This sense of shared humanity is what binds us together and it is what animates thousands of CARE team members, who I have seen firsthand delivering hope around the world.

In Nepal, I met Asta, one of thousands of CARE community health volunteers. She has helped deliver 150 babies in remote villages. In Zambia, I watched Henry teach an accelerated learning program for girls that allows them to graduate to secondary school. And in Côte d’Ivoire, I reconnected with Salimatou, once a CARE participant, now a CARE volunteer leader who has personally started 729 savings groups in her country, engaging 15,000 members. She tells me she is just getting started.

As we enter 2024, we are mindful that while we cannot predict the next crisis, we can remain true to the vision of a more just and equitable world, where poverty is shrinking and gender equality is a growing reality. Your support enables us to pursue this vision every day in thousands of acts of solidarity.

CARE’s work over the past year has felt both harder and more critical than ever before.

In the opening months of 2023, we watched CARE’s country director in Türkiye give interviews in her car after an earthquake that killed 59,259 people, including two of our own staff. In the ensuing months, we have watched cascading crises confront people around the world. From Afghanistan to Morocco to Somalia, CARE has been there.

In Sudan, CARE teams have been using all available means to resupply health centers and hospitals, including horse-drawn carts and motorized rickshaws. In Nepal, our teams have delivered blankets, shelter kits, and kitchen supplies to communities affected by earthquakes. In Gaza, they managed to deliver 12 boxes of water to a shelter that had none.

Since the October 7 attack on Israel, it has felt especially difficult to hold together and share solidarity for the enormous human suffering on all sides. We all have read and heard millions of words of polarization in the ensuing days, but the words I most remember came from Hiba Tibi, country director of CARE Palestine: West Bank/Gaza, who said simply: “Our hearts are breaking for all people impacted by this, and we wish for peace and resolution. We pray for peace in the world and for all the human souls.”

And in Côte d’Ivoire, I reconnected with Salimatou, once a CARE participant, now a CARE volunteer leader who has personally started 729 savings groups in her country, engaging 15,000 members. She tells me she is just getting started.

As we enter 2024, we are mindful that while we cannot predict the next crisis, we can remain true to the vision of a more just and equitable world, where poverty is shrinking and gender equality is a growing reality. Your support enables us to pursue this vision every day in thousands of acts of solidarity.

Michelle Nunn
President and CEO
Women and girls often are the hardest hit when conflict and disaster strike, but the last to have their voices heard in humanitarian decision-making.

To counter this, CARE’s Women Lead in Emergencies approach shifts power and resources directly to women in communities affected by crisis. Women Lead provides a five-step model for working with marginalized women so they can lead in responding to the disasters and emergencies that affect their communities.

When Women Lead activities started in Uganda’s Omugo refugee settlement, 33 group members decided they wanted to stand for election on the influential – and traditionally male-dominated – Refugee Welfare Council. Now, the successful candidates are helping to ensure the voices of women and girls are heard in Omugo’s decision-making structures.

The Refugee Welfare Council plays a lead role in identifying the camp’s critical needs relating to health, sanitation, education, and security. The council also represents the refugee community in decision-making with the Ugandan government and other humanitarian actors. As such, it is an influential voice for the community, and seats on the council are highly contested.

Women Lead participants step forward

The Women Lead approach asks women how they want to participate in humanitarian action, what the barriers are, and what support CARE and partners can provide to overcome them. One of the biggest barriers they identified was a lack of confidence in public speaking, which became a major focus for Women Lead mentorship sessions.

Omugo’s women leaders are now tasked with bringing to the table issues impacting women, girls, and the community as a whole and challenging deep-rooted ideas around the role of women as leaders and problem-solvers. And whether candidates were successful or not, the confidence, skills, and visibility of women as role models will have a ripple effect in communities for years to come.

Supporting women on the front lines of conflict and disaster to take the lead in humanitarian decision-making

Women Lead in Emergencies

WOMEN LEAD: FIVE-STEP MODEL

1. Reflect: Women Lead participants – CARE, partners, local women – reflect on their own values, norms, and beliefs about women’s participation and leadership.

2. Analyze: Women are supported to analyze their own situations and the local realities that affect their ability to participate in and lead humanitarian responses.

3. Co-create: Women are supported to identify for themselves the problems they want to address, and devise strategies to bring about change.

4. Learn: Women are supported to discuss and reflect on what they have achieved, and to adapt their strategies and activities as necessary.

5. Act: Women take action to overcome barriers to their leadership in humanitarian responses, and to improve their lives and communities. Women have the resources (including budgets) that they need to act.

Reaching 107 million of the world’s poorest people across 109 countries is testament to CARE’s global reach and effectiveness. Our programs support building a solid foundation for almost one quarter of the population living in poverty, so that repeated shocks from climate, crises, disease, and disasters don’t negate the gains we’ve made in defeating poverty and achieving social justice.

Our integrated programming supported 135M people in accessing better health outcomes, 34M with essential food, water and nutrition resources, and 4M with economic opportunities. And to ensure these programs take hold, we have worked to address critical barriers by responding to 20M people affected by crises, support 20M people on a path to gender equality, and 3M people to adapt and mitigate the growing climate crisis.
United States: Hurricane Idalia

In 2020, CARE established its Partner Relief network to respond to crises in the U.S. By establishing strong local partnerships, CARE is able to mobilize resources to respond quickly to emergencies and reach people often overlooked by larger operations. By 2022, the network had distributed $238,500 in emergency funds to families in need after Florida’s Hurricane Ian.

When Idalia, a Category 3 hurricane with 125 mph winds and destructive storm surges, made landfall on Florida’s Gulf Coast in late August, CARE was there to help. Recognizing the unique needs of these hard-hit communities still recovering from Ian, CARE collaborated with Feeding Tampa Bay (FTB) and other local groups to help.

CARE focused on direct cash assistance, allowing families to purchase essential items for survival and recovery and providing relief in the midst of chaos. This method proved particularly vital for women-led households and BIPOC communities, who often are left behind in times of crisis.

“Our team and those we serve are so thankful for our partnership with CARE,” said Matt Spence of FTB. “This funding will go directly into the hands of our neighbors.”

Lebanon

“Clean and tasty food. It’s my work. When I work, I feel like I own the world,” said Youmin Nasser Al Khoder, a small-scale farmer in the Akkar region of Lebanon.

Her work is just what CARE hopes for when it advocates for legislation like the 2023 Farm Bill, which is essential for farmers around the world who face urgent challenges, from climate change to resource limitations. CARE’s advocacy efforts, focusing on aid programs like Food for Peace and McGovern-Dole Food for Education, help boost Youmin’s ability to focus on sustainable, clean farming and community resilience.

As CARE lobbies for the Farm Bill’s reauthorization, its emphasis on gender equality reflects Youmin’s aspirations for women’s empowerment in Lebanon. “My dream for women is for them to become liberated, that they become the masters of themselves – independent,” said Youmin.

CARE’s work around the world has supported farming courses, the development of disease management techniques, and sustainable pesticide use, echoing the Farm Bill’s goal of building sustainable, resilient food systems in some of the world’s most at-risk regions.

Crisis: Morocco, Syria, and others

In the face of a series of devastating earthquakes around the world in 2023, CARE’s rapid response network has been a lifeline for tens of thousands of people across multiple regions.

In Syria, Afghanistan, Nepal, and Morocco, CARE emergency teams reacted within hours with mobile health units, cash assistance, and essential supplies for women, girls, and the most at-risk populations. After triaging the immediate needs, CARE transitioned to long-term support, including reconstruction, WASH facilities, and mental health services.

“The recovery process from such a disaster is long and arduous,” Deepmala Mahla, CARE Vice President of Humanitarian Affairs, said days after the Morocco earthquake. “It’s crucial that we extend our support beyond the immediate crisis.”

CARE’s rapid response work in different countries underscores our commitment to immediate relief and long-term recovery, even in the most difficult circumstances, including for staff.

“We are finally safe,” Ayham Taha, a technical adviser to CARE in Syria, said only hours after the February earthquake hit. “And I feel like I can start working again.”
In Mali, 12-year-old Bintou faced an unimaginable challenge: a forced marriage to a man three times her age. Prevailing social norms nearly dictated her fate, but Bintou rewrote her story. Refusing to accept this future, she spoke up, advocating for her right to an education and making her own choice about when to marry.

Bintou inspired a movement within her community. Through CARE’s Tipping Point project, she and other young women learned about leadership and their rights. They met with local leaders, including the Imam and village chief, advocating for change. Their efforts were successful, and the community agreed to prohibit marriages under the age of 18.

This wasn’t just a personal victory for Bintou; it was a paradigm shift for her entire village. Her father, initially opposed, became a supporter, vowing to prioritize her education. This story proves the transformative power of giving girls a voice, not only altering their lives but also reshaping the fabric of their community.

In Afghanistan, where girls’ access to education has been severely restricted due to conflict, displacement, and gender-based prohibitions, CARE’s work has made all the difference for girls like Amina. Previously prevented from going to school because of the distance and concerns for her safety, 14-year-old Amina’s story changed when she joined CARE’s Accelerated Learning Program (ALP), part of the Leave No Girls Behind initiative.

Through ALP, Amina, along with 1,450 other girls, got the opportunity to complete her primary education up to grade six. This program has been pivotal, especially since the de facto authority suspended formal education for Afghan girls over the age of 12, leaving 2.5 million girls and young women out of school.

Amina’s progress has been remarkable. From learning how to read and write and gaining math skills, she has also started teaching her siblings. And her aspirations have grown; she dreams of continuing her education, ultimately graduating from university.

Amina’s story is a testament to the profound socio-economic impact of CARE’s community-based education and accelerated learning programs in a country where girls’ education faces unprecedented challenges. Her journey from exclusion to empowerment and hope symbolizes the transformative power of accessible education.

“I am very happy to be here. I want to continue my school up to grade 12. I do not want to stop there. I wish to study at the university and become a graduate.” —Amina, 14
CARE International
Country Presence for FY23:

1. Afghanistan
2. Albania#
3. Algeria#
4. Armenia#
5. Australia**
6. Austria**
7. Azerbaijan#
8. Bangladesh
9. Belgium^Ø
10. Benin
11. Bosnia and Herzegovina
12. Brazil#
13. Burkina Faso
14. Burundi
15. Cambodia
16. Cameroon
17. Canada**
18. Central African Republic
19. Chad
20. Colombia
21. Costa Rica#
22. Côte d’Ivoire
23. Cuba
24. Czech Republic*
25. Democratic Republic of the Congo
26. Denmark**
27. Ecuador
28. Egypt**
29. El Salvador#
30. Ethiopia
31. Fiji#
32. France**
33. Georgia**
34. Germany**
35. Ghana
36. Guatemala
37. Guinea
38. Haiti
39. Honduras
40. Hungary#
41. India**
42. Indonesia**
43. Iraq
44. Japan**
45. Jordan
46. Kenya
47. Kiribati#
48. Kosovo
49. Kuwait
50. Lebanon
51. Lesotho#
52. Liberia
53. Libya#
54. Luxembourg**
55. Madagascar
56. Malawi
57. Mali
58. Mauritania
59. Mexico
60. Moldova#
61. Morocco**
62. Mozambique
63. Myanmar
64. Nepal
65. Netherlands**
66. Nicaragua#
67. Niger
68. Nigeria
69. North Macedonia#
70. Norway**
71. Pakistan
72. Palestine (West Bank and Gaza)
73. Papua New Guinea
74. Peru**
75. Philippines
76. Poland
77. Romania
78. Rwanda
79. Samoa
80. Senegal
81. Serbia
82. Sierra Leone
83. Slovakia
84. Slovenia
85. Somalia
86. South Africa
87. South Sudan
88. Sri Lanka**
89. Sudan
90. Switzerland*
91. Syria
92. Tanzania
93. Thailand**
94. Timor-Leste
95. Togo
96. Tonga
97. Tunisia
98. Turkey
99. Tuvalu#
100. Ukraine
101. United Kingdom**
102. United Kingdom**
103. United Kingdom**
104. Vanuatu
105. Venezuela#
106. Vietnam
107. Yemen
108. Zambia
109. Zimbabwe

CARE International Members, Affiliates, and Candidates may implement projects and initiatives in their own countries. CARE International acknowledges the existence of divergent views to certain territories. CARE International aligns with United Nations-sourced maps for consistency purposes; this use does not imply a political statement on any given country or territory.

The Secretariat has offices in Belgium, Switzerland, and the UK, and staff based in 15 countries.

Other registered offices.

IN FISCAL YEAR
2023, CARE WORKED IN 109 COUNTRIES AROUND THE WORLD
The global crises we faced in 2023 left us with little time to catch our breath. Earthquakes, floods, cyclones, and droughts dominated the year, accentuated by the ongoing effects of climate change and the humanitarian toll of conflict. This year saw a record-high number refugees – more than 100 million – as ongoing conflict in Ukraine continues to devastate food systems worldwide.

Through it all, CARE has been there, as we have been for 78 years: working hand-in-hand with communities to bring relief and hope, supporting women and girls because they are disproportionately poor and have the greatest leverage to defeat poverty.

Vital support from individuals, foundations, corporations, and other partners has allowed us to remain steadfast, delivering hope amid unprecedented challenges. You have responded to our appeals and have answered the call every time, enabling every aspect of our work around the world.
Building on more than two decades of partnership, the Bill & Melinda Gates Foundation and CARE continued their collective impact through efforts spanning gender equality, advocacy, food security, health, family planning, emergency response, and livelihood programming. New investments supported CARE’s advocacy work to help ensure that community health care workers are prioritized in U.S. government and multilateral investments, as well as ongoing efforts to reduce maternal and neonatal mortality in the Indian state of Bihar through strengthening the government health system. The Foundation also contributed to CARE’s emergency responses to flooding and the refugee crisis in Chad, along with CARE’s collaboration with the Government of Uganda to strengthen the economic resilience of women through gender-transformative women’s economic empowerment policy, enterprise growth, and accessible markets.

Deepening our commitment to communities at home and in the U.S., CARE is testing domestic programming through its Global Innovation Hub with support from the Robert Wood Johnson Foundation. The Hub pilots and scales some of the best of CARE’s global emergency response and resilience programming in the U.S.

To address equity gaps in access to essential health services, the Rockefeller Foundation supported CARE and local community organizations in Guatemala and Honduras to address some of the greatest challenges to access vaccinations and other health services, especially among marginalized populations and indigenous groups.

The initiative aims to support hyper-local community-level behavior change, building demand and uptake, vaccine trust, and confidence in access to health services. CARE and the Rockefeller Foundation continue to partner closely on a gender equality-focused artist fellowship as well as with the Global Energy Alliance for People and Planet to support women in Sierra Leone’s mini-grid-connected communities to launch sustainable energy-enabled businesses.

Support from the David and Lucile Packard Foundation enabled CARE to respond to unprecedented levels of rising global hunger and malnutrition in 17 countries, including the Horn of Africa. CARE’s multi-faceted response has been saving lives through immediate food distributions while supporting small farmers to grow crops more effectively and advocating for better government safety nets. Since women and girls face far higher rates of malnutrition, our partnership has emphasized reaching women-headed households, including providing training and tools to women farmers that increased their crop yields. In addition, the Packard Foundation generously contributed to CARE’s response to the devastating earthquakes in Türkiye and Syria that overturned the lives of more than 17 million. These efforts have included maternal health care for pregnant women and case management for survivors of gender-based violence. CARE has already reached 750,000 in Syria and Türkiye and continues to provide longer-term support for recovery, given the magnitude of this disaster.
Airbnb.org
In times of crisis, shelter is a priority. Together, CARE and Airbnb.org have partnered to offer temporary housing for individuals amid both natural disasters and conflicts. This past year, Airbnb.org and CARE have provided accommodations for more than 1,900 migrant women, girls, and their families traveling through Ecuador; 120 Ukrainian refugees in Detroit, Southern California, and New York; and over 100 individuals – including CARE’s own staff – in Türkiye in the wake of the devastating earthquakes in February 2023. Thanks to Airbnb.org’s support, CARE helps ensure people have a comfortable place to recover and rebuild their lives.

Mastercard
Since 2019, CARE and the Mastercard Center for Inclusive Growth have been working together to support micro and small enterprises, especially those led by women, to grow their businesses. With a $9 million investment from the Mastercard Impact Fund, the partnership was renewed and relaunched as Strive Women in November 2023, with a goal of directly supporting more than 300,000 small businesses in Pakistan, Peru, and Vietnam to strengthen their financial health and resilience. The program aims to reach 6 million entrepreneurs through campaigns.

Strive Women builds on the success of the Ignite program, a partnership between the Mastercard Center for Inclusive Growth and CARE that ran from 2020 to 2023. Through the ignite program, more than 150,000 entrepreneurs were supported with loans, critical support services, and training. The program unlocked $154.9 million in loans from the initial grant of $5.26 million. Notably, 79% of female program participants increased their sales, and 89% reported an increased confidence in running their business.

The partnership also extends to Strive Czechia, a program that unleashes the power of micro and small enterprises in the Czech Republic to succeed in the digital economy and runs from 2022 to 2025. Strive Women and Strive Czechia are part of Mastercard Strive, a global portfolio of philanthropic programs aimed at helping small businesses around the world thrive in the digital economy.
**GLOBAL LEADERSHIP TEAM**

- **Stacy Aldinger**
  Chief of Staff, Strategy, and Transformation

- **Claudine Mensah Awute**
  Vice President for International Programs and Operations

- **Madhu Deshmukh**
  Vice President of Program Strategy and Impact

- **Ramil DeSilva**
  Chief Finance and Operating Officer

- **Melissa Heggie**
  Co-Founder and CEO
  Development Partners International

- **Eric D. Johnson**
  General Counsel

- **Deepamala Mahal**
  Vice President of Humanitarian Affairs

- **Kate Maina-Vorley**
  Regional Director for East and Central Africa

- **Dr. Muhammad Musa**
  Regional Director for Asia

- **Michelle Nunn**
  President and CEO, CARE

- **Sarah Taylor Peace**
  Chief Revenue Officer

- **Matthew Pickard**
  Regional Director for Southern Africa

- **Monica Rowe**
  Chief Marketing Officer

- **Ritu Sharma**
  Vice President of U.S. Programs and Policy Advocacy

- **Balla Sidibe**
  Regional Director for West Africa

- **Jerry Toan**
  Chief Information Officer

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  Founder
  Sea Dune Partners

- **Richard Stengel**
  Former Under Secretary of State for Public Diplomacy and Public Affairs
  Former Editor, *TIME*

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- **Radhika Jones**
  Editor-in-Chief
  Variety Fair

**TREASURER**

- **H. Conrad Meyer III**
  Private Investor

**SECRETARY**

- **Eric Johnson**
  General Counsel
  CARE

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  President and CEO
  CARE

- **Una Oodi**
  Associate Dean, Research and International Programs
  IUPI

- **Kathryn Petralia**
  President and Co-Founder
  Kabbage Inc.

- **Horacio Rozanski**
  President and CEO
  Booz Allen Hamilton, Inc.

- **English Sall**
  Board Mentor
  Sall Family Foundation

- **Board Emeritus**
  Virginia Sall
  Co-Founder
  Sall Family Foundation

**CARE leadership**
2023 was another extraordinary year for CARE. We continued our growth trajectory, surpassing the 2022 performance in both revenue and program implementation areas. We saw a high number of humanitarian crises across many countries in Africa, Asia, Europe, Latin America, and the Middle East. Geopolitical conflicts across Ukraine, Sudan, Ethiopia, and countries in the Sahel in Africa continued to impact the livelihoods of many women and girls, while natural disasters like earthquakes and flooding affected many vulnerable communities in Türkiye, Syria, Bangladesh, and Pakistan. During this period CARE reached record program implementation costs of approximately $858 million, 15% higher than 2022. We managed to reach more vulnerable communities and were able to serve 167 million people in 109 countries through 1,671 active projects.

CARE’s total revenue for the fiscal year 2023 was $894 million. CARE also benefited from the continued strong support of our U.S. private donors, governments, and multilateral institutions around the world. Our diversified funding base continues to be a strength. Total Institutional revenue increased 15% from FY22 to $683 million. Although Private revenue was down from FY22, which benefited from the generous response to fund our work related to Ukraine, it remained strong at $206 million, with positive performance across all channels, particularly in Major Gifts and Corporate fundraising.

CARE’s commitment to stewardship and efficiency enables us to maximize the value of every dollar we receive.
CARE Consolidated Statement of Activities
For the Years Ended June 30, 2023 and June 30, 2022

Support

<table>
<thead>
<tr>
<th>Contributions of financial assets</th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total 2023</th>
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<tbody>
<tr>
<td>United States government</td>
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<td>216,036</td>
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Contributions of nonfinancial assets

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<td>3,461</td>
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Expenses

| Program activities               | 857,533                   | 747,914                |            |            |
| Supporting activities            | 78,717                    | 70,515                 |            |            |
| **Total expenses**               | **936,250**               | **818,429**            |            |            |

Investment income and other gains and losses

| Total changes in net assets      | 1,948                      | 44,676                 |            |            |

Total net assets, beginning of year

| United States government         | 108,241                   | 429,084                |            |            |
| Private contributions            | 10,801                    | 203,265                |            |            |
| Other institutional donors       | 124,152                   | 124,535                |            |            |
| Other revenue                    | 5,467                     | 3,461                  |            |            |
| **Total assets, end of year**    | **$110,189**              | **$429,084**           |            |            |

How We Work

- 57% Multi-sector and climate
- 25% Right to food, water, and nutrition
- 7% Right to health
- 6% Women's economic justice
- 5% Gender equality

Where We Work

- 57% Sub-Saharan Africa
- 13% Asia
- 25% Latin America and Caribbean
- 5% Middle East and North Africa

Selected Financial Information

Sources of Support

- 49% U.S. government
- 42% Humanitarian
- 1% Other revenue
- 23% Public information
- 24% CARE International
- 15% Other grants and contracts
- 2% Management and general

How We Use Our Funds

- 37% Development
- 5% Fundraising
- 1% Management and general

Financials at a Glance

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CÔTE D’IVOIRE

Vision
We seek a world of hope, inclusion, and social justice, where poverty has been overcome and all people live with dignity and security.

Mission
CARE works around the globe to save lives, defeat poverty, and achieve social justice.

Focus
We put women and girls in the center because we know that we cannot overcome poverty until all people have equal rights and opportunities.

CARE’s Commitment to Workplace Diversity, Equity, Belonging, and Inclusion

Three years ago, CARE made a commitment to launch a Diversity, Equity, Belonging, and Inclusion (DEBI) strategy that could be integrated throughout our organization. We knew that our dedication to the dignity of all people required us to center humility and promote respect for difference. Since that time, we have taken concrete steps to make progress on some key areas and plan to deepen our work in the years to come.

• We have engaged the entire CARE community, from the Board of Directors to Country Office colleagues, in DEBI learning, development, and dialogue opportunities.
• We have increased the racial, ethnic, and gender diversity of our Board, Executive Leadership Team, and Global Leadership Team.
• We have implemented best practices to promote diversity within our candidate slates and vendor selection process.

These actions are building a strong foundation for continued growth and new ways of advancing inclusion for our community and partners in the future.
THIS YEAR, JOIN US AS WE STAND STRONG WITH COMMUNITIES AROUND THE WORLD TO MEET WHATEVER CHALLENGES ARISE.

DONATE
Your gift today can help change the world of tomorrow.

Visit: care.org
Call: 1-800-521-CARE (2273)
Mail: CARE Gift Center
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Contact Us: care.org/contact

ADVOCATE
Speak up! Join CARE Action and raise your voice in the fight against extreme poverty. Call, meet, inform your elected leaders. careaction.org

JOIN US!
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care.org/get-involved

ACTIVATE
Join the conversation. Mobilize your networks to create a community of CARE.

Future Gifts
Help CARE fight poverty through a bequest. Contact Planned Giving at 1-800-752-6004 for information about including CARE in your estate planning.

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