



**It starts  
with equal**







# Who we are

*CARE is a global leader within a worldwide movement dedicated to ending poverty. We are known everywhere for our unshakeable commitment to the dignity of people.*

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### Our Mission

### Our Vision

### Our Focus

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

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

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

We welcome feedback on this report or in relation to our operations and conduct. Please send any feedback or complaints to Company Secretary, CARE Australia, GPO Box 2014, Canberra 2601 or [complaints@care.org.au](mailto:complaints@care.org.au). Feedback and complaints can also be lodged in each of the countries in which CARE Australia works. Further details can be found in CARE Australia's complaints policy: [www.care.org.au/complaintpolicy](http://www.care.org.au/complaintpolicy)

Complaints relating to a breach of the ACFID Code of Conduct by an ACFID member can be made to the ACFID Code of Conduct Committee via [www.acfid.asn.au/code-of-conduct/complaints-and-compliance-monitoring](http://www.acfid.asn.au/code-of-conduct/complaints-and-compliance-monitoring). For donor support please call 1800 020 046.

Cover photo: Lang (pictured with her husband Singelat) is part of a CARE Australia project in Laos, which supports farmers' groups and is working to reduce harmful attitudes towards women. © Josh Estey/CARE. Opposite page: CARE is delivering aid to millions of people affected by the Syrian Crisis. © CARE.



# It starts with equal

*We share with our supporters the desire for everyone to have a fair chance in life, an equal opportunity.*

*For over 70 years, CARE has been providing assistance to those in poverty regardless of race, religion or ethnicity.*

*We have learnt from our work across 94 countries that when inequality is tackled, long-term lasting change is possible.*

*We put women and girls at the heart of our work. Their access to equal opportunities represents a powerful and effective approach to ending extreme poverty. When one woman escapes poverty, she will bring four other people with her.*

*The world needs more equal. Join us to create a more hopeful, tolerant and fair world.*

## THROUGHOUT THIS REPORT

CARE International or CARE – refers to the entire CARE International organisation consisting of 14 confederated members working with a global secretariat, and 78 Country Offices where local staff and partners work to deliver programs with poor communities. CARE Australia – refers to CARE's operations in Australia and the seven Country Offices we directly manage, as well as programs and emergency responses supported by Australian funding.



*Join us to create a more  
hopeful, tolerant and fair world.*





*“My attitude has changed, now I consider men and women like two hands of the same body.”  
Batiso (pictured far left)*

Members of a sheep and goat collective in Ethiopia, through which CARE Australia encourages the equal involvement of men and women.

# Our impact

A summary of our impact figures this year

We assisted over 2.8 million people across 23 countries

We responded to 15 emergencies across 13 countries

90 cents in every \$1 spent went to our programs

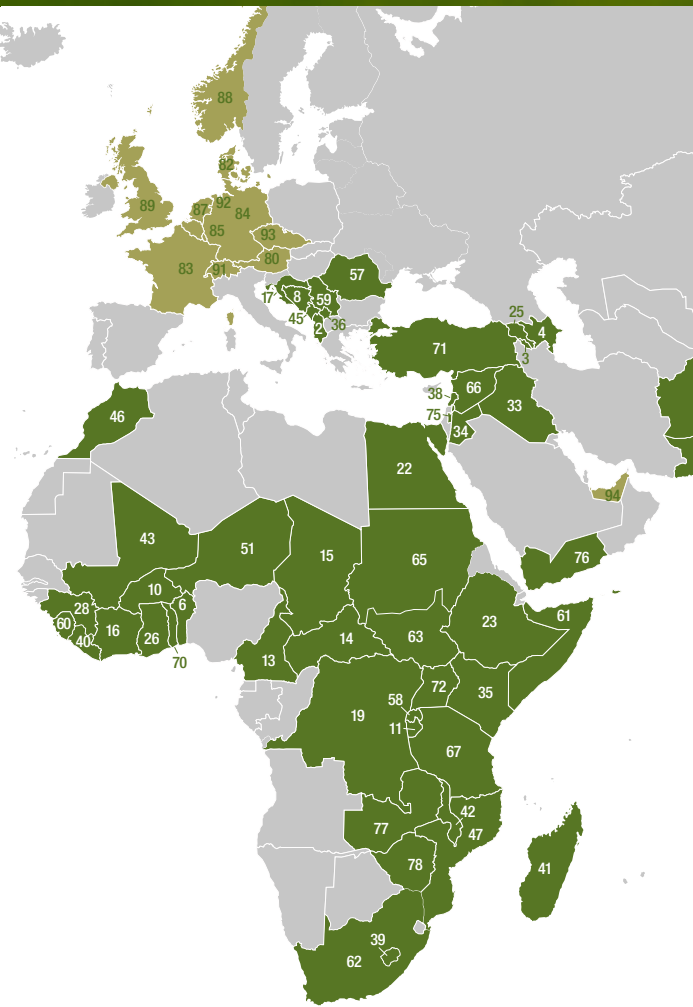
11,700 regular donors contributed \$4.3 million

94% of our staff are citizens of the country they work in

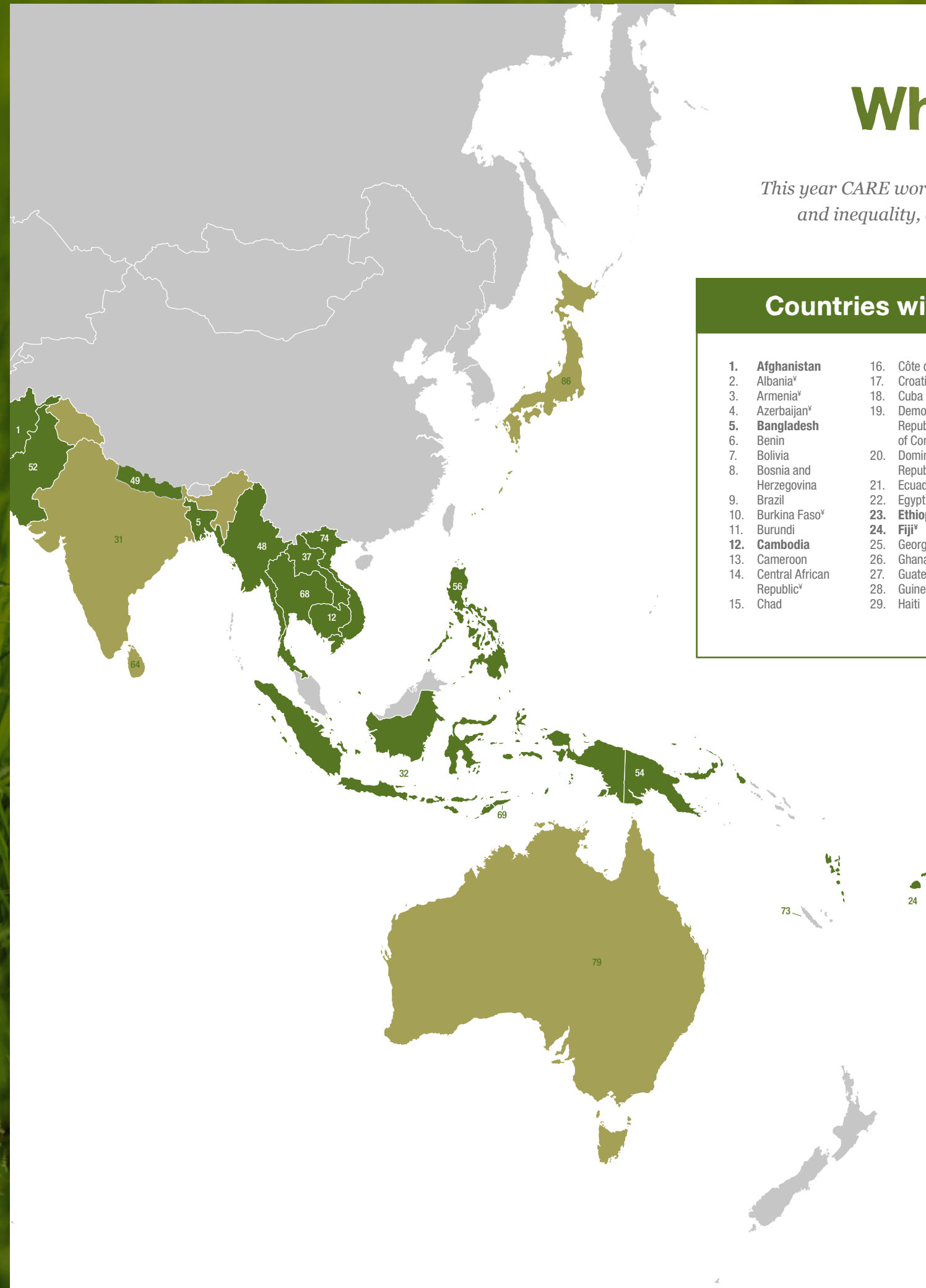


# Where we work

This year CARE worked in 94 countries around the world fighting poverty and inequality, and providing humanitarian aid to those in need.



Africa, Europe & the Middle East



Asia and Oceania



Americas

## Countries with CARE programming in 2015/16

- |   |                                     |                             |                             |                               |
|---|-------------------------------------|-----------------------------|-----------------------------|-------------------------------|
| 1. <b>Afghanistan</b>                     | 16. Côte d'Ivoire                   | 30. Honduras                | 47. Mozambique              | 63. South Sudan               |
| 2. Albania <sup>¥</sup>                   | 17. Croatia <sup>¥</sup>            | 31. India <sup>*</sup>      | <b>48. Myanmar</b>          | <b>64. Sri Lanka</b>          |
| 3. Armenia <sup>¥</sup>                   | 18. Cuba                            | <b>32. Indonesia</b>        | <b>49. Nepal</b>            | 65. Sudan                     |
| 4. Azerbaijan <sup>¥</sup>                | 19. Democratic Republic of Congo    | 33. Iraq <sup>¥</sup>       | 50. Nicaragua               | <b>66. Syria</b>              |
| <b>5. Bangladesh</b>                      | 20. Dominican Republic <sup>¥</sup> | <b>34. Jordan</b>           | 51. Niger                   | <b>67. Tanzania</b>           |
| 6. Benin                                  | 21. Ecuador                         | 35. Kenya                   | 52. Pakistan                | 68. Thailand <sup>*</sup>     |
| 7. Bolivia                                | 22. Egypt                           | 36. Kosovo                  | 53. Panama                  | <b>69. Timor-Leste</b>        |
| 8. Bosnia and Herzegovina                 | <b>23. Ethiopia</b>                 | <b>37. Laos</b>             | <b>54. Papua New Guinea</b> | 70. Togo <sup>¥</sup>         |
| 9. Brazil                                 | 24. Fiji <sup>¥</sup>               | <b>38. Lebanon</b>          | 55. Peru <sup>*</sup>       | 71. Turkey                    |
| 10. Burkina Faso <sup>¥</sup>             | 25. Georgia                         | 39. Lesotho                 | <b>56. Philippines</b>      | 72. Uganda                    |
| 11. Burundi                               | 26. Ghana                           | 40. Liberia <sup>¥</sup>    | 57. Romania <sup>¥</sup>    | <b>73. Vanuatu</b>            |
| <b>12. Cambodia</b>                       | 27. Guatemala                       | 41. Madagascar              | 58. Rwanda                  | <b>74. Vietnam &amp; Gaza</b> |
| 13. Cameroon                              | 28. Guinea <sup>¥</sup>             | <b>42. Malawi</b>           | 59. Serbia                  | 75. West Bank                 |
| 14. Central African Republic <sup>¥</sup> | 29. Haiti                           | 43. Mali                    | 60. Sierra Leone            | 76. Yemen                     |
| 15. Chad                                  |                                     | 44. Mexico <sup>¥</sup>     | 61. Somalia                 | 77. Zambia                    |
|   |                                     | 45. Montenegro <sup>¥</sup> | 62. South Africa            | <b>78. Zimbabwe</b>           |
|   |                                     | 46. Morocco                 |                             |                               |

Countries in bold indicate CARE Australia programs.

### CARE International Members

- 79. Australia
- 80. Austria
- 81. Canada
- 82. Denmark
- 83. France
- 84. 85. Germany-Luxembourg<sup>◊</sup>
- India<sup>\*</sup>
- 86. Japan
- 87. Netherlands
- 88. Norway
- Peru<sup>\*</sup>
- Thailand<sup>\*</sup>
- 89. United Kingdom
- 90. United States

### CARE International Secretariat

- 91. Geneva, Switzerland<sup>◊</sup>
- 92. Brussels, Belgium
- New York, United States

### Sub-offices

- Belgium<sup>◊</sup> (of CARE France)
- 93. Czech Republic<sup>◊</sup> (of CARE Austria)
- 94. United Arab Emirates<sup>◊</sup> (of CARE USA)

Countries with CARE programming

CARE International members

<sup>¥</sup> Limited CARE presence or working through strategic partnerships.

<sup>\*</sup> CARE India, CARE Peru and CARE Thailand are Members of CARE International and countries with ongoing programs.

<sup>◊</sup> CARE Germany-Luxembourg has offices in both Germany and Luxembourg.

<sup>◊</sup> Sub-offices in Belgium, the Czech Republic and the United Arab Emirates are mainly fundraising offices.



Outgoing Chief Executive Dr Julia Newton-Howes.

*This year, I made the incredibly hard decision to resign as Chief Executive of CARE Australia.*

It has been an honour to hold this position, and I am gratified by what we have achieved together since I took up this role in October 2007.

When I think back over the areas of progress, our work supporting gender equality stands out. Organisations working to overcome poverty, from the World Bank to CARE, have known that discrimination against girls and women must be addressed if our work is to be truly effective. And yet, there are few organisations that can point to tangible and long-term change in this area. CARE is one of these organisations, and I am very proud of our skill and impact in creating a more equal world for women and girls.

I've also been impressed by our organisation's repeated ability to respond during humanitarian emergencies. I visited conflict-devastated South Sudan in 2014 and met a woman who lost two of her children during the long trip to seek safety at a camp. Once there, she faced further challenges — relentless rain had turned the camp into a swamp

with knee-deep mud. The situation was dire, but we were able to help this woman and thousands of others by providing vital services to improve hygiene and nutrition.

I'm humbled by the response from our donors when we ask for assistance to do our work. And it's more critical than ever as we face an era of unprecedented government indifference to the Australian Aid program. To make real change, I call on the government to lead the way with international negotiations for peace as well as a compassionate and effective aid program.

For many Australians, the level of poverty facing communities like those in South Sudan is inconceivable; and a person's compassion is bound by what they can imagine. That's why we hear so many comments about the need to care for Australians first, and that foreign aid is a luxury we cannot afford. In fact, we can and must do both. It is staggering to consider that half of the world — around 3.7 billion people — live on an annual income of \$4,000 or less. We need to constantly remind

ourselves, and our representatives in government, of the opportunity we have to help the world's poorest people. By doing this, we help to create a safer, more prosperous world in which everyone can flourish, including Australians.

My time at CARE has been an incredible experience and I am grateful to the Board and Advisory Council for their support and guidance. I know that CARE's success is due to our passionate, professional staff, and I thank them all for their tireless efforts and skill.

And finally, I thank you, CARE's supporters for enabling the positive impact I've seen around the world. At a time when there is so much need, I am sure that you will continue to lead the way in providing compassion and assistance to the world's poorest people.

**Dr Julia Newton-Howes, AM**  
Chief Executive CARE Australia



**Colin Galbraith, AM**  
Chair CARE Australia

*CARE Australia continues to serve the poorest communities in the world, positively affecting the lives of 2.8 million people living in poverty this year.*

In our work to address inequalities, which most often impact women and girls, we work with entire communities to enable them to prosper and meet the needs they identify. We know that every woman who has the opportunity to overcome poverty has a multiplying impact, through enabling her children and family to lead healthier, more productive lives and by contributing to the prosperity and happiness of their communities.

Maximising our impact was more important than ever this year, as we faced a daunting complexity of challenges. War and natural disaster have ruined people's lives, with more people fleeing their homes and villages to escape conflict than we have seen in modern history. A powerful El Nino weather pattern also devastated crops and surged market prices in Papua New Guinea, Vanuatu and around the world. I thank all those who work with CARE Australia and our supporters for helping us rise to these challenges and continue to help millions of people in need.

I would like to thank outgoing Chief Executive Julia Newton-Howes for her role in making this work possible. Over nearly nine years, Julia made an outstanding contribution to CARE Australia, CARE International and the many communities that have benefitted from CARE's work. Her approach has been marked by unfailing industry, energy and passion, and I wish her well for the next chapter of her career.

I am confident we will continue our work as an effective humanitarian aid organisation with the appointment of Sally Moyle, one of Australia's leading thinkers and influencers in international development, as Chief Executive. Sally has extensive experience in international development policy and practice, and almost twenty years' experience addressing gender issues. She has held senior positions working to address issues of social justice, human rights, women's affairs, disability services and indigenous affairs.

I look forward to working with Sally, CARE's staff and our supporters to achieve our vision for a more equal world, a world where poverty has been overcome.



**Gail Kelly, CARE Australia's**  
Women's Empowerment Ambassador

*I am proud to work with CARE Australia to shine a light on the inequalities faced by women and girls around the world, and the enormous potential for change.*

In my capacity as CARE Australia's Ambassador for Women's Empowerment, I had the opportunity to visit Vanuatu this year. I was privileged to witness firsthand the extraordinary work that CARE Australia does to support communities in need. There is no doubt in my mind that CARE Australia's skilful and targeted assistance before, during and after Cyclone Pam saved lives. It was particularly exciting to see the newly empowered women taking up leadership roles in their communities and in this crisis situation, making a very real difference.

The United Nations states that, within Vanuatu, three in five women who have been in a relationship have experienced physical or sexual violence by their partners. This is a frightening statistic. At a grassroots level, CARE is working with adolescent girls and young women to build their skills, confidence and sense of self worth to assist them in dealing with issues of domestic violence. Critically CARE also works with boys and men to tackle entrenched views about gender and acceptance of violence. Although this will take time, it was encouraging to witness the progress being made in deeply traditional communities.

Thanks to your support, CARE Australia is doing outstanding work in some of the poorest countries in the world. They bring a powerful focus to the issues confronting women and girls. The evidence is clear that in environments where women are empowered, more children go to school and communities are stronger and healthier. There are fewer teenage pregnancies and lower levels of child mortality. What an excellent return on investment.



# Our strategy

At the heart of CARE Australia's 2015-18 Strategy is our focus on supporting communities to overcome poverty. We put women and girls in the centre of our work because they face the biggest burden of poverty, as well as the greatest opportunity to overcome it. At the conclusion of the first year of the Strategy, CARE Australia has achieved significant progress towards our goals.



**2.8 million**  
people assisted across 23 countries



Responded to  
**15 emergencies**



**82,000**  
active supporters



**11,700**  
regular donors



**\$13.2 million**  
raised from the Australian public



Total media reach  
**59 million**

## Goal 1: Ensure excellence in programs and operations so resources create lasting impact for poor communities

During 2015/16, CARE Australia assisted over 2.8 million people across 23 countries. From helping women in Ethiopia to reduce hunger, improve crop yields and earn an income, to helping girls and boys improve their literacy in Timor-Leste, you can read more about the huge impact of our work on pages 14-21.

CARE Australia responded to 15 humanitarian emergencies in 13 countries, including large-scale, multi-country responses to the Syrian conflict and global El Nino crisis, affecting millions of people (read more on pages 22-23). We are one of the Australian Government's preferred agencies to deliver lifesaving emergency responses, securing over 25% of total funds available to six agencies for emergency work this year.

We constantly evaluate our work and share findings with others so we can have the widest impact possible. This year, an evaluation into our extensive work in Cambodia, Laos, Myanmar and Vietnam demonstrated that women CARE Australia supported from ethnic groups increased their access to and control over money. As women started to be seen as capable income earners, their views and contributions were also more respected by others.

A review of our work improving food security through women's empowerment in Ethiopia, Malawi and Tanzania found that women across all three countries became more empowered and increased their assets and income. Household asset values of those involved in our programs increased by 42% in Ethiopia, 31% in Malawi, and 26% in Tanzania over the five-year project.

We also conducted an analysis of our work supporting communities to adapt to climate change in Papua New Guinea, Timor-Leste, Vanuatu and Vietnam. Our work was found to be effective in raising the communities' awareness of the effects of climate change and increasing their knowledge and skills to adapt to changing conditions.

*Thousands of Australians share our dedication to achieving a more equal world, and their generosity is a constant source of inspiration.*

We shared our findings with the Australian Government and stakeholders to influence future investments in programs.

We support local expertise as the best solution to local challenges, and 94% of our staff are citizens of the country they work in. We are establishing processes in order to achieve our goal of having 25% of Senior Positions in our Country Offices held by local staff by 2018. During the year, we welcomed the first Vietnamese citizen to be CARE Country Director in Vietnam, and we are working to develop their office as an independent, self-governed and self-managed non-governmental organisation (NGO) and member of the CARE International confederation.

## Goal 2: Engage Australians in CARE's work and be recognised as a leading trusted agency tackling global poverty, gender inequality and humanitarian response

Thousands of Australians share our dedication to achieving a more equal world and their generosity is a constant source of inspiration. In 2015/16, 82,000 active supporters helped us raise over \$13.2 million for our poverty-fighting work.

Our online content continued to engage Australians, with traffic to our website increasing by 64%. Our new bi-annual supporter magazine, *Because You CARE*, reached 42,000 supporters. A new email platform and a refreshed e-newsletter — reaching over 80,000 subscribers monthly — also shared news of CARE Australia's work around the globe.

Five appeals were launched to raise awareness and funds for CARE Australia's work. Our Christmas *Clean Water Appeal* and our *End Hunger Appeal* in June saw significant growth in engagement and donor support, as did our *CAREgifts* Christmas gift range thanks to the support of our Ambassador and TV personality, Chrissie Swan.

A record number of 11,700 supporters donated a monthly gift via our new *Give with CARE* program, contributing \$4.3 million. Our flagship event, *Walk in Her Shoes*, also motivated thousands of people to raise awareness and funds for those living in poverty.

We continued to grow our voice in the media, reaching a total audience of 59 million. Key coverage included the impacts of the Syrian conflict, Cyclone Winston in Fiji and opinion pieces on gender-based violence and the global refugee crisis. Through our membership of the Campaign for Australian Aid, we engaged thousands of supporters to ask the Australian Government to 'stop the clock' on cuts to Australian Aid.

## Goal 3: Develop an agile organisation that fosters excellence and innovation

Our 2016 Staff Engagement Survey illustrated that staff feel positively about their alignment with our vision, sense of achievement, diversity and their relationship with colleagues. These results will inform the development of the People Strategy next financial year, which seeks to engender a culture of innovation where staff are empowered to identify new ways of working.

We are also offering new and different tools for people to put forward ideas with a view to empowering staff to influence what we do and how we do it. We implemented two new platforms to increase idea sharing and staff engagement. The *Think.Do.Review Ideas Bank* offers staff a mechanism for putting forward proposals and strategies, while the social media tool *Yammer* will be implemented to encourage brainstorming and collaboration.

We are committed to addressing barriers for the participation of women across the organisation. Currently, women make up 69% of our Australian staff, 54% of overseas-based staff and 43% of local staff in Country Offices. A Gender Equality and Diversity Assessment will be conducted in 2016/17 to analyse tools, policies and procedures and identify gaps or barriers in terms of gender equality, including the participation of women. This work will result in a new Gender and Diversity Strategy for 2016/17.

CARE TO

# Empower women and girls

*Women and girls bear the brunt of poverty; too often, girls miss out on school, women do not have secure, paid employment, and women die needlessly during pregnancy and childbirth.*

We put women and girls in the centre of our work because we know that we cannot overcome poverty until all people have equal rights and opportunities. It's a wise investment, because when women are healthy and educated, our experience shows that their family will be too. And when women earn an income, they invest it in their children and families.

**CARE is building a more equal world for women and girls by facilitating:**

- education for girls as well as boys
- training in vocational and life skills such as literacy and financial management
- access to health services and understanding of reproductive health, HIV prevention and maternal care
- discussions with men and women around their roles in the community
- access to income-earning assets like livestock and microfinance
- education for women about their legal rights and working with employers to ensure women's rights are respected.

**Case Study: The chance to earn an income is just the beginning for women in Laos**

In Laos, over 60% of the population live in rural and remote areas, and one third of the rural population lives below the poverty line. Women are at an even greater risk, as they often spend less time at school, marry at a young age, are expected to run their household and work in subsistence agriculture or insecure employment.

CARE Australia's *Women Organised for Rural Development (WORD)* project is funded by the Australian Aid Program and works

directly with more than 15,300 of the poorest, most vulnerable men, women, boys and girls in Phongsaly and Sekong provinces.

The project strengthens farmers' and women's groups, provides small business grants and fosters demand for items produced through the businesses, such as coffee and cardamom. We are also working with companies to secure long-term contracts between farmers and producers like the coffee industry, and to negotiate fairer prices and a more sustainable income for farmers. While women are usually excluded from this kind of business activity, their inclusion and the development of their skills is transforming their traditional roles in the community.

Phetsaman is the Nai Ban, or Village Chief, of her community. A member of CARE Australia's Women's Income and Nutrition Group, Phetsaman believes it was the support she had from CARE Australia that helped her develop her leadership skills and be elected into her position.

"Because of my confidence and my recommendations to improve the situation in this village, people voted and elected [me] as Nai Ban (Village Chief), which was my happiest moment. I have had many opportunities from CARE to participate in different types of trainings including vaccination, livestock, fishery, communication, management and leadership. I have attended different meetings which helped me to develop my confidence."

"So much has changed in the last four years. Now, I have livestock including pigs and buffalos. I have started to focus more on producing fresh vegetables and fish. There is easy access to the market."

Phetsaman now has her eyes set on the next challenge: "I would like to learn more about leadership. I would like to become Hona Khumban in the future (leader of the group of villages)."

*"People voted and elected me as Nai Ban (Village Chief), which was my happiest moment. I have had many opportunities from CARE." Phetsaman, Laos*



Phetsaman is the Chief of her village in Laos, and thanks CARE for the leadership support she has received.



Women and girls bear the brunt of poverty



15,300 women and men in rural Laos are connecting with markets to sell goods



Women are emerging as local leaders



“Education is the opportunity for the kids to grow and learn and to create a better future.” Eufemia, Timor-Leste

Eufemia's children are learning with the help of CARE's Lafaek magazines in Timor-Leste.



774 million adults worldwide are illiterate, and two thirds are women



85,000 grade 3 and 4 students in Timor-Leste will receive Lafaek Prima educational magazine each year



15 years of CARE Australia delivering Lafaek magazine across Timor-Leste

CARE FOR

## A lifetime of learning

Poverty is a significant barrier to education. Challenges like remoteness, the expense of school fees and inadequate education services and facilities mean millions miss out on getting an education. This situation disproportionately affects girls. On average, girls are more likely to not attend school, and to drop out early.

When a girl is educated she is more likely to earn a greater income, is less likely to die from a preventable disease, and is more equipped to protect her health and that of her family. We know that providing boys and girls with an equal opportunity to access education is vital to breaking the cycle of poverty.

**CARE strives to ensure inclusive and equitable education and lifelong opportunities for all by:**

- removing barriers that keep girls out of school
- producing educational materials
- training and supporting local teachers
- providing community-based education for marginalised children, youth and adults with no access to formal schools
- providing multilingual education to help children from remote ethnic groups go to school
- providing training in literacy, numeracy, life skills and vocations for adults.

### Case Study: A lifetime of learning in Timor-Leste

CARE Australia has produced and delivered a much-loved educational magazine to every pre- and primary school student in Timor-Leste for over 15 years. The *Lafaek* magazines are one of the only materials written in Tetun, the most commonly spoken language. The project began in 2001, when schools were being re-established after conflict; enrolments were increasing, but learning materials were not available and many teachers lacked professional training.

The magazines helped deliver the school curriculum with content on literacy and numeracy, critical thinking and healthy practices. Articles were built around local characters and were written and produced by a Timorese team. In 2010, an independent evaluation concluded that the magazines were of ‘world-class standard’ and an example of a best-practice project.

### Beneficiaries of the *Lafaek* program

1. *Lafaek Ki'ik* reaches 120,000 grade 1 and 2 students.
2. *Lafaek Prima* reaches 85,000 grade 3 and 4 students.
3. *Lafaek Ba Edukado* reaches 9,000 teachers.
4. *Lafaek Ba Komunidade* reaches 80,000 households (45% of Timor-Leste's population) in remote and rural areas.

Eufemia has received *Lafaek Ba Komunidade* for two years, and her children receive *Lafaek Prima* at school, which is funded by CARE Australia through the Australian Aid Program. She has applied many of the lessons learnt through the community magazine.

“I have tried a lot of different approaches on nutrition from *Lafaek*...so physically it is helping the kids get stronger. I learnt more about how to keep the soil healthy. It has increased the volume of my plants, especially the veggies. I sell them and make money to meet the kids' needs, like school materials and fish, meat and eggs,” she said.

With the *Lafaek* community magazine offering her so many useful lessons, she is thrilled that her children are also benefiting from *Lafaek Prima*, a magazine for children enrolled in grades 3 and 4 to improve literacy, numeracy and strengthen girls' leadership and decision-making.

“I'm very happy because it has created a lot of interaction between the kids. They like the short stories and the games about literacy, so that is helping them to study. Now they can count and their literacy and numeracy is increasing rapidly.”

“Education is the opportunity for the kids to grow and learn and to create a better future. I hope for my children to one day come back and serve their community, maybe to become a doctor or an educator,” Eufemia said.



CARE FOR

## Healthy lives

*Poverty and poor health are closely connected. Poor and rural communities often lack access to clean water, nutritious food, sanitation and knowledge of hygiene and healthcare. Vulnerable communities may also live too far away from health clinics to be able to access treatment.*

Every day, around 830 women die from preventable causes related to pregnancy and childbirth. Good maternal health is a vital step in helping communities to overcome poverty, as healthy mothers are more likely to raise healthy children, earn an income, and be more involved in their communities. When women are able to decide the number of children they have, they are also more likely to lead healthy and productive lives.

We know that access to good quality healthcare services and water and sanitation, particularly for women and girls, is vital for communities to improve their health and wellbeing.

**CARE is working to ensure men, women, boys and girls improve their health through programs that:**

- improve access to healthcare services, particularly for women and girls
- protect and construct water sources and toilets in schools and communities
- form health clubs in schools and communities, which work to improve their environment and share hygiene information
- train health workers to provide women with better antenatal and postnatal care
- support immunisation programs that help prevent life-threatening diseases like measles
- improve access to family planning services and contraception.

### Case Study: Healthy lives in Bangladesh

In Bangladesh, newborn and maternal death rates remain high, primarily because most births take place at home without access to medical care.

CARE Australia's *Maternal and Infant Health Project*, generously funded by retailer Target and the Australian Aid Program, is aiming to help more than 135,600 women and children by training and supporting healthcare providers, establishing community support groups for pregnant women and monitoring the quality of healthcare services.

The project is helping women like Josna in Gazipur district. She works in a garment factory, and at the age of 19, is pregnant with her first child. When her husband lost his job, she became the sole income earner in the household, placing her in an even more vulnerable position.

Josna's landlord, Asma, is a Community Support Group member in CARE Australia's project. She referred Josna to the local community clinic for support where she has received antenatal care and help to prepare for childbirth.

Josna had her first antenatal check-up at three months, where her weight, height and blood pressure were recorded. "I had morning sickness for the first three months and had no appetite. The Community Support Group taught me that I need to eat [well] to look after the baby... I learnt about nutrition and having a balanced diet." She also received information about complications that can occur during birth. Husbands and family members were also invited to attend birth planning sessions, so they were aware of the danger signs and the details in the birth plan.

Josna plans to deliver her baby at the local clinic. In the case of an emergency, the Community Support Group has established a savings fund that can be used to pay to transport women to larger health centres. She is looking forward to her future role as a mother. "I want my children to be happy and healthy and to go to school," she said.

*"The Community Support Group taught me about nutrition and having a balanced diet." Josna, Bangladesh*



Josna is preparing for her first child with assistance from CARE Australia's maternal health project in Bangladesh.



830 women around the world die from pregnancy related causes every day



13,310 birth planning sessions were conducted with pregnant women in Bangladesh this year



135,600 women and children will be supported by CARE Australia in Bangladesh



*“Before I joined the program I was pessimistic, now I am optimistic.” Abebech, Ethiopia*



Abebech and her family in Ethiopia are growing more food, earning a greater income and are members of a savings and loans group.

© Josh Estey/CARE



One in nine people around the world are chronically undernourished



39,500 households supported by CARE Australia over 5 years



32% increase in women’s access to food in Ethiopia

CARE TO

# End hunger

*One in nine people around the world are experiencing chronic undernourishment because they do not have enough food, and three million children die each year from malnutrition. Inefficient farming practices and a changing climate mean food supplies are irregular and poor families often lack the variety of nutrients required for healthy development.*

Women face many inequalities that make them particularly vulnerable to hunger. They have less influence on household decisions and insufficient access to resources and training, leaving them less likely to engage in activities to avoid food insecurity. When food shortages occur, gender and cultural norms often mean women go hungry first.

**CARE is working to overcome hunger and improve nutrition for all by:**

- improving crop yields through farmer training and the provision of seeds and tools
- strengthening the capacity of communities to be resilient and adapt to climate change
- creating links to markets so men and women can earn an income and increase their access to food
- providing emergency food for families at risk of malnutrition, particularly women and children.

**Case Study: Ending hunger across East Africa**

In Ethiopia, Malawi and Tanzania poverty and drought have caused widespread chronic food insecurity. This has particularly impacted rural communities who rely on subsistence agriculture.

CARE Australia’s five-year program *Women’s Empowerment: Improving Resilience, Income and Food Security (WE-RISE)* ran from 2011-2016 in all three countries. Funded by the Australian Government’s Australia Africa Community Engagement Scheme (AACES), *WE-RISE* assisted more than 39,500 rural households to improve their access to food and increase their income.

The program targeted chronically food-insecure rural women like Abebech, a mother living in Sidama Province of Ethiopia.

“In the past all we ate was kocho (a type of bread). We didn’t have any idea how to support ourselves,” Abebech said.

CARE came to Abebech’s village in 2012 and provided training in how to diversify crops, use fertiliser and prevent pests. Men and women were trained as farmer-to-farmer trainers to help spread the knowledge, and CARE provided seeds to ensure both men and women were farming all available crops.

Abebech was able to transform her family’s position. “This project has taught us how to grow a variety of vegetables, quickly. They gave us information about what was nutritious. We have been growing maize, beans, banana and coffee. We also grow wheat and barley. I sell food at the market.”

As a result of the project, in target communities in Ethiopia there was a 32% increase in women’s access to food, which means that women like Abebech now consume the same diet as other members of their households.

The project also established Village Savings and Loans Associations (VSLA) and trained the community in how to save money to invest in their farm. Women and men received training in business management, financial planning, nutrition, agriculture and skills to diversify their income such as how to make household detergent and fuel-efficient stoves.

“Life is good. Before, it was not part of our culture for me to work (earn an income). I was afraid to go outside and talk and was not able to send my children to school. If my children were sick, we couldn’t afford to take them for treatment. Now, I have increased the number of cattle that I have, improved my farming practices and know how to work the land. I know my rights. I am working outside and taking care of my children equally, sending them all to school. If any are sick, we can use the money from the VSLA to get treatment,” Abebech said.



CARE FOR

# Families in emergencies and crises

*CARE is one of the world's leading humanitarian agencies – when disaster strikes, we take action immediately. We provide lifesaving aid including food, shelter, clean water, toilets, hygiene products and medical care to those who need it most. We continue to help people rebuild their lives and restore livelihoods in the months and years following a crisis.*

In addition to emergency response, we also focus on disaster risk reduction: working with communities to help them prepare and plan for emergencies; and work specifically with women, who are disproportionately affected by emergencies. This year CARE Australia responded to 15 emergencies in 13 countries.

## Syrian Refugee Crisis

Tragically, the Syrian Crisis has continued to worsen. Since conflict broke out in March 2011, 4.8 million Syrians have been forced to leave the country, and 6.5 million are internally displaced, creating the largest displacement of people in modern history. An estimated 13.5 million people in Syria, including 6 million children, are in need of humanitarian assistance.

Since 2012, through our emergency response to the crisis, CARE has delivered humanitarian aid to more than 2.3 million people, regardless of religion, political affiliation or ethnicity. CARE is providing lifesaving services to Syrian refugees and host communities in Egypt, Jordan, Lebanon and Turkey. Through our national partners, we are also delivering emergency aid, shelter kits and food to displaced families within Syria.

CARE Australia has provided support via public donations to relief activities in Jordan, Lebanon and Turkey, as well as cross-border in to Syria. For example, in Kobane, Syria, we distributed 2,000 mattresses and 2,000 blankets over winter to the most vulnerable people, and built the skills of local humanitarian staff. In Jordan, CARE Australia supported research into how the conflict is affecting men, women, boys and girls. We also

worked with local women's organisations to improve their coordination with community leaders, and established saving and loan groups and access to business training.

In 2016, CARE started work in western Europe for the first time since the Second World War, when CARE packages became synonymous with humanitarian aid. Our European counterparts are providing support to refugees stranded in Greece, helping German schools welcome refugee children, and promoting social coherence in the Balkans by teaching young people about gender norms and universal values.

## El Nino Crisis

During 2015/16, a powerful El Nino weather pattern caused the worst drought for decades in parts of Africa, Asia and the Pacific. More than 60 million people faced food and water shortages, rising food prices, higher malnutrition rates, devastated livelihoods, and forced displacement.

CARE provided food, water and other emergency relief to more than one million people in ten countries. We helped people survive the immediate impacts, and to recover by providing seeds and assistance to replant crops.

CARE Australia has undertaken assessments of the effects of El Nino in Cambodia and Vietnam. In Timor-Leste we are reaching more than 8,460 people with improved access to clean water and providing drought-resistant seeds. In Papua New Guinea, CARE Australia implemented a comprehensive program that mitigates, responds to and helps people recover from the El Nino drought. We also implemented food distributions and held nutrition training for health staff.

An estimated 13.5 million Syrian people are in need of humanitarian assistance. CARE has provided support to more than 2.3 million people since 2012.



## Cyclone Winston

On 20 February 2016, Cyclone Winston, the strongest storm ever recorded in the Southern Hemisphere, caused mass destruction in Fiji, affecting 350,000 people.

CARE Australia and local partner Live & Learn responded immediately, providing lifesaving aid. Thanks to the generosity of Australians, we reached more than 25,000 people across 231 villages and 19 schools in the first six months of the response. Families were provided with emergency aid including shelter kits, hygiene kits, water purification tablets and jerry cans for storing clean water. CARE Australia and Live & Learn also built or rehabilitated toilets and water supplies and conducted hygiene training.

We assisted affected communities to re-establish food gardens so they can grow their own food and earn a living. We distributed seeds and tools and carried out agricultural training.

Our corporate partner Virgin Australia generously transported members of our emergency response team and aid supplies to Fiji. The ABC's Triple J radio station launched a 12-hour telethon for CARE Australia's Cyclone Winston Appeal, which raised more than \$60,000.

## Cyclone Pam – How We Made a Difference

CARE Australia's work to prepare communities for disasters had huge benefits in reducing the damage caused by Cyclone Pam in Vanuatu.

An independent evaluation found that the communities CARE Australia worked with prepared their houses, assets and people; they sustained less damage and recovered more quickly. During the cyclone, the majority of people were in safe houses with food, water and bedding. The vast majority of fishing boats were secured and saved, which allowed communities to start fishing again as soon as possible.



CARE Australia responded to 15 emergencies in 13 countries



8,460 people affected by El Nino in Timor-Leste received seeds and water



25,000 people assisted after Cyclone Winston in Fiji



*“I want to make a difference to girls without opportunities. I feel lucky that I’ve had the privilege of an education and don’t have to walk to get water.”*  
 Emily Sargeson, Walk in Her Shoes participant (pictured below)



# Australians in action

*Thanks to the generous Australians who support our work, we can help millions of people overseas to overcome poverty. Here’s a snapshot of some of the many ways you got involved with CARE Australia this year!*

## 70<sup>th</sup> Anniversary Celebrations

This year, CARE International celebrated 70 years of delivering lifesaving assistance around the world. We were delighted to share our 70<sup>th</sup> anniversary with so many of our supporters.

EY hosted a reception in Canberra in November to celebrate the milestone. Presentations by CARE Australia Chair Colin Galbraith and Chief Executive Julia Newton-Howes were warmly received by attendees, including donors, fundraisers, dignitaries and others with special affiliations to CARE Australia.

King & Wood Mallesons, a corporate partner and long-time supporter of CARE Australia, hosted the *70 Years of Changing Lives* reception in Melbourne. More than 100 guests had the rare opportunity to meet with all seven of CARE Australia’s Country Directors.

## Walk in Her Shoes

More than 2,200 Australians stepped up to CARE Australia’s annual *Walk in Her Shoes* challenge this year, raising over \$622,000. Thank you to everyone who took on the challenge to walk 25km, 50km or 100km over one week in March 2016. The challenge is moving to a new date, so look out for it in October from 2016 onwards.

## Volunteers

A huge thanks to our 33 volunteers, who performed 507 days of work in our Australian offices, representing a contribution of \$115,644. A further 22 event volunteers contributed 75 hours speaking to audiences about CARE’s work at events, such as Fair@Square and CARE Australia’s *Lunch with Leading Women*, sponsored by Westpac’s Ruby Connection. Four volunteers

were stationed in our Country Offices through our partnership with the Australian Government’s *Australian Volunteers for International Development* program.

## Amazing Fundraisers

Every year, many passionate CARE Australia supporters choose to go the extra mile to raise funds. We are always blown away by their efforts in running, riding, swimming or hosting events to raise money and awareness. This year, 78 fundraisers raised more than \$87,900 — thank you!

One exceptional effort was made by CARE Australia supporter Matt Napier, who walked 2,250km from Namibia to Mozambique to raise funds and awareness of global poverty. “I have been brought up believing that everyone in the world is equal. Regardless of where you are from ... we should all be entitled to the basics in life. Clean drinking water, food, basic healthcare and education,” Matt said.

## Virgin Australia supports Fiji

When Cyclone Winston tore across Fiji in February, CARE Australia’s partnership with Virgin Australia enabled one of the first deployments of aid workers and large scale aid transportation to Fiji.

Emergency specialists were flown within days. Three tonnes of soap for sanitary aid departed from Melbourne Airport for Nadi within one week of the emergency striking, with more supplies sent in the weeks that followed.

Australians were able to support CARE Australia’s emergency response through donation tins located at airports around the country.



# Our staff

*Our staff are one of our greatest strengths, bringing compassion and skill to CARE's work. CARE Australia employs 946 staff, and 94% of our staff are citizens of the country they work in.*

## NUMBER OF STAFF BY LOCATION

Location	Expatriate staff†	Local staff‡	Total staff
Australia	n/a	n/a	80
Cambodia	4	115	119
Laos	8	102	110
Myanmar	10	311	321
Papua New Guinea	12	105	117
Timor-Leste	6	99	105
Vanuatu	5	38	43
Vietnam	2	42	44
Regional (WASH and Fiji staff)	7	0	7
<b>SUBTOTAL STAFF</b>	<b>54</b>	<b>812</b>	
<b>TOTAL STAFF</b>			<b>946</b>

Note: Staff numbers include part-time staff. † Expatriate staff are international employees posted to a CARE Australia-managed Country Office and staff undertaking Emergency Water, Sanitation and Hygiene (WASH) field-related activities. ‡ Local staff are citizens of the CARE Australia-managed Country Offices.

## STAFFING LEVELS OVER TIME

Staff numbers	30 June 2012	30 June 2013	30 June 2014	30 June 2015	30 June 2016	% change 30 June 15 – 30 June 16
Australian-based	75	79	79	78	80	2.6
Expatriate	45	51	47	54	54	0
Local staff	878	890	831	790	812	2.8
<b>TOTAL STAFF</b>	<b>998</b>	<b>1,020</b>	<b>957</b>	<b>922</b>	<b>946</b>	<b>2.6</b>

Over the past year, staff levels in Australia increased slightly to meet our programming and fundraising needs. The 2.8% increase in local staff was in order to increase our work in Myanmar and Vanuatu. Staff turnover was 27.3%, a very slight decrease from 27.6% last year. Exit surveys showed that time for a change and external career opportunities were the primary factors in staff turnover.



94% of our staff are nationals of the country they work in



7 Country Offices are managed by CARE Australia



946 staff employed by CARE Australia

### Equipping our Managers, Empowering our Staff

We are committed to supporting our leaders at all levels. The Leadership Program for middle management continued, with participants undertaking a skill strengthening activity to build on their goals, and incorporating leadership activities into their work plans. The Challenging Conversations workshop for all staff reinforced the beneficial role difficult conversations can play in the performance management process.

All Country Offices achieved excellent levels of Human Resource (HR) policy compliance and have implemented consistent performance management processes. National HR Policy manuals were finalised in Cambodia, Timor-Leste, Vanuatu and Vietnam to ensure that each HR team builds their knowledge and capacity in respective labour laws. HR Toolkits for local staff were updated and include advice on job evaluation, learning and development, induction and orientation, performance management, recruitment and selection.

Cambodia, Myanmar and Vietnam Country Offices finalised salary reviews by completing a detailed job evaluation, position classification framework and remuneration review process. The remaining offices will complete the process in late 2016.

### A Safe, Compliant Workplace

CARE Australia is committed to being a child-safe organisation. Each Country Office has adopted the CARE Australia Child Protection Policy with minor amendments to ensure compliance within their country. Child Protection training was held for all focal points, who develop and implement training in each office.

All Country Offices completed a safety and security self-assessment and updated their safety and security management plans to meet rigorous CARE Australia standards.

### Gender and Diversity

To support our work to contribute to poverty alleviation through enhancing gender equality and women's empowerment, we opened a new Gender Equality Unit staffed by two Gender Advisors and a Mekong Dignified Work Project Coordinator.

The Gender Equality and Diversity Working Group organised for Country Office staff to attend information sessions on disability rights, gender in emergencies, preventing violence against women and policy and advocacy for LGBTIQ people in international development.

### Environmental Sustainability

Having achieved our target of reducing emissions by 40% from 2010-2015, we are continuing to minimise our carbon footprint by recycling paper, plastic, glass and printer cartridges, and composting food waste in our Canberra office. We also buy green energy, offset our flights and keep flying to a minimum by using video conference to link our Canberra and Melbourne offices.

In 2016, our Canberra office was accredited under the ACT Government "Actsmart" program, which recognises us as an organisation that is actively recycling and being environmentally responsible.



Sengkeo has worked for CARE Australia in Laos for two years. She was inspired by the CARE staff who worked in her village as she was growing up.

© Joan Estey/CARE



# Our supporters

Thank you to our 82,000 donors!

*This year, CARE Australia established a new program for our most generous and committed supporters called Lead with CARE. Supporters are welcomed into one of four tiers, with specific benefits for each level. We are pleased to publicly thank the top three tiers of our Lead with CARE program in the Annual Report.*

*For more information, please visit [care.org.au/leadwithcare](http://care.org.au/leadwithcare)*



## Lead with CARE Leaders

Valerie and John Braithwaite  
Geoff & Helen Handbury Foundation  
Heather Doig and Robert Koczkar  
Dr Graeme and Mrs Dawn Robson  
Thankyou Group

## Lead with CARE Champions

ACME Foundation  
Paul Ainsworth Foundation  
Count Charitable Foundation  
The Goldsmith Family Foundation  
J Holden Family Foundation  
The George Lewin Foundation  
Mundango Abroad  
Annie & John Paterson Foundation Ltd  
Mr Raj and Mrs Jyoti Thethy  
Wood Family Foundation  
World Nomads customers through  
the Footprints Network

## Lead with CARE Changemakers

Mr Stephen Walker and Ms Sue Adams  
Mr Phil and Mrs Alison Anthony  
Claire M Bamford  
Davies Family Foundation  
Mr Brian Fry  
Gresham Partners Limited  
Dr Christopher Holmes  
Dr William Sievert and Dr Jennifer Hoy  
Ms Julie Nelson  
Mrs Tara and Mr Nathan Osborn  
Ms Mary O'Sullivan  
Miss Rosemary Rajola  
Simpson Family Foundation  
Mr Jason Squire  
Mr Alec MacGill and Ms Agnes Tay  
Mr Peter Turner  
Women's Plans Foundation

## Corporate Supporters

AGL Energy Limited  
Agero Group Pty Ltd  
Allens  
Arrium  
Ashurst  
BHP Billiton  
Cummins & Partners  
Deutsche Bank  
E J Architecture Pty Ltd  
Ericsson  
Exodus Travels  
EY  
Ingenuity Electronics Design Pty Ltd  
Jetmaster Pty Ltd  
King & Wood Mallesons  
Maple-Brown Abbott  
NAB  
Nous Group  
Nutrition Republic Café  
PayPal  
PwC Australia  
Russell Kennedy Lawyers  
Sage Business Solutions  
Simson Greeting Cards  
SoapAid  
Target Australia  
Telstra  
The Australian Academy of Business  
UBS  
Virgin Australia  
Westpac Group  
Words with Heart

## Gifts in Wills

Estate of the late Ronald Leslie Armour  
Estate of the late Beverley Brown  
Estate of the late John Michael Coates  
Estate of the late Godfrey Barrington Goodere  
Estate of the late Joyce Courtney Hansen  
Estate of the late Sheila Margaret Maguire  
Estate of the late Ann Elizabeth Mills  
Estate of the late Maureen Elaine Stevens  
Estate of the late Salvina Nemeć Taliana  
Estate of the late Cornelis and Trijntje Teeuwen  
Estate of the late Nicolle Geraldine Torda  
Estate of the late Marilyn Gwen Williams

## Multilateral

European Commission Humanitarian  
Office (ECHO)  
European Union (EU)  
Food and Agriculture Organisation  
of the United Nations (FAO)  
International Organization for Migration  
The Global Fund to Fight AIDS, Tuberculosis and  
Malaria (GFATM)  
United National Children's Fund (UNICEF)  
United Nations Office for the Co-ordination  
of Humanitarian Affairs (OCHA)  
United Nations Population Fund (UNFPA)  
United Nations Women (Formerly UNIFEM)  
United Nations World Food Programme (WFP)

## Bilateral

Government of Australia  
Government of Denmark  
Government of Japan  
Government of Luxembourg  
Government of Netherlands  
Government of New Zealand  
Government of Norway  
Government of Switzerland  
Government of United States of America

## Ambassadors

Gail Kelly, CARE Australia's Ambassador  
for Women's Empowerment  
Chrissie Swan, CARE Australia's  
*CAREgifts* Ambassador  
Janine Allis, CARE Australia's  
*Walk in Her Shoes* Ambassador  
Dr Joanna McMillan, CARE Australia's  
*Walk in Her Shoes* Ambassador  
Jamila Rizvi, CARE Australia's  
*Walk in Her Shoes* Ambassador



# Our governance

*The Board of Directors is responsible for directing CARE Australia's activities towards achieving our vision and fulfilling our mission while living the core values. The 13 independent, non-executive members serve on a voluntary basis without remuneration. The Board is responsible for approving CARE Australia's strategic direction, monitoring its implementation and fulfilling stakeholders' expectations. It is accountable for CARE Australia's overall performance, compliance with relevant laws, codes of conduct and ethical standards and for the oversight of its risk management.*

*The Board appoints Committees to assist in the discharge of its obligations, consider issues referred and delegated by the Board and make recommendations. The Board also appoints the Chief Executive and delegates the operational management of CARE Australia to them with the powers, authorities and delegations determined by the Board.*

*For more information about the Board's functions and the role of Committees, please visit [care.org.au/who-we-are/staff-board](http://care.org.au/who-we-are/staff-board)*

## Risk Management, Fraud and Corruption Control

CARE Australia's Board is responsible for the oversight of material business risk and is assisted in this role by the Finance and Audit Committee and the International Programs and Operations Committee. Management has developed and implemented a risk management framework, which underpins CARE Australia's Risk Management Policy, whereby risks are regularly assessed, monitored and managed.

The Organisational Risk Management Committee is a standing management committee with members appointed by the Chief Executive. The Committee supports Board sub-committees by continuously assessing the risks we face and risk management strategies to ensure they remain current with regulatory, operational and legal changes as well as business objectives.

Our Fraud and Corruption Control Plan is accompanied by a Policy Statement issued by our Chief Executive that clearly sets out CARE Australia's zero tolerance approach to fraud and corruption. We are committed to maintaining a culture of honesty and opposition to fraud. The plan sets out the steps to ensure that we understand, prevent, detect, investigate and respond to fraud and corruption.

## Reserves Policy

Our Reserves Policy specifies that reserves need to be retained to safeguard CARE Australia's operations. This policy balances the need to protect our financial security while simultaneously ensuring flexibility in meeting the development and humanitarian challenges of operating in a dynamic global environment.

## Treasury Policy

Our Treasury Policy sets out CARE Australia's financial risk management framework and addresses operational, liquidity, interest rate and foreign exchange risks. The policy notes that CARE Australia faces a wide range of financial and commercial risks, and outlines those risks and how we will manage them.

## Investment Performance

CARE Australia takes a conservative approach regarding banking and the investment of our reserves. Myer Family Company manages our investment portfolio in line with the approved investment strategy under the oversight of the Board's Finance and Audit Committee. During the year we reviewed our Investment Policy to ensure it remained relevant, given the current and forecasted Australian and global economic conditions. The Investment Policy also requires that the portfolio be invested predominantly with fund managers which are signatories to the UN Principles of Responsible Investment and/or employ ethical limitations against the manufacture of tobacco products and the manufacture or sale of armaments.

Our investment objectives include achieving a return of CPI plus 3% on our investments in order to maintain and improve the purchasing power of our capital and to benefit from our tax-free status.

## Investment Performance Against Objectives

Since inception the portfolio has maintained its purchasing power and benefited from CARE Australia's tax-free status. The objective of CPI plus 3% was met over the last year. Since inception, the CPI plus 3% objective was not met due to the exposure to equities during the global financial crisis.

## BOARD MEMBERS

### CHAIR

#### Colin Galbraith, AM | Director since 2004

Special Adviser, Gresham Partners Limited; Director, LatAm Autos; Director, Colonial Foundation; Trustee, Royal Melbourne Hospital Neuroscience Foundation.

Formerly – Director, Australian Institute of Company Directors; Director, Commonwealth Bank of Australia; Chair, BHP Billiton Community Trust; Director, Arrium Ltd.

Colin is also the representative of CARE Australia on the Council of CARE International.

### VICE CHAIR

#### Christine O'Reilly | Director since 2007

Director, CSL Limited; Director, Transurban Group; Director, Energy Australia Limited; Director, Medibank; Director, Baker IDI.

Formerly – Global Co-Head of Unlisted Infrastructure Investment, Colonial First State Global Asset Management; Chief Executive Officer and Director, GasNet Australia Group; Director, CARE International.

### VICE CHAIR

#### Peter Debnam | Director since 2013

Chair, NSW Kids in Need Foundation Limited; Chair, The Muscular Dystrophy Association of NSW; Chair, Advisory Board Our Big Kitchen Ltd; Director, Muscular Dystrophy Foundation Australia; Director, The Paraplegic and Quadriplegic Association of NSW; Director, Disability Sports Australia Ltd; Director, Soils for Life Pty Ltd; Associate Member of North Bondi and Pacific Palms Surf Clubs.

Formerly – Member of NSW Parliament, Shadow Minister and Leader of the Opposition; Director, Paddle NSW Inc.

### TREASURER

#### Bronwyn Morris | Director since 2007

Chair, LGIA Super; Director, Watpac Ltd; Director, Collins Foods Ltd; Director, RACQ Ltd; Director, RACQ Insurance Ltd; Director, Gold Coast 2018 Commonwealth Games Corporation; Councillor, Queensland Division of the Australian Institute of Company Directors.

Formerly – Director, Fyfe Group Holdings Pty Ltd; Deputy Chair, Children's Health Foundation Queensland; Director, Spotless Group Ltd; Director, Queensland Investment Corporation Ltd; President, The Brisbane Club; Director, Brisbane Marketing; Director, Bond University; Chair, Queensland Rail; Director, Colorado Group Ltd; Director, Queensland Office of Financial Supervision; Member, Australian Advisory Committee of Parsons Brinckerhoff; Partner, KPMG.

Bronwyn is also the Chair of the CARE Australia Finance and Audit Committee.

#### Dr Megan Clark, AC | Director since 2015

Non-executive director of Rio Tinto and CSL Limited; member of Australian Advisory Council to the Bank of America Merrill Lynch; Fellow of the Australian Academy of Technological Sciences and Engineering; Fellow of the Australian Institute of Company Directors.

Formerly – Chief Executive, CSIRO; Vice President, Technology, BHP Billiton; Director, NM Rothschild and Sons; member of Australian Prime Minister's Science, Engineering and Innovation Council; member of the International Commission on Sustainable Agriculture and Climate Change.

#### David Feetham | Director since 2013

Deputy Chairman, Gresham Advisory Partners Limited. Formerly – Macquarie Bank in Sydney; Baker & McKenzie.

#### Robert (Bob) Glindemann, OAM | Director since 2008

Deputy Chair and Non-Executive Director, Navy Health Limited; Chair, Australian Institute of Motor Sport Safety; Director, SecondBite; Director, East Timor Roofing Holdings Pty Ltd; Director, East Timor Roofing and Training UNIP LDA.

Formerly – Chair, RMS Logistics Pty Ltd; Director and Vice President, Confederation of Australian Motor Sport; Principal, PRO:NED Vic Pty Ltd; Past President, Rotary Club of Darwin and Rotary Club of Melbourne Inc.

#### Allan Griffiths | Director since 2008

Non-Executive Director, IOOF Holdings Pty Ltd; Rakbank Dubai UAE; Rakinsurance Dubai UAE; Chairman, Westpac Life Insurance Services; St George Life; Westpac General Insurance Ltd; Westpac Lenders Mortgage Insurance Services.

Allan is also Chairman of the CARE Australia People and Remuneration Committee.

Formerly – Chief Executive Officer, Aviva Australia; Managing Director, South East Asia Aviva Asia Pte Ltd.

#### William (Bill) Guest | Director since 2000

Director, Guest Group, Guests Display Homes, Guests Property Styling, Property 4 Retail and Guest Nominees; Director, Board of Australian Prostate Cancer Research; Director, Ballpark Entertainment.

Formerly – Director, Suite Deals; Director, Freedom Furniture Limited; Director, Melbourne Football Club; Managing Director, Andersons Furniture; Managing Director, Sofa Workshop.

Bill is also the Chair of the CARE Australia Fundraising and Communications Committee.

#### Professor Stephen Howes | Director since 2012

Professor of Economics, Director, Development Policy Centre, Crawford School of Public Policy, Australian National University; Chair, Papua New Guinea Family and Sexual Violence Case Management Centre.

Formerly – Chief Economist, Australian Agency for International Development; Lead Economist, World Bank in India; Director, Pacific Institute of Public Policy; Advisory Board Member, Asian Development Bank Institute.

Stephen is also the Chair of the CARE Australia International Program and Operations Committee.

#### Danielle Keighery | Director since 2015

Group Executive of Public Affairs, Virgin Australia; Member, Virgin Unite Board – the not-for-profit foundation of the Virgin Group.

Formerly – Corporate Affairs for Virgin Management, Asia Pacific; Senior Corporate Communication roles, Nokia; Global Director of Corporate Communications, Nokia London.

#### Larke Riemer | Director since 2015

Formerly – Director, Women's Markets, Westpac Banking Corporation; Chair and Global Ambassador, Global Banking Alliance for Women in Banking; Board, Allen Linklaters and NBCF.

#### Louise Watson | Director since 2008

Managing Director and Principal, Symbol Strategic Communications; Communications Adviser to many of Australia's leading public companies; Advisory Board Member, The Global Foundation.

Formerly – Chair, Corporate and Finance, Edelman Public Relations in Australia; Non-Executive Director, Odyssey House and McGrath Foundation; Advisory Board Director, Grant Samuel & Associates; Committee Member, the Prime Minister's "Supermarket to Asia" Communications Working Group.

## ADVISORY COUNCIL MEMBERS

#### Sir William Deane, AC, KBE

Director, 2001-2004 | Chair, 2002-2004

#### Willoughby Bailey, AO, GCLJ

Director, 1992-2008

#### Tony Eggleton, AO, CVO

Director, 1996-2007 | Chair, 2004-2006  
Vice Chair, 2002-2004

#### Philip Flood, AO

Director, 2003-2011 | Vice Chair - 2006-2011

#### The Hon. Dr Barry Jones, AC

Director | 1992-2012

#### Harold Mitchell, AC

Director, 2004-2014 | Chair, 2009-2014  
Vice Chair, 2007-2009

#### Jocelyn Mitchell

Director, 1993-2006

#### Peter Smedley

Director, 2000-2009 | Chair, 2006-2009  
Vice Chair, 2004-2006



# Our finances

## Year in Review

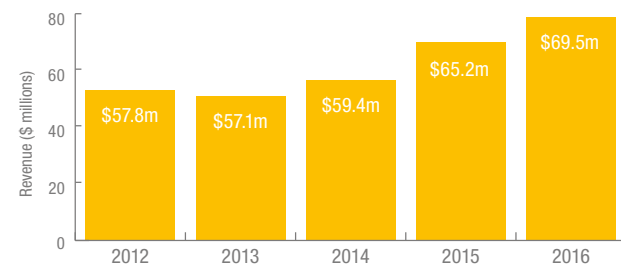
CARE Australia recorded an overall deficit of \$3.2m in 2015/16, reflecting a net unrealised foreign exchange loss of \$2.3m and a budgeted operating deficit of \$0.9m.

The unrealised foreign exchange loss arises from fluctuations in the Australian dollar exchange rate and CARE Australia's policy of converting grant funding to US dollars for allocation to our programs at the time of receipt. These funds are held solely for program expenditure and any foreign exchange movements are netted against grant funding on final acquittal of each project.

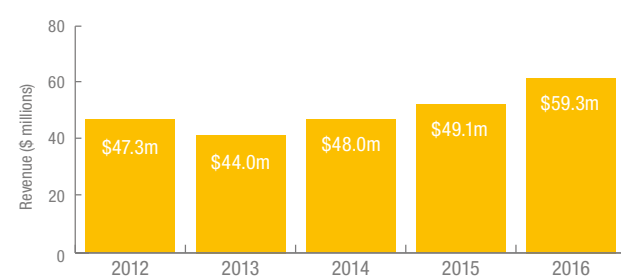
The budgeted deficit was due to a planned strategic investment in digital fundraising and new product development, which was taken with a view to shoring up long-term sustainability through diversification of revenue streams. This investment together with ongoing investment in face-to-face fundraising form part of the 2015-2018 Strategy to increase donations from the Australian public while maintaining Australian Government funding levels.

This year saw increases in overall revenue to \$69.5m (2015: \$65.2m) and funds spent on international programs to \$59.3m (2015: \$49.1m). This was due to increased grant funding coming from other CARE International members and from foreign governments. In addition, there were a number of humanitarian and disaster relief projects funded by DFAT and public appeals for the Nepal earthquake, Syrian Crisis, and Cyclone Winston in Fiji.

5-year Revenue Trend



Funds to International Programs

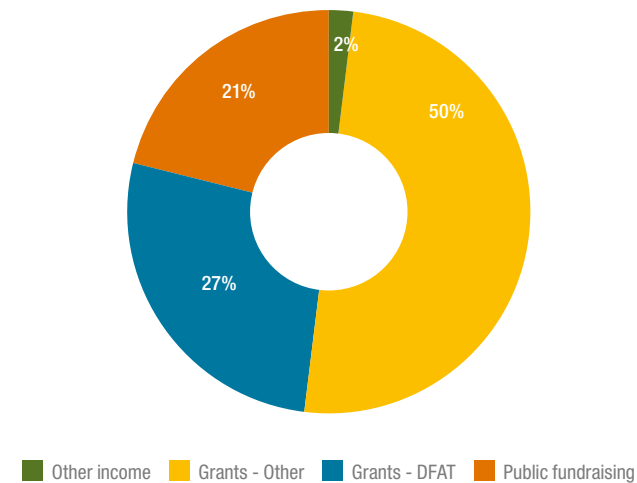


## Revenue

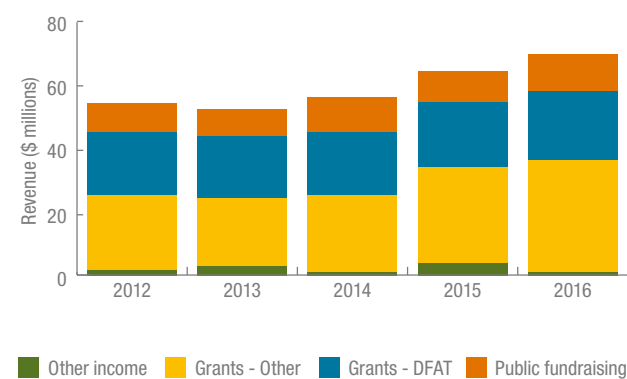
Total revenue increased by 7% in 2015/16 to \$69.5m. CARE also continues to be successful in securing funding from institutional donors due to our solid reputation as an agency that delivers quality projects and programs. This is reflected in an overall increase in grant revenue of 16% from last financial year, mainly due to increases in grant funding from overseas institutions. DFAT funding has been stable and has seen CARE Australia maintain ongoing agreements such as the Australian NGO Cooperation Program (ANCP) and the Humanitarian Partnership Agreement (HPA).

Public fundraising decreased by 3% from last financial year, due to a decrease in bequests after several large donations in 2015. CARE Australia continues to invest to grow our donor base and secure ongoing income from the Australian public. This is a strategic risk management approach to reduce dependency on limited sources of revenue.

Where the money comes from - Year ended 30 June 2016



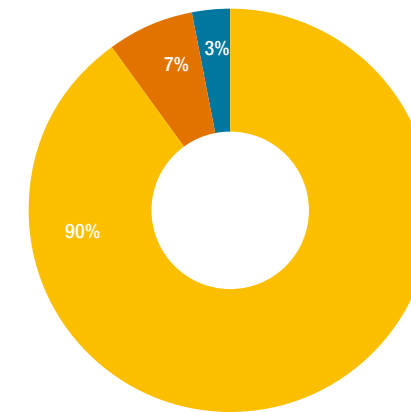
Where the money comes from 5-year trend



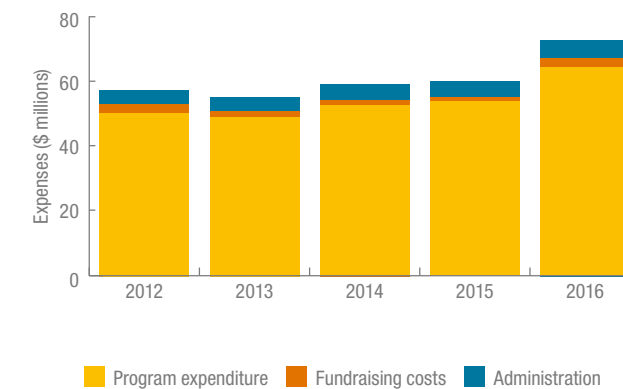
## Expenditure

Total expenses increased by 19% to \$72.7m in 2015/16, reflecting sustained growth in program expenditure over the last five years. Expenditure on overseas programs, including program support costs, was \$63.8m in 2015/16 and has seen the continuation of aid delivery in South Asia and South East Asia, the Middle East, the Pacific, Papua New Guinea and Africa. 2015/16 also saw CARE respond to the earthquake in Nepal, Cyclone Winston in Fiji, and the Syrian Crisis.

Where the money goes - Year ended 30 June 2016



Where the money goes 5-year trend



## Accountability measures

**Program expenditure** is the total amount spent on our overseas programs, including program support costs and community education campaigns, expressed as a percentage of total expenditure.

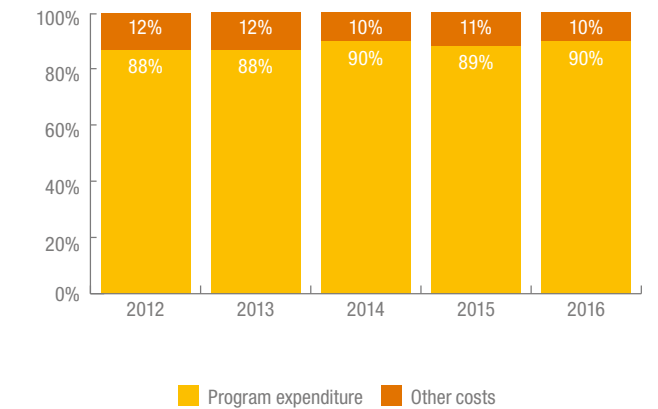
**Other costs** is the total amount spent on accountability, administration and fundraising as a percentage of total expenditure.

**Analysis** - Our program expenditure ratio remained at a high level, with a five-year average of 89%.

This reflects CARE Australia's ongoing investment in programs and program support and our commitment to ensuring that funds are directed to humanitarian and development activities.

Our other costs ratio remains low, with a five-year average of 11%. This reflects CARE Australia's ongoing commitment to maintaining control over administrative costs and changes in the allocation of cost recoveries on project grants.

Program expenditure ratio

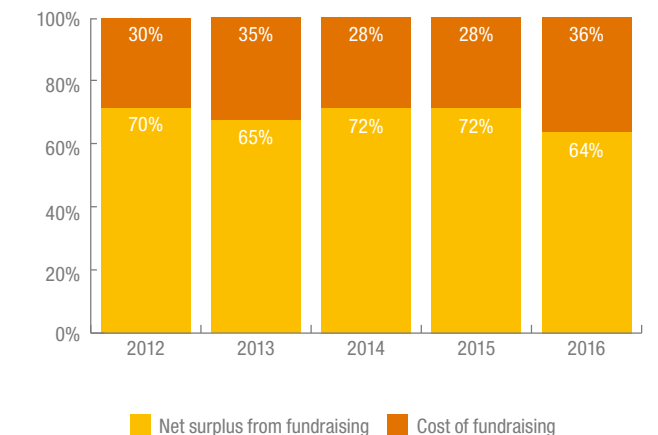


**Cost of fundraising** is the total amount spent on public fundraising expressed as a percentage of total revenue from the Australian public, rather than total revenue. It excludes funding and associated costs related to grant funding from DFAT and other organisations.

**Net surplus from fundraising** is the balance of revenue from the Australian public after deducting the amount spent on public fundraising expressed as a percentage of this revenue.

**Analysis** - The increase in the cost of fundraising ratio in 2015/16 reflects the start of a new three-year strategic investment in donor acquisition. This enables CARE Australia to have greater funds available in the future for our international aid and development work and reduces dependence on institutional funding.

Fundraising ratio





## Summary financial report

### Directors' Declaration

In accordance with a resolution of the Directors of CARE Australia, we state that:

In the opinion of the Directors of CARE Australia:

- (a) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- (b) the summary financial report is in accordance with the requirements set out in the ACFID Code of Conduct and has been derived from and is consistent with the full financial statements for the financial year ended 30 June 2016;

- (c) the full financial statements and notes are in accordance with the Australian Charities and Not-for-Profits Commission Act 2012 and:
- (i) comply with Australian Accounting Standards, International Financial Reporting Standards and the Australian Charities and Not-for-Profits Commission Regulations 2013; and
- (ii) give a true and fair view of the financial position and performance of the Company for the financial year ended 30 June 2016.

On behalf of the Board.



Colin Galbraith, AM  
Chair  
21 October 2016



Bronwyn Morris  
Treasurer  
21 October 2016

### Independent Auditor's Report on the Summary Financial Report

The accompanying summary financial report, which comprises the statement of financial position as at 30 June 2016, the statement of comprehensive income, statement of changes in equity and cash flow statement for the year then ended and related notes are derived from the audited financial report of CARE Australia for the year ended 30 June 2016. We expressed an unmodified audit opinion on that financial report in our report dated 21 October 2016.

The summary financial report does not contain all the disclosures required by Australian Accounting Standards. Reading the summary financial report, therefore, is not a substitute for reading the audited financial report of CARE Australia.

#### Directors' responsibility for the Summary Financial Report

The Directors are responsible for the preparation of the summary financial report in accordance with the ACFID Code of Conduct requirements.



Ernst & Young  
121 Marcus Clarke Street  
Canberra, ACT 2600  
GPO Box 281 Canberra ACT 2601  
21 October 2016

#### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

#### Opinion

In our opinion, the summary financial report derived from the audited financial report of CARE Australia for the year ended 30 June 2016 is consistent, in all material respects, with that audited financial report, in accordance with the ACFID Code of Conduct requirements.

Tel: +61 2 6267 3888  
Fax: +61 2 6246 1500  
ey.com/au

## Financial statements

### STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2016

Revenue	Notes	2016 (\$)	2015 (\$)
Donations and gifts			
Monetary		13,073,157	12,869,670
Non-monetary		334,144	136,911
Bequests and Legacies		1,088,148	1,892,499
<b>TOTAL REVENUE FROM AUSTRALIAN PUBLIC</b>		<b>14,495,449</b>	<b>14,899,080</b>
Grants and contracts			
DFAT (including previous AusAID grants)		18,838,437	18,908,880
Other Australian	2	10,892,906	8,276,237
Other overseas	3	24,061,122	19,222,441
Investment income		592,302	725,434
Other income		609,724	3,150,626
<b>TOTAL REVENUE</b>		<b>69,489,940</b>	<b>65,182,698</b>

Expenditure	Notes	2016 (\$)	2015 (\$)
International Aid and Development Programs expenditure			
Funds to international programs		59,311,540	49,090,905
Program support costs		4,466,585	3,807,703
<b>TOTAL OVERSEAS PROJECTS</b>		<b>63,778,125</b>	<b>52,898,608</b>
Community education		1,370,278	1,500,724
Fundraising costs - Public		5,205,550	4,175,763
Fundraising costs - Government and multilateral agencies		140,684	139,234
Accountability and administration		1,897,285	2,098,459
Non-monetary expenditure		334,144	136,911
<b>TOTAL EXPENDITURE</b>		<b>72,726,066</b>	<b>60,949,699</b>
Excess of revenue over expenses		(3,236,126)	4,232,999
Other comprehensive income		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>		<b>(3,236,126)</b>	<b>4,232,999</b>

During the financial year, CARE Australia had no transactions in the Evangelistic, Political or Religious Proselytisation and Domestic Programs categories.

This summary financial information was extracted from the statutory financial statements. It is consistent, in substance, with these statements notwithstanding the less technical language and content. The statutory financial statements were audited and are available on CARE Australia's website. [www.care.org.au/annualreports](http://www.care.org.au/annualreports)

It should be noted that donations made for a specific purpose, such as an emergency appeal, are recognised as revenue in the financial year in which funds are expended. As a result of this accounting treatment, the amount shown as donations from the Australian public will fluctuate from year to year.



## STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2016

Assets	2016 (\$)	2015 (\$)
<b>Current assets</b>		
Cash and cash equivalents	15,934,654	22,662,174
Held to maturity investments	9,636,735	9,942,822
Prepayments	498,984	740,222
Project advances	5,093,732	5,289,086
Trade and other receivables	2,536,412	1,808,536
<b>Non-current assets</b>		
Property, plant and equipment	1,753,287	1,357,044
Investments at fair value	5,833,373	5,903,214
<b>TOTAL ASSETS</b>	<b>41,287,177</b>	<b>47,703,098</b>

Liabilities	2016 (\$)	2015 (\$)
<b>Current liabilities</b>		
Trade and other payables	1,764,662	2,757,384
Provisions	3,751,293	3,507,858
Unexpended project funds	23,129,326	25,755,736
<b>Non-current liabilities</b>		
Provisions	481,613	285,711
<b>TOTAL LIABILITIES</b>	<b>29,126,984</b>	<b>32,306,689</b>
<b>NET ASSETS</b>	<b>12,160,283</b>	<b>15,396,409</b>

Equity	2016 (\$)	2015 (\$)
<b>Reserves</b>		
Retained Earnings	12,160,283	15,396,409
<b>TOTAL EQUITY</b>	<b>12,160,283</b>	<b>15,396,409</b>

At the end of the financial year CARE Australia has no balances in Current inventories, Current assets held for sale, Current and non-current other financial assets, Non-current trade and other receivables, Non-current investment property, Non-current intangibles, Other non-current assets, Current and non-current borrowings, Current tax liabilities, Current and non-current other financial liabilities, and Current and non-current other liabilities categories.

## STATEMENT OF CHANGE IN EQUITY FOR THE YEAR ENDED 30 JUNE 2016

	Retained Earnings (\$)	Reserves (\$)	Other (\$)	Total (\$)
Balance as 30 June 2015 (commencing balance)	15,396,409			15,396,409
Excess of expenses over revenue	(3,236,126)			(3,236,126)
Amount transferred (to) from reserves	-	-	-	-
Other comprehensive income for the year	-	-	-	-
<b>Balance at 30 June 2016 (year end balance)</b>	<b>12,160,283</b>	<b>-</b>	<b>-</b>	<b>12,160,283</b>

During the financial year, there were no adjustments or changes in equity due to the adoption of new accounting standards.

This summary financial information has been extracted from the statutory financial statements. It is consistent, in substance, with these statements notwithstanding the less technical language and content. The statutory financial statements have been audited and are available on CARE Australia's website. [www.care.org.au/annualreports](http://www.care.org.au/annualreports)

## CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2016

Cash flow from operating activities	2016 (\$)	2015 (\$)
General public donations	13,102,504	16,173,577
Grants and contract income (inclusive GST)	59,314,627	54,914,558
Interest income	592,302	725,435
Other income	488,560	396,529
Payments to suppliers and employees (inclusive of GST)	(80,221,074)	(71,246,745)
<b>Net cash flows (used in) / from operating activities</b>	<b>(6,723,081)</b>	<b>963,354</b>
<b>Cash flow from investing activities</b>		
Acquisition of property, plant and equipment	(936,974)	(556,590)
Proceeds from sale of equipment	215,554	20,697
Acquisition of investments	(15,995,057)	(11,083,447)
Redemption of investments	16,431,011	16,931,706
<b>Net cash flows (used in)/from investing activities</b>	<b>(285,466)</b>	<b>5,312,366</b>
Net decrease in cash held	(7,008,547)	6,275,720
Net foreign exchange differences	281,027	4,298,729
Cash at the beginning of the year	22,662,174	12,087,725
<b>Cash at the end of the year</b>	<b>15,934,654</b>	<b>22,662,174</b>

## STATEMENT OF CASH MOVEMENTS FOR DESIGNATED PURPOSES FOR THE YEAR ENDED 30 JUNE 2016

Liabilities	Cash available at beginning of financial year	Cash raised during the financial year	Cash disbursed during the financial year	Cash available at end of financial year
Australian NGO Cooperation Program (ANCP)	461,316	5,954,189	(6,251,804)	163,701
Total for other purposes	22,200,858	84,190,368	(90,620,274)	15,770,953
<b>TOTAL</b>	<b>22,662,174</b>	<b>90,144,557</b>	<b>(96,872,078)</b>	<b>15,934,654</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS – 30 JUNE 2016

## NOTE 1: ACCOUNTING POLICIES

The format and disclosures in this summary financial report have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code, please refer to the ACFID Code of Conduct Document available at [www.acfid.asn.au](http://www.acfid.asn.au).

This financial report does not substitute nor is it intended to replace the mandatory requirements applicable to CARE Australia under the Corporations Act 2001. The full statutory financial statements have been audited and are available on CARE Australia's website: [www.care.org.au/annualreports](http://www.care.org.au/annualreports)

The summary financial report was prepared on an accrual basis of accounting including the historical cost convention and the going concern assumption. This financial report is presented in Australian Dollars.

	2016 (\$)	2015 (\$)
<b>NOTE 2: PROJECT GRANTS FROM OTHER AUSTRALIAN ORGANISATIONS</b>		
Australian Government departments or accredited Non-Government Organisations (NGOs)	10,714,827	7,448,323
Other Australian organisations	178,079	827,914
	<b>10,892,906</b>	<b>8,276,237</b>
<b>NOTE 3: PROJECT GRANTS FROM OTHER OVERSEAS ORGANISATIONS</b>		
CARE International members	13,087,669	11,237,751
Multilateral institutions	2,745,544	2,613,421
Foreign Governments and other non-Australian institutions	8,227,909	5,371,269
	<b>24,061,122</b>	<b>19,222,441</b>



# About CARE Australia

## CARE International

CARE is a confederation composed of 14 national members – Australia, Austria, Canada, Denmark, France, Germany-Luxembourg, India, Japan, Netherlands, Norway, Peru, Thailand, the UK and the USA – forming one of the world's largest independent, international emergency relief and development assistance organisations.

The national agencies operate independently but cooperate closely and work together under the CARE International Board and Secretariat, based in Geneva.

## CARE Australia

CARE Australia was established in 1987 by former Prime Minister, the Rt Hon. Malcolm Fraser, AC, CH. CARE Australia grew through the 1990s and developed a reputation for delivering timely and effective disaster assistance and development programs to those in need.

Today, CARE Australia undertakes activities in 23 countries in the Asia-Pacific, Middle East and Africa, as well as responding to humanitarian emergencies. We manage seven of CARE International's Country Offices – Cambodia, Laos, Myanmar, Papua New Guinea, Timor-Leste, Vanuatu and Vietnam.

## Funding

We rely on the generous support of the Australian public to fund our work. We build on this support by attracting additional funds from institutional donors such as the Australian Department of Foreign Affairs and Trade (DFAT) and the United Nations.

## Accountability and accreditation

To ensure accountability and transparency, CARE Australia retains management and contractual responsibility for the projects we undertake. We are an active member of the Australian Council for International Development (ACFID) and ensure that ACFID Code of Conduct training is completed by all staff. We also ensure internal procedures and reporting guidelines adhere to current regulatory and legislative requirements. We uphold the highest standards of practice, as demonstrated by our commitment to the:

- ACFID Code of Conduct
- Code of Conduct for the International Federation of Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- Sphere Humanitarian Charter and Minimum Standards
- People in Aid Code of Good Practice
- Fundraising Institute of Australia's Principles & Standards of Fundraising Practice.

CARE Australia holds full accreditation status with DFAT. This reflects the government's confidence in CARE Australia's professionalism, accountability and effectiveness. We are one of six NGOs pre-approved by DFAT under their Humanitarian Partnership Agreement to use their funds in response to an emergency.



# Thank you

*As long as there are people in need, CARE Australia will continue to provide support in a timely and relevant manner to help everyone – men, women, boys and girls – to have equal opportunity to achieve health, dignity and a life free from poverty.*

*We are confident we can continue to improve the lives of millions of people by growing our organisation and forming partnerships and alliances that widen our reach.*



## CARE Australia

1800 020 046  
info@care.org.au  
care.org.au  
ABN 46 003 380 890

## National Office

Ground floor  
243 Northbourne Avenue  
Lyneham ACT 2602  
Ph (02) 6279 0200  
Fax (02) 6257 1938

## Melbourne Office

Level 8, 406 Collins St  
Melbourne VIC 3000  
Ph (03) 9421 5572  
Fax (03) 9421 5593



[care.org.au](http://care.org.au)

