

ANNUAL REPORT

2014-2015



CUSC
International

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Cuso International is a non-profit international development organization, working to improve the lives of people living with poverty and inequality around the globe. Each year we mobilize hundreds of volunteer professionals who work with local partners to create positive, lasting change. Established in 1961, Cuso International is a registered charity in Canada and the United States.

Cuso International
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Canada: No. 81111 6813 RR0001



We are proudly supported by donors in the United States through
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Development Canada

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USAID
FROM THE AMERICAN PEOPLE

This report is also available in French and Spanish | Ce bulletin
est également disponible en anglais et espagnol | Este informe
también está disponible en francés y en inglés

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LEADERSHIP MESSAGES

Let me begin by thanking all those who have contributed, still contribute and will contribute to making Cuso International the outstanding Canadian development organization that it is.

Since becoming Board Chair this year I've had the privilege of meeting staff, volunteers, donors, public officials, board members and our patron, the Governor-General. Each of these dedicated individuals contributes a unique combination of talent, resources, and commitment to the organization. It is an honour to belong to this generous network.

Cuso International manages more than \$100 million worth of volunteer projects and partnerships in more than 20 countries. It is blazing new trails on maternal health, midwifery and youth employment overseas, while working to introduce volunteer services in aboriginal communities here in North America. Its global approach to development has forged a clear pathway for implementing the UN Sustainable Development Goals.

This year we welcomed a new CEO to the organization. Evelyne Guindon brings extensive experience, proven commitment to development goals and a tireless devotion to alleviating poverty and promoting equality through the

power of volunteerism. I am certain that Evelyne and the Board of Directors will deliver effective implementation of Cuso International's mission and build a reliable framework that reinforces stability and confidence in its operations.

I also want to acknowledge the crucial efforts of my predecessor as Board Chair, Cameron Charlebois, and former CEO, Derek Evans, in laying the foundation for renewed strength and capacity of the organization.

As a Board, we encourage and promote the work of staff and volunteers. We hope that we can count on you as we continue to work toward introducing sustainable and comprehensive solutions to some of the most disadvantaged communities in the world.

Thank you—your support is greatly appreciated,



Hon. Lloyd Axworthy
Board Chair



It was with immense pleasure and pride that I joined Cuso International this year as CEO. I have been delighted to meet so many of our supporters, alumni and even new volunteers who are just starting out on their journey; I have learned a great deal from their stories of transformation and change. Skilled volunteers make up the heart and soul of Cuso International and I can't express how much it means to me to be able to contribute to this work.

One of my guiding principles is that our work must have impact and volunteerism is one of the most important ways to create that impact. It is a transformative tool for building resiliency in some of the most disadvantaged areas of the world. Since 1961, more than 12,000 Canadian volunteers have witnessed this firsthand. Together with in-country partners, they tackled seemingly impossible development challenges, working with communities on solutions to alleviate extreme poverty. As we enter a new era where all countries will work to meet the newly adopted Sustainable

Development Goals, we will continue to work where we can have the most impact.

I especially want to thank the Government of Canada, through the Department of Foreign Affairs, Trade and Development, for its renewed support of our work. Building on our 54 years of global expertise, Cuso International will join partners both here in Canada and in countries around the world to build stronger communities that give every citizen a chance to flourish.

Thank you for your support,




Evelyne Guindon
Chief Executive Officer

PAST REFLECTION; FORWARD ACTION

Thanks to the generous financial support provided by the Government of Canada and individual Canadians, Cuso International has been able to fine tune our groundbreaking approach to international development that facilitates the design and implementation of comprehensive and sustainable solutions to some of the world's most urgent challenges.

One Year, 289 Volunteers, 26 Countries, 400,000 Lives Touched

This past year, we saw 289 Canadian volunteers commit to long-term, short-term and e-volunteer placements, supporting partners in 26 countries around the world. In addition we engaged thousands of Canadians in our work, sharing Cuso International's mission and vision, supporting Canada's strong role in international development.

Reviewing last year's outcomes, we have seen that the efforts of our volunteers have contributed to a measurable increase in the well-being of beneficiary communities, touching the lives of more than 400,000 people. The policies, programs and services implemented have strengthened institutional capacity, been recognized by partners and identified new income streams. Furthermore, evidence has shown they are sustainable.

New Volunteer Models

Increasingly, we are seizing opportunities to investigate new international volunteering models and increase our network of prospective volunteers, such as engaging corporate and organizational partners and diaspora communities. In 2014-2015, we launched our exciting e-volunteering program, so that volunteers can lend their expertise to partners in other countries...without ever leaving home.

We were also excited to launch the Youth Leadership, Entrepreneurship, Access and Development (YouLead) in Nigeria's Cross River State this year. Funded through the Government of Canada, through the Department of Foreign Affairs, Trade and Development (DFATD), YouLead promotes youth entrepreneurship and employment in natural resource sectors of agriculture, forestry, aquaculture and eco-tourism. Young women and men will be supported in promoting "green jobs in a green economy".

Whether they were working on-the-ground or on-line, our volunteers built collaborative relationships and fostered the development of sustainable policies, programs and services. A key focus was to develop resource mobilization strategies and capacities, including increased engagement

with the private sector, exploration of opportunities for social enterprise and the formation of professional community volunteering services.

Reinforcing our Principles

Using our primary focus areas of Community, Health and Livelihood as a framework, our recent programs have made significant progress in three cross-cutting themes:

Participation and Governance: Partner organizations and governments were encouraged to use transparency and accountability to build trust and increase personal and community involvement in local issues.

Engagement with Diaspora Communities: Diaspora communities and groups were engaged to build capacity, develop funding projects and mobilize their communities to help their countries of origin.

Gender Equality: A variety of guidelines and tools were developed for volunteers and partner organizations, including the Cuso Gender Indicator Bank, a Workshop Manual on Masculinities, as well as Sexual Harassment Prevention Guidelines and workshops.

Upon their return, many Cuso International volunteers continued to provide support to the organizations with whom they had volunteered. They came back to Canada with new skills, tools and knowledge, as well as a deep-rooted belief in the importance of international development work. So many of our volunteers tell us that their experience will forever influence their lives.

Celebrating Renewed Support: VOICE

We are pleased to share our next endeavour, the Volunteers for International Cooperation and Empowerment (VOICE) program. In the VOICE program, we will work with partner organizations to deliver focused and responsive programming designed to improve the economic and social well-being of poor and marginalized communities in targeted countries. The VOICE program is made possible thanks to the generous support of the Government of Canada through the department of Foreign Affairs, Trade and Development (DFATD).



Working with our partner organization, ASOMUPRO, in Nicaragua, 120 women working in horticulture, beekeeping and small livestock were trained in entrepreneurial skills, while also learning about women's rights and building self-esteem. As a result, they learned about the importance of business as an integral part of the family income, formed a community bank and began to identify themselves as entrepreneurs. "Now I know exactly how much my profit is, which I didn't know before."

A FOCUS FOR CHANGE

At Cuso International, we believe that every human being deserves to realize their potential, develop their skills and participate in society. Over the past six years, funding from the Government of Canada for initiatives such as the Canadian Partnership Program Agreement (CPPA) has enabled us to build inclusive partnerships with governments, organizations and citizens in countries around the world.

Cuso International's approach fosters genuine ownership of practical and sustainable solutions to reducing poverty, inequality and disadvantage in the communities in which we work. Our volunteers share their skills, knowledge and expertise to support and build local capacity; our partners drive their own development. This work is guided by our three main areas of focus: Community, Health and Livelihood. We will continue to focus on these themes through VOICE and other projects.

Community

Healthy and productive communities emerge when children are safe from harm, and when women and men have equal rights and opportunities. Our volunteers work with local partners to improve the treatment of children, youth and victims of gender-based violence. They work to strengthen citizen participation and the responsiveness of local governments to the needs of all citizens, including vulnerable groups. In building capacity and boosting accountability and transparency within governments and organizations, our volunteers help community members—both women and men—find their voice and participate in making the decisions that will affect their lives.

Health

Healthy citizens contribute more fully to their homes and communities. In recent initiatives, our volunteers have worked to improve access to health care, especially for vulnerable populations, such as people living in poverty or remote locations, and marginalized groups. Volunteers help to support access to primary healthcare services and to develop and deliver community-level health education, especially for women. In this area, the work of Cuso International volunteers includes connecting beneficiaries with care in areas like reproductive, maternal, newborn

and child health, as well as the training and accreditation of healthcare personnel. In encouraging quality health care and health education, our volunteers give citizens key tools for building strong communities.

Livelihood

Sustainable employment is critical to helping individuals and communities become self-sufficient and resilient. Our volunteers explore the role that market-based and value chain approaches play in supporting diverse and sustainable work for beneficiaries. They support the development and delivery of opportunities for new and existing businesses, such as enterprise development and financing. Over the course of the last six years, we investigated promising opportunities to responsibly partner with the private sector and developed and delivered programs to improve employability, especially for women and vulnerable youth, which we will use in our work going forward. Our skilled volunteers play an important role in sharing their expertise in sustainable agriculture and management of natural resources. Our work opens many doors to secure gainful and meaningful employment, giving people the means to provide for themselves, their families, their communities and their nations.



OUR WORK IN ACTION



Andy and Anne Joyce travelled to the city of Yangon in October 2014 as part of the first group of Cuso International volunteers in Myanmar. They lent their skills to two partner organizations that promote democracy and human rights, Myanmar Egress and Equality Myanmar.

Volunteers like Anne and Andy have contributed to strengthening civil society, promoting citizen participation in day-to-day governance, in advocacy, and in electoral participation.

"This work is not measured in terms of days and months. It's probably going to be measured in terms of years," says Andy.

"It's an amazing time to be in the country," says Anne.



Critical care nurse Vanessa Wright worked with graduate nursing students at Addis Ababa University. Being a new mom gave Vanessa a new perspective, a new way to relate and new ways of approaching patient care and advocacy.

Her work with the students will allow infants at the Abi Adi hospital in Ethiopia to receive early diagnosis of neonatal complications and treatment within 24 hours of birth. Treatment and care for pregnant mothers, labour and delivery services, early detection and treatment of complications are also improving.



Like many women in southern Cameroon, Lucile Ntyam relies on palm oil production for the bulk of her income. Working with volunteer Tremayne Stanton-Kennedy, Lucile was part of a project to support women to generate more income from oils they already knew how to produce. Lucile became one of seven trainers in an entrepreneurship project developed by Cuso International in the Campo Ma'an Model Forest, increasing her knowledge in marketing, small business skills and organizational development. "We've decided to focus on made-to-order production and we'll sell from our homes," Lucile says. "Our association has 16 members, but if we have success that number should grow."



Global Goals for the World

Volunteerism has always been a cornerstone of development work. With the launch of the UN Sustainable Development Goals (SDG) in the autumn of 2015, we look toward our volunteers to lead the way. The contributions that Cuso International volunteers have made in developing countries around the world cannot be overstated; their hard work will be critical in the success of the VOICE program and in all efforts made to attain the SDGs.



GLOBAL REACH = LOCAL IMPACT

CANADA

Our Diaspora Speaker Series, March 19 and 26, 2015, focused on diaspora work in Ethiopia and the Caribbean and brought together alumni, diaspora groups and community members in Toronto to discuss sustainable development efforts. The two-week series served as a welcoming stage for dialogue with elements of live music, networking, development program outcomes, diaspora volunteer stories and a panel session.



UNITED STATES

In March 2015, we wrapped up The Diaspora for Development pilot project, a public-private partnership between USAID, Accenture and Cuso International. Over the course of the project 36 diaspora community members volunteered internationally, dozens served as e-volunteers, and 5 diaspora organizations, Gawad Kalinga-USA (Philippines), Institute of Caribbean Studies (Jamaica), Start Up Africa (Kenya), the Society for Established Ethiopians in the Diaspora (SEED) and Texas Partners of the Americas (Peru) were provided with strategic planning guidance.



NICARAGUA

More than 47,000 beneficiaries gained skills in value chains, entrepreneurship, food security, sound agriculture practices, tourism and the role of national volunteering thanks to Cuso International and partners. Women and young people are better able to find decent employment or to successfully establish and manage their own, or cooperatively-owned, enterprises.

BOLIVIA

Cuso International volunteers supported initiatives in the Chiquitano Model Forest, a cornerstone to the Bolivian natural resources program, through work in value chain development, water resource management and environmentally sound agriculture practices. Created in 2005, this is considered the biggest territory of a Dry Model Forest in the world with participation from indigenous communities, public institutions, enterprises, miners, cattle ranchers and others.



BENIN

Cuso International partnered with the St. Camille Association to increase quality and expand the ability of the organization to reach and treat those with mental illness in Benin. As well, volunteers worked to improve and expand vocational training for recovering patients, increasing their self-esteem and helping them reintegrate into their communities.



LAO PDR

Enterprise development volunteers and local gender and livelihood experts came together with Lao PDR's Savannakhet Province Agriculture and Forestry Office and the International Rice Research Institute to identify practical ways to increase income for rice farmers, ensure that both genders have equal access to business opportunities, and realize improvements in household food security. E-volunteers from British Columbia's North Island College also assessed the potential of rice exports to improve livelihoods for producers.



NIGERIA

In November 2014, Cuso International officially launched its groundbreaking initiative YouLead project in southern Nigeria. The YouLead project is a five-year, \$15 million project supported by the Government of Canada. It will support 7,000 young entrepreneurs, both women and men, as they work to create and expand small and micro businesses. The project's multiplier effect will allow tens of thousands more people—families, friends and communities—to benefit indirectly, through training, community development and improved livelihoods.

Beneficiaries by focus area:



Community

100,915



Health

80,522



Livelihood

225,718

In 2014-2015, 289 Cuso International volunteers worked with 172 local partners in 26 developing countries in Africa, Asia, the Caribbean and Latin America to reduce poverty and inequality for more than 400,000 people.

DIASPORA VOLUNTEERS: STRATEGIC AGENTS OF CHANGE

The 21st century is an era of unprecedented global mobility with more than 215 million international migrants around the world. While the resulting disbursement of people away from developing countries was once seen as a development challenge due to the skill and human resource shortages created, now is a time where diaspora communities are increasingly hailed as rich with solutions.

For more than a decade, Cuso International has deployed diaspora volunteers globally. Many of our volunteers are recruited from diaspora communities, playing a vital role in sustainable development. Cuso International's efforts include strengthening ties with diaspora communities and organizations, e-volunteering and mentorship, and partnering with thought leaders in diaspora communities to build a valuable body of knowledge.

When volunteers share culture with their country or region of heritage/origin, these links facilitate the transfer of knowledge and skills to local people and organizations. Diaspora members can strengthen business ties between countries, extend their professional networks across borders, and share work experiences gained abroad. Personal networks may also strengthen their role within

development initiatives. As well, advances in communications technologies enhance human capital circulation by providing a way for people to engage in development without travel, or to continue engaging after an international volunteer placement.

Cuso International recognizes diaspora individuals as strategic agents of change.

While diasporas hold immense development potential, we, as global citizens, must remain conscious that the responsibility to alleviate global poverty and inequality is a shared one. In recognition of this, Cuso International thanks all of its volunteers, donors, partners, and contributors for their efforts toward solving some of humanity's most pressing challenges.

In the inner city of Kingston Jamaica, the once-gang-riddled neighbourhood of Mountain View is working to build a community from the ground up with the help of organizations like the Mountain View Community Development Council (CDC). It delivers programming to increase youth employment in a country where nearly half of youth between the ages of 14–24 are unemployed.

Donna Gabbadon, a small business owner in Philadelphia, was born in Jamaica. In June 2014, Donna joined the Mountain View CDC as a youth entrepreneurship advisor and Cuso International diaspora volunteer.

"Individuals in Jamaica's diaspora have the potential to use their experience, skills, and resources to make a significant contribution to their homeland," explains Donna.

When asked about the most memorable parts of her experience volunteering, Donna says the relationships she built stand out the most. Her role building community and skills in Jamaica continues after her return home to the U.S. as Donna is mentoring two students from a distance as an e-volunteer.

And at the day's end, the journey is all about people.



PARTNERSHIPS FOR LASTING IMPACT

More than 50 years of experience has shown us that the people we serve should be the creators who drive their local development agendas. Local organizations and governments work with our volunteers to ensure our programs meet the most pressing needs of communities and that the benefits can be sustained long after the volunteers return home.

Cuso International works with key partners to assess what human capital would help them be more efficient and effective in their efforts to create sustainable, positive changes in the lives of marginalized and poor people. We recruit, train and mobilize skilled professional volunteers based on these assessments.

When we work towards common goals, we unleash powerful social and economic forces that mobilize people and their communities and contribute to the reduction of poverty and inequality. Our partners' understanding of the local context creates an environment where skilled volunteers have lasting impact. In Canada, our partners support us in building more vibrant and generous communities.

Sustainable development is the driving force in our work: key to this is monitoring and evaluating our projects; learning from our successes and failures; and sharing and building on positive outcomes. Through our partnership model, Cuso International and the partners we work with benefit from this joint commitment to learning and innovation. Every day the experience, flexibility and creativity that our partners demonstrate inspires responsive programs that are a powerful force for change. They unlock potential, resulting in quality services, stronger policies and programs, higher impact, self-sufficiency and, ultimately, improved wellbeing and quality of life for all.

Development is continually changing and bringing new opportunities and challenges. The new Sustainable Development Goals will guide positive change for all people, no matter where they live and Cuso International is eager to play a part in this.

Farmers in San Martin, Peru, a lush jungle region, previously plagued by illegal coca crops and violence, are writing a new chapter in their lives. Profitable cocoa crops are helping women and men create prosperity for their families and communities

Cocoa farmers are already adopting sustainable agricultural practices, but their cooperatives, struggle with issues of poor leadership, managerial weakness and lack of participation. That's where Cuso International volunteer Yerill Tórrez came in.

Yerill, an agronomist from Nicaragua, was on a volunteer placement in Peru with Consejo Regional Gobierno Regional de San Martin to address gaps in organizational capacity of the San Martin cocoa cooperatives. Cooperatives benefit farmers in several ways. They allow for greater profits and access to markets, and also contribute to the inclusion of traditionally excluded groups, such as women and youth.

"I had the opportunity to work alongside admirable men and women," says Yerill. "Latin America has extraordinary human potential and I thank Cuso International for believing in us."



OUR SUPPORTERS

THANK YOU for changing lives. We wish we could personally introduce you to each of the children, mothers and fathers whose lives you transformed in 2014. Because of you, their stories have moved from heartbreaking to uplifting. Each of them had very little hope for a brighter future before you made your donation and supported a volunteer to work alongside them. There is always so much need, but one by one, you and our volunteers are changing lives. Thank you.

We would like to thank the following leadership donors who supported our life-changing work with gifts of \$1,000 or more

INDIVIDUALS

Anonymous donors (11)

Ravi Agarwal
Jane and Michael Agg
Nancy Arniotis
Lloyd Axworthy
Brendan Barrett and Mary O'Brien
Caroline Begg
Howard A. Bennett
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Anne Blakeney
Johanna C. Boffa
Robert Borden
Lucien Boucher
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Orval Chapman
Cameron Charlebois
Edmond and Vera Chouinard
Antoni Cimolino
Brian Colburn and Georgina Fenech

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Catherine and Paul Cotton
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William N. Grey
A.R. Grynock and P.V. Sing
Kenneth W. Hanson
Keith and Carol Harding
Mona Harper
In Memory of David Haslett,
Sierra Leone '83
Doris Herster

Paul and Mary Hickey
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Tom and Ruth Kritsch
Martin Kuhn
In memory of Bernard Laframboise
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Richelle Matthews
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Dick and Jenny Neal
Yaung Ni Oo
Connie Nunn
Garry and Trudi Oberfield
Catherine Oliver
Boon T. Ooi
Carlos Orrego
Michèle Ouellet and Keith Reuben
Denise Parent
Dennis R. Passerini
Phyllis G. Paterson
Danny Pelletier and
Manuela Petersen
The Perez-Coutts Family
Therese M. Peuramaki
Donald and Kathleen Radley

13,487

Individuals

40

Foundations

2,592

Monthly Donors

16,254

Total Life-changing
Donors

6

Bequests

40

Community
Groups

91

Corporations and
Small Businesses



Thomas Raedler
Kathleen Ramsay
Robert R. Regular
Laurette Robillard
Martin W. Rodgers
Donald and Mary Rolfe
Robert Rolfe
Alexander Rueben
Warren B. Russell
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of Angela Thacker
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Les Amis de la Saint-Camille
Bloor Community Church
Chok-Chun Lau Family
Charity Foundation
Comité International de Projets
Ostre-mer (CIPO)
Deloitte Canada
Emond Harnden LLP
Fondation de Polytechnique
Fondation Denise et Robert

It is with deep gratitude we honour those who
remembered Cuso International in their will.
Their compassion and generosity will continue
to change lives for many generations to come.

BEQUESTS

Ruth Coombes
Anna Elizabeth
Graham-Cumming
Egon Homburger

Winnifred Olga
McCleery
Beatrice Mae Millar
Christina Sharp

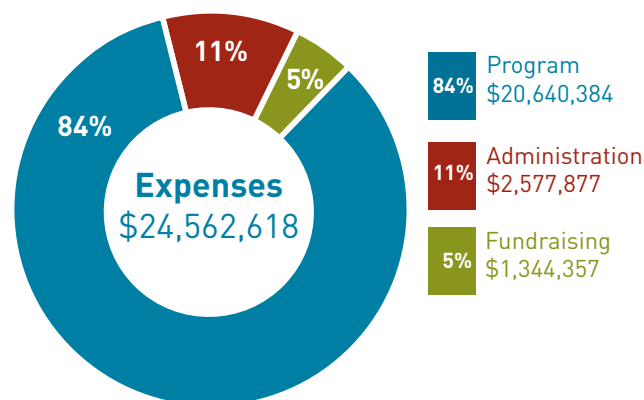
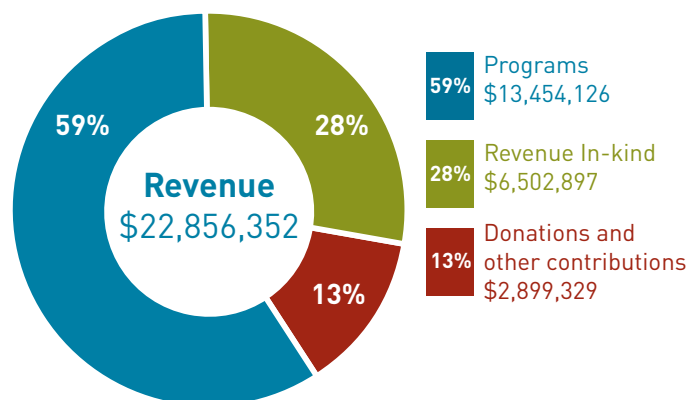


**I see so much violence in my life here
in Suchitoto. Cuso International
volunteers allowed me to break this
cycle of violence and make a better
life for my son. I can now see the good
in myself and in each person I meet.
Thank you for changing my life.**

– Estella, El Salvador

OUR FINANCES

Cuso International's financial position continues to provide a secure basis for our work. As a result, we were able to invest in new and innovative program approaches and integrate our administrative operations globally. In the year, deficits were incurred as part of continuous investments in our program development and continuous improvement to both programs and operations. We will continue to use our resources with great discretion.



SUMMARIZED STATEMENT OF FINANCIAL POSITION-MARCH 31, 2015

ASSETS	2015	2014
Current assets	\$3,002,195	\$5,313,968
Marketable securities	4,663,838	6,126,248
Capital assets	2,505,694	2,679,630
	<u>\$10,171,727</u>	<u>\$14,119,846</u>
LIABILITIES AND NET ASSETS		
Current liabilities	5,391,914	\$7,633,766
Net assets	4,779,813	6,486,080
	<u>\$10,171,727</u>	<u>\$14,119,846</u>

For the complete audited financial statements, please visit:
cusointernational.org/accountability

SUMMARIZED STATEMENT OF OPERATIONS- YEAR END MARCH 31, 2015

	2015	2014
REVENUE		
DFATD* Volunteer Cooperation Program	\$11,303,363	\$10,987,904
Other project funding	2,150,762	3,447,565
Donations and other	2,899,329	2,888,228
Volunteer in-kind	6,502,897	13,197,936
	<u>\$22,856,351</u>	<u>\$30,521,633</u>
EXPENSES		
Programs	14,137,488	14,536,679
Operations	2,520,582	3,057,755
Fundraising	1,401,652	1,464,223
Volunteer in-kind	6,502,897	13,197,936
	<u>24,562,618</u>	<u>32,256,592</u>
EXCESS (EXPENSES OVER REVENUE) OF REVENUE OVER EXPENSES	<u>\$(1,706,266)</u>	<u>\$(1,734,959)</u>

*Department of Foreign Affairs, Trade and Development



BOARD OF DIRECTORS

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Lloyd Axworthy (Winnipeg, Canada)

Vice-Chair:

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Nora Murdock (Dallas, Canada)

Nora Sobolov (San Jose, USA)

Laurie Wein (Chelsea, Canada)

SENIOR MANAGEMENT TEAM

Evelyne Guindon-Chief Executive Officer

Kieran Breen-Senior Director of International Programs

Laurie Buske-Director of Resource Development

Aynsley Morris-Director of Communications and Marketing

Justin Winchiu-Director of Finance and Operations

As at September 2015



cusointernational.org



OUR VISION

A world where all people are able to realize their potential, develop their skills and participate fully in society.

OUR MISSION

Working in inclusive partnerships to overcome poverty through equitable and sustainable development.

For additional copies, please contact:
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Cuso International

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