>
<td>2,253</td>
<td>4,621</td>
<td>28,267</td>
</tr>
<tr>
<td>Equipment</td>
<td>1,468</td>
<td>587</td>
<td>6,276</td>
<td>8,331</td>
<td>238</td>
<td>151</td>
<td>1,329</td>
<td>10,049</td>
</tr>
<tr>
<td>Materials and services</td>
<td>39,768</td>
<td>3,477</td>
<td>78,860</td>
<td>122,105</td>
<td>1,229</td>
<td>14,559</td>
<td>2,201</td>
<td>140,094</td>
</tr>
<tr>
<td>Travel and transportation</td>
<td>6,428</td>
<td>2,618</td>
<td>35,693</td>
<td>44,739</td>
<td>732</td>
<td>766</td>
<td>1,660</td>
<td>47,897</td>
</tr>
<tr>
<td>Occupancy</td>
<td>3,257</td>
<td>1,184</td>
<td>12,602</td>
<td>17,043</td>
<td>57</td>
<td>546</td>
<td>1,674</td>
<td>19,320</td>
</tr>
<tr>
<td>Financing/Depn/Misc.</td>
<td>377</td>
<td>(3,059)</td>
<td>50,546</td>
<td>47,864</td>
<td>23</td>
<td>739</td>
<td>118</td>
<td>48,744</td>
</tr>
<tr>
<td>Grants/Subgrants</td>
<td>9,859</td>
<td>3,031</td>
<td>115,789</td>
<td>128,679</td>
<td>2</td>
<td>11</td>
<td>121</td>
<td>128,803</td>
</tr>
<tr>
<td>AgCommodities/CIKs</td>
<td>19,248</td>
<td>-</td>
<td>55,850</td>
<td>75,098</td>
<td>10</td>
<td>8</td>
<td>15</td>
<td>75,131</td>
</tr>
</tbody>
</table>

**Total Operating Expenses for 2008**  
$106,260  $17,940  $484,429  $608,629  $8,519  $28,023  $28,434  $673,605
CARE USA Consolidated Statement of Cash Flows
For the year ended June 30, 2008  In thousands

CASH FLOWS FROM OPERATING ACTIVITIES:
Changes in net assets $ 3,098
Adjustments to reconcile change in net assets to net cash provided by operating activities
Depreciation and amortization 3,100
Provision for subsidiary microcredit loan losses 816
Net realized and unrealized loss on investments 13,155
Actuarial loss on annuity obligations 2,037
Actuarial loss on split interest agreements 77
Decrease in value of trusts held by third parties 14,586
Changes in assets and liabilities
Decrease in receivables (1,847)
Decrease in inventory 33,031
Increase in deposits and other assets (7,348)
Increase in accounts payable and accrued expenses 14,007
Decrease in program advances (9,594)
Increase in benefits accrued for employees 842
Net cash provided by operating activities 65,960

CASH FLOWS USED FOR INVESTING ACTIVITIES:
Purchases of investments (212,097)
Proceeds from sales of investments 213,153
Purchases of property and equipment (15,174)
Proceeds from sales of property and equipment 245
Net cash used in investing activities (13,873)

CASH FLOWS FROM FINANCING ACTIVITIES:
Increase in microcredit loans receivable (67,036)
Increase in subsidiary loans payable 42,360
Increase in minority interest in subsidiary 4,246
Net decrease in annuities payable, split interest agreements (1,723)
Net cash and cash equivalents used in financing activities (22,153)

NET INCREASE IN CASH AND CASH EQUIVALENTS 29,934

CASH AND CASH EQUIVALENTS, beginning of year 81,166
CASH AND CASH EQUIVALENTS, end of year $ 111,100

Noncash contributions $ 22,199

Our auditors have expressed an unqualified opinion on our June 30, 2008 consolidated financial statements.
These financial statements include associated notes that are essential to understanding the information presented herein.
The full set of statements and notes is available at CARE USA’s Web site, www.care.org, and a printed copy may be obtained from CARE USA.
CARE Guiding Beliefs

Vision
We seek a world of hope, tolerance and social justice, where poverty has been overcome and people live in dignity and security. CARE International will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakable commitment to the dignity of people.

Mission
CARE International’s mission is to serve individuals and families in the poorest communities in the world. Drawing strength from our global diversity, resources and experience, we promote innovative solutions and are advocates for global responsibility.

We facilitate lasting change by:
- Strengthening capacity for self-help;
- Providing economic opportunity;
- Delivering relief in emergencies;
- Influencing policy decisions at all levels;
- Addressing discrimination in all its forms.

Guided by the aspirations of local communities, we pursue our mission with both excellence and compassion because the people whom we serve deserve nothing less.

Core Values
Respect: We affirm the dignity, potential and contribution of participants, donors, partners and staff.

Integrity: We act consistently with CARE’s mission, being honest and transparent in what we do and say, and accept responsibility for our collective and individual actions.

Commitment: We work together effectively to serve the larger community.

Excellence: We constantly challenge ourselves to the highest levels of learning and performance to achieve greater impact.

Programming Principles
- Promote Empowerment
- Work with Partners
- Ensure Accountability and Promote Responsibility
- Address Discrimination
- Promote the Nonviolent Resolution of Conflicts
- Seek Sustainable Results
To coordinate operations, one member of CARE International is designated “lead member” for each country. CARE USA is lead member for countries printed in italics. CARE International jointly manages countries in the Middle East and Eastern Europe.

**East & Central Africa**
1. Burundi
2. Democratic Republic of Congo
3. Ethiopia
4. Kenya
5. Rwanda
6. Somalia
7. Sudan
8. Tanzania
9. Uganda

**West Africa**
10. Benin
11. Cameroon
12. Chad
13. Ghana
14. Ivory Coast
15. Liberia
16. Mali
17. Morocco
18. Niger
19. Senegal
20. Sierra Leone
21. Togo

**Southern Africa**
22. Angola
23. Lesotho
24. Madagascar
25. Malawi
26. Mozambique
27. South Africa
28. Zambia
29. Zimbabwe

**Asia**
30. Afghanistan
31. Bangladesh
32. Cambodia
33. East Timor
34. India
35. Indonesia
36. Laos
37. Myanmar
38. Nepal
39. Pakistan
40. Papua New Guinea
41. Sri Lanka
42. Tajikistan
43. Thailand*
44. Vietnam

**Latin America and the Caribbean**
45. Bolivia
46. Brazil
47. Cuba
48. Ecuador
49. El Salvador
50. Guatemala
51. Haiti
52. Honduras
53. Nicaragua
54. Peru

**Middle East and Europe**
55. Bosnia/Herzegovina
56. Bulgaria
57. Egypt
58. Georgia
59. Jordan
60. Kosovo
61. Lebanon
62. Romania
63. Serbia
64. Syria
65. West Bank/Gaza
66. Yemen

**CARE International Member Countries**

- **Australia**
- **Austria**
- **Canada**
- **Denmark**
- **France**
- **Germany/Luxembourg**
- **Japan**
- **Netherlands**
- **Norway**
- **United Kingdom**
- **United States**

*Thailand is both a member of CARE International and a country with ongoing CARE programming.
What's it Going to Take?
10 Questions about the Fight against Poverty

Field Offices
Atlanta
151 Ellis Street
Atlanta, GA 30303-2440
T) 404-681-2552
F) 404-589-2650

Boston
99 Bishop Allen Drive
Suite 300
Cambridge, MA 02139
T) 617-354-2273
F) 617-354-2241

Chicago
70 East Lake Street
Suite 1430
Chicago, IL 60601
T) 312-641-1430
F) 312-641-3747

Los Angeles
13101 Washington Blvd
Suite 133
Los Angeles, CA 90066
T) 310-566-7577
F) 310-566-7576

New York
32 West 39th Street
3rd Floor
New York, NY 10018
T) 212-686-3110
F) 212-683-1099

Philadelphia
114 Forrest Avenue
Room 106
Narberth, PA 19072
T) 610-664-4113
F) 610-664-4256

San Francisco
369 Pine Street
Suite 700
San Francisco, CA 94104
T) 415-781-1585
F) 415-781-7204

Seattle
1402 Third Avenue
Suite 912
Seattle, WA 98101
T) 206-646-0787
F) 206-646-0752

Washington, D.C.
1625 K Street, NW
Suite 500
Washington, DC 20006
T) 202-595-2800
F) 202-296-8695

This document was produced by the CARE USA Communications and Marketing Department. The editorial team thanks the numerous staff members from across CARE who made valuable contributions to this publication.

Editorial and Production Team: Managing Editor: Gretchen Lyons, Designer: Karen Gold, Copywriter: Georgia Dzurica, Photo Editors: Valenda Campbell, Nicole Cappello, Production Manager: Angela Lewis


CARE is an Equal Opportunity Employer and Affirmative Action Employer (AA/M/F/D/V) dedicated to workplace diversity. CARE® and CARE Package® are registered marks of CARE. Copyright ©2009 by Cooperative for Assistance and Relief Everywhere, Inc. (CARE). All rights reserved. Unless otherwise indicated, all photos ©CARE. CARE®, CARE Package®, I Am Powerful®, She Has The Power To Change Her World; You Have the Power to Help Her Do It., and Defending Dignity. Fighting Poverty.® are registered marks of CARE.