



THE *POWER* OF **POSSIBILITY**

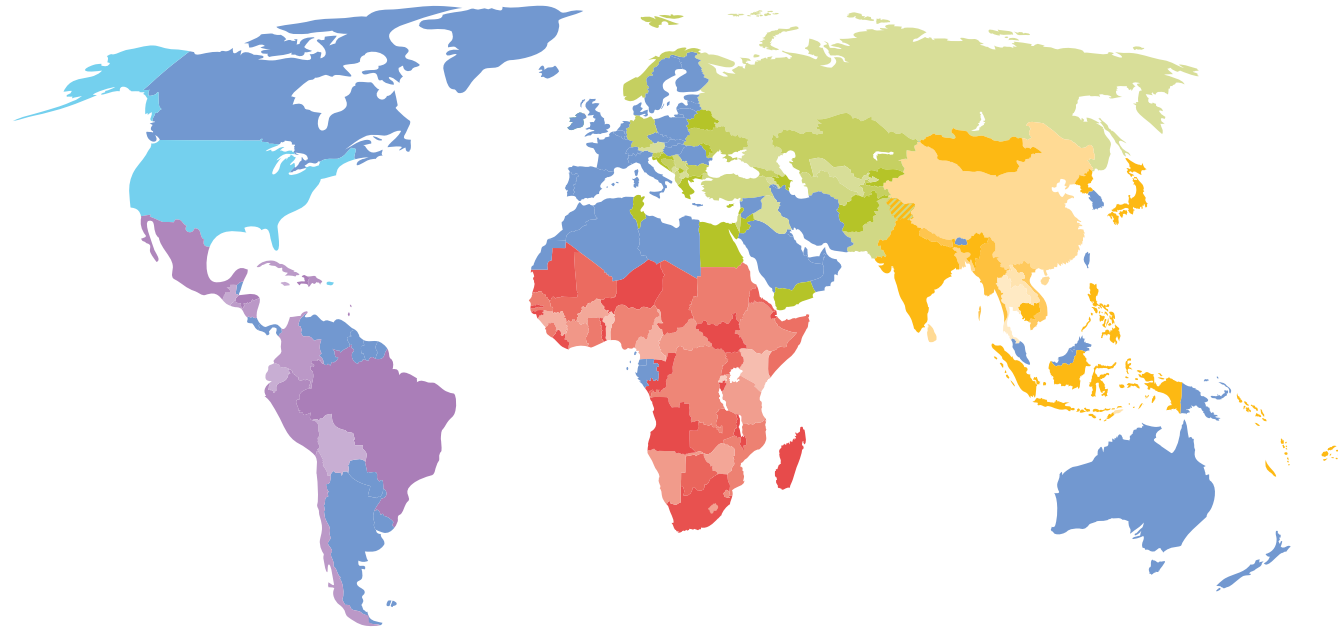
2016 ANNUAL REPORT



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The Catholic Church, our generous donors and passionate advocates. A global network of partners. Dedicated employees. The individuals and communities we serve. We all share a vision of a world without poverty, injustice and suffering. And a commitment to achieving it.

Together, we're putting our faith into action. We're taking on tough problems like migration, human trafficking and hunger. We're ensuring Catholic Relief Services is among the first to arrive when disaster strikes. Our collective expertise and efforts are empowering the most vulnerable to thrive. We are the power of possibility.



112 countries / 121 million people served / 1,819 partners



PARTNERSHIP

Photo by Oscar Leiva/Silverlight for CRS

IT TAKES A VILLAGE TO CHANGE THE WORLD

At CRS, we bring together people who can make change happen—and make it last. We connect the generosity of our donors and the expertise of our partners with vulnerable communities around the world. Working side by side with these communities, we identify their unique needs and challenges to develop sustainable solutions.

Empowering youth to transform their lives and communities

Plagued by crime, El Salvador is one of the world's most dangerous countries. The pervasive violence causes many young people to drop out of school. Since 2009, CRS has partnered with YouthBuild International to empower the youth of El Salvador. We provide life and job skills development, entrepreneurship training, support for school re-entry, job placement and social services.

YouthBuild has reached more than 6,000 young people in 6 years. Eighty percent of graduates have found work, gone back to school, or both. Recognizing this success, the Salvadoran government now provides funding, and new programs have been established in Guatemala, Nicaragua, Honduras and Ecuador. Our goal is to reach 9,000 youth and young adults by 2019.

Mobilizing the next generation for social good

College campuses across the country play a critical role in informing and steering the national dialogue on today's most pressing issues. To engage young adults, CRS partners with Catholic universities on a wide range of activities. The CRS Student Ambassador program trains students to mobilize their peers and bring the mission of global solidarity to their campuses.



Photo by Jim Burger for CRS

In 2016, 786 CRS Student Ambassadors at 85 colleges and universities organized more than 500 events, reaching more than 25,500 people.

Our programming for universities also includes CRS Faculty Learning Commons, which develops online college course materials that draw from our work overseas. Working with 48 institutions—nearly twice the number in 2015—and 88 faculty members, the project reaches 3,221 students. In 2016, CRS overseas operations also collaborated with 29 universities and 6 research centers to develop and scale up program innovations.

ON FAITH



“CRS’ foundation is our Church’s preferential option for the poor that comes directly from Jesus, who tells us we will be judged by how we treat the least among us. It is why we do this work—for others and for ourselves. When we live our faith, treating the least among us with deep compassion and true respect, it leads us to go far beyond simply providing necessities like food, water and shelter. When we extend ourselves in this way, we realize that we are not only helping others lead the lives of fulfillment and dignity that God intended for all members of his family, they are helping us do the same.”

Archbishop Paul S. Coakley / Archdiocese of Oklahoma City
Chair, CRS Board of Directors, 2012–2016



AGRICULTURE

Photo by Oscar Leiva/Silverlight for CRS



HEALTH

Photo by Philip Laubner/CRS



EMERGENCY

Photo courtesy of Natalia Tsoukala/Caritas

SUCCESSFUL SMALL FARMS YIELD THRIVING COMMUNITIES

Small-scale farmers produce 70 percent of the world’s food. By helping these vital producers increase their crop yields and bring their goods to market, we’re fighting hunger—and poverty. It’s a win-win for the world.

SMART Skills reap growing harvests

Research tells us that small-scale farmers living in the poorest areas need five core skills to succeed over the long term: group organization, finance, sustainable production, access to markets and innovation. We call them SMART Skills, and they are key to implementing our Pathway to Prosperity, a strategy that lifts millions of small-scale farmers out of poverty. So far, more than 3 million staff, partners, promoters and beneficiaries have participated in our SMART curriculum.

Providing financial education and linking farmers to capital is a critical first step. We often start our agricultural work with a savings-led microfinance approach, working with farmers to build capital and learn the basics of financial management. CRS has supported nearly 2.8 million savings group members in 43 countries. Farmers learn to use better production methods and access markets, which steadily builds the future they envision.

In Ethiopia, Isha Ahmed has learned new skills that have helped her family through epic drought. “If it wasn’t for this program, I’d be on the streets. But instead, I’m sending my kids to school,” she says.

EMPOWERING COMMUNITIES TO CARE FOR THEIR MOST VULNERABLE

Healthy individuals and families are the foundation of thriving communities. And a healthy childhood is the foundation of a healthy life. That’s why CRS is working to improve mothers’ health, and child development, and to help communities manage HIV and AIDS. Because helping people better manage their own health and well-being is an approach everyone can feel good about.

Transforming care for vulnerable children

Tens of millions of children have lost one or both parents to AIDS-related illnesses and other adversity. Most of them live in countries with fragile social service systems that are not meeting their needs. The 4Children project provides customized and hands-on support to help governments and civil society organizations better provide for vulnerable children.

Working through a CRS-led consortium funded by USAID and the President’s Emergency Plan for AIDS Relief, the project is researching and implementing the most effective interventions in child welfare, care and protection. We are also developing guidance and policies for organizations and governments working with children, and connecting a global network of stakeholders. In 2016, 4Children helped implement or strengthen social service systems in 12 countries to positively impact the lives of children today—and tomorrow.

WE BRING OUR BEST IN THE FACE OF THE WORST

In 2016, CRS provided timely, quality, dignified emergency support in 55 countries. Our global footprint has grown to include Greece, Macedonia and Ecuador. Thanks to the dedication of our local partners, and the unwavering presence of Caritas and the local Catholic Church, we can respond at a moment’s notice.

Shelter for refugees in Greece: a local approach to a global crisis

When providing people with immediate, safe shelter, we strive to develop creative solutions tailored to individuals and communities. For example, when Athens, Greece, became the epicenter of Europe’s refugee crisis in 2015, CRS and Caritas worked with the U.N. High Commissioner for Refugees and owners of vacant buildings to provide temporary housing.

The city received 200,000 refugees and migrants in addition to the 700,000 that entered the country in 2014. About 60,000 refugees remained in Greece, living in overcrowded camps, and they were physically and emotionally drained after fleeing violent conflict and poverty.

Meanwhile, 30 percent of buildings in Greece were vacant or abandoned because of the economic collapse unrelated to the refugee crisis. “We said, ‘Okay, let’s start looking at these buildings, at a city that is in need,’” says Martha Giannakopoulou, CRS architect in Athens. Our architects reached out to the building owners and offered upgrades, repairs and market-rate rents.

“It is a win-win,” says one of the building owners. Money is injected into the economy, abandoned buildings are brought back to life, and vulnerable families have a safe place to rest as they prepare for their next step.

The T-shelter keeps families together

When 85,000 people fled after the battle for Fallujah, Iraq, many were stranded in informal settlements in Amiriyat Al Fallujah, and living in treacherous conditions. CRS and partners Caritas Iraq and the Sunni Endowment teamed up to provide emergency support for tens of thousands of people. This interfaith partnership is particularly significant amid a conflict rooted in ethnic and religious tensions.

The CRS and Caritas Iraq teams designed the T-shelter, a transitional shelter made of locally available wood. It helps keep families warm in the winter and cool in the summer. And the doors and windows have locks, providing a sense of security to families living in fear. Best of all, families can take it with them if they are able to return home. CRS and Caritas Iraq have provided T-shelters to 270 families, and we are building hundreds more, adding water and sanitation systems.

“Even though we have no house, our home is when our family is together. Before, there was no tent that could hold all of us. This shelter allows us to be together. We are dry, we have a door that we can lock and feel safe,” says Rasmia, a grandmother.

ON SOLIDARITY



“To many, the word ‘solidarity’ might seem abstract. At Catholic Relief Services, we see solidarity every day, all around the world, as members of God’s family—from different places and backgrounds—come together as brothers and sisters. We lean on each other, learn from each other, care for each other, and love each other. We hope every Catholic in the United States will experience the solidarity of the Church and the work of CRS.”

Bishop Gregory J. Mansour / Eparchy of Saint Maron of Brooklyn Chair, CRS Board of Directors / November 2016–present

ON LEADERSHIP



“I have often said that the only way we can serve the common good is with uncommon excellence, and that is what I saw everyone striving for during my time at CRS. It truly is a privilege to serve the poor. At CRS you find people who give that privilege its proper respect by raising their standards and efforts to the highest level. Their collective efforts mean that both the entire agency and the individuals who work here provide leadership for all who seek to follow this path of service.”

Dr. Carolyn Y. Woo / President & CEO / 2012–2016



U.S. OPERATIONS

Photo by Lucy Guillen for CRS

INVITING CATHOLICS TO WALK WITH US ON THEIR FAITH JOURNEY

Inspiring and motivating Catholics in the United States to serve the world's poor is an equally important part of our work. That means reaching out to the faithful so we can help each other live in solidarity with our global brothers and sisters, and create a better world.

Building bridges with Hispanic Catholics

By strengthening the New Evangelization, CRS encourages missionary disciples to serve the entire Church as followers of Jesus. An important part of our outreach is V Encuentro, the United States Conference of Catholic Bishops' effort to identify and address the needs, aspirations and contributions of Hispanic Catholics.

With the tremendous growth of Hispanic Catholics, CRS worked with more than 1,000 Hispanic ministry leaders throughout the year to welcome Hispanic communities to the Church through V Encuentro. We have provided thought leadership, sponsorship and staff resources for this important ministry, including collaborating in writing the V Encuentro guide, "Instrumentum Laboris" for engaging 1 million Hispanic Catholics in 2017 and impacting 7 million Catholics by 2019.



Photo by Vivi Iglesias/CRS

ON PARTNERSHIP



"Partnership is critical to defining the work of CRS. We know that whatever technical knowledge we have, we are not the experts in any of the more than 100 countries where we work. The experts are the people who live there. So, we always work through and with local partners—often from the local Church or Caritas—in a genuine demonstration of subsidiarity. We want to support our partners in ways that will help their communities continue to thrive, and people to fully realize lives of empowerment, long after a project ends."

Sean L. Callahan / President & CEO
January 2017-present

CRS AT A GLANCE

As the official overseas relief and development agency of the Catholic community in the United States, the mission of CRS is grounded in Catholic values, calling on us to foster compassion and dignity among the world's most marginalized people. Our wide range of programs save, protect and transform lives around the globe.



EMERGENCY

15.7 million | PEOPLE SERVED

188 | PROJECTS

55 | COUNTRIES



AGRICULTURE

9.3 million | PEOPLE SERVED

130 | PROJECTS

43 | COUNTRIES



HEALTH

81.7 million | PEOPLE SERVED

112 | PROJECTS

42 | COUNTRIES



MICROFINANCE

4.6 million | PEOPLE SERVED

77 | PROJECTS

34 | COUNTRIES



WATER & SANITATION

2.7 million | PEOPLE SERVED

52 | PROJECTS

26 | COUNTRIES



JUSTICE & PEACEBUILDING

2.7 million | PEOPLE SERVED

79 | PROJECTS

35 | COUNTRIES



EDUCATION

4.3 million | PEOPLE SERVED

70 | PROJECTS

32 | COUNTRIES

FINANCIAL SUMMARY

Catholic Relief Services ensures that the funds you have so generously entrusted to us go where they are needed most. In the interest of stewardship, only summary financial information is provided in the annual report.

For complete financial statements including auditor's notes, please visit crs.org/sites/default/files/2016-financials.pdf or call 888-277-7575.

STATEMENT OF ACTIVITIES (in thousands)

	2016	2015
OPERATING REVENUE		
	Total Funds	Total Funds
Private support	\$201,054	\$259,029
Public support	714,654	477,943
Investment and other income	2,050	1,673
Total	\$917,758	\$738,645
OPERATING EXPENSES		
Program services	\$915,047	\$678,584
Supporting services	55,931	54,729
Total	\$970,978	\$733,313
CHANGE IN NET ASSETS FROM OPERATIONS	\$(53,220)	\$5,332
NON-OPERATING REVENUE AND EXPENSES	\$5,786	\$(16,964)
CHANGE IN NET ASSETS	\$(47,434)	\$(11,632)
Net assets, beginning of period	\$214,301	\$225,933
Net assets, end of period	\$166,867	\$214,301

REVENUE (in thousands)

PRIVATE SUPPORT

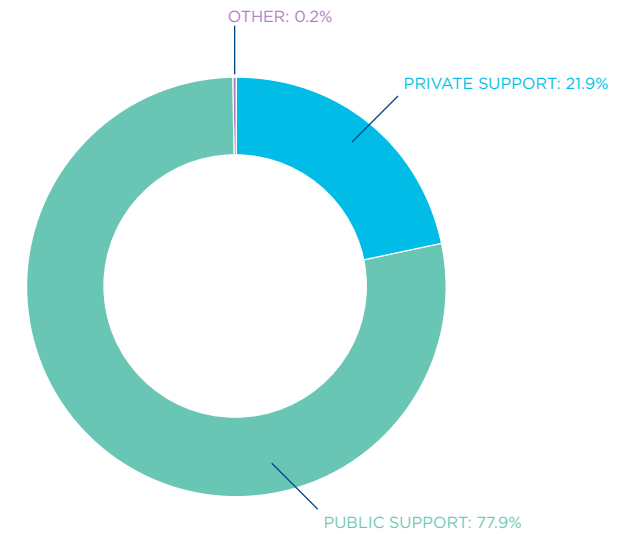
CRS collection	\$11,767	1.28%
CRS Rice Bowl	8,435	0.92%
Other private contributions	121,301	13.22%
Foundation and other private grants	37,194	4.05%
Bequests	22,357	2.44%
Total	\$201,054	21.91%

PUBLIC SUPPORT

Commodities and freight	\$269,560	29.37%
U.S. government grants	314,381	34.26%
Other public grants and contributions	130,713	14.24%
Total	\$714,654	77.87%

OTHER

Investment and other income	\$2,050	0.22%
TOTAL	\$917,758	100.00%



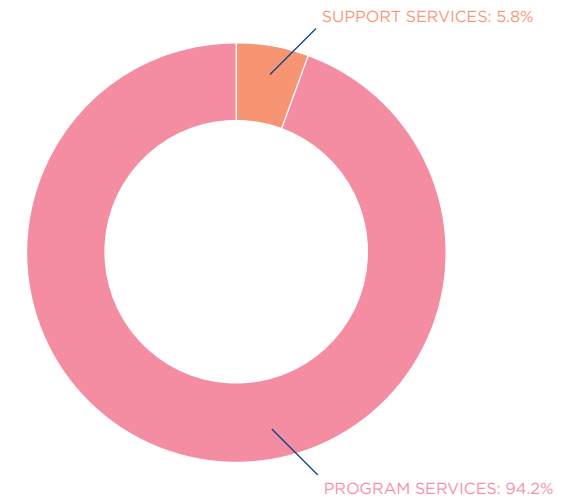
EXPENSES (in thousands)

PROGRAM SERVICES

Agriculture	\$178,240	18.36%
Water and Sanitation	\$11,190	1.15%
Education	\$73,854	7.61%
Emergency	\$442,460	45.57%
Microfinance	\$7,367	0.76%
Health	\$165,187	17.01%
Justice and Peacebuilding	\$36,749	3.78%
Total	\$915,047	94.24%

SUPPORTING SERVICES

Management and general	\$25,603	2.64%
Public awareness	7,881	0.81%
Fundraising	22,447	2.31%
Total	\$55,931	5.76%
TOTAL	\$970,978	100.00%



OVERSEAS LEADERSHIP



CENTRAL AFRICA

Regional Director Scott Campbell

Benin and Togo

Christophe Droeven (CR)

Burundi, Rwanda

Darren Posey (CR)

Cameroon

Dorothy Madison-Seck

Central African Republic

LeAnn Hager (CR)
Christophe Droeven (CR)

Chad

Nicole Poirier (CM)

Democratic Republic of Congo, Republic of Congo

Timothy Bishop (CR)

Nigeria

Rebecca Hallam Bassey (CR)



EAST AFRICA

Regional Director David Orth-Moore

Djibouti, Kenya, Somalia

Lane Bunkers (CR)

Eritrea

David Orth-Moore (RD)

Ethiopia

Matt Davis (CR)

South Sudan

Jerome Farrell (CR)

Sudan

Daniel Wortman (CR)
Nicole Lumezi (CR)

Tanzania

Brian Gleeson (CR)

Uganda

Elizabeth Pfiffer (CR)



EUROPE, THE MIDDLE EAST AND CENTRAL ASIA

Regional Director Kevin Hartigan

Afghanistan

Jasmine Bates (CR)

**Albania, Armenia, Austria,
Azerbaijan, Belarus, Bosnia and
Herzegovina, Bulgaria, Croatia,
Georgia, Germany, Greece,
Kazakhstan, Kosovo, Kyrgyzstan,
Macedonia, Moldova, Mongolia,
Montenegro, Norway, Russia,
Serbia, Slovenia, Tajikistan,
Turkmenistan, Ukraine, Uzbekistan**

Egypt, Yemen

Mourad Aidi (CR)

Iraq

Hani El-Mahdi (CR)

Jerusalem, West Bank, Gaza

Matthew McGarry (CR)
Hilary Dubose (CR)

Lebanon, Jordan, Cyprus, Tunisia

Davide Bernocchi (CR)

Pakistan

Andrew Schaefer (CR)
Joe Weber (CR)

Turkey

William Schmitt (CR)



EAST AND SOUTH ASIA

Regional Director Greg Auberry

Bangladesh

Deepti Pant (CM)

Cambodia, China, Japan, North Korea, Thailand

Sanda Richtmann (CR)

India, Sri Lanka

Tony Castleman (CR)

Indonesia

Yenni Suryani (CM)

Laos

Bernard Chaves (CR)

Myanmar

Scott Braunschweig (CM)

Nepal

Lorraine Bramwell (CR)

Philippines, Oceania

Joe Curry (CR)
Matthew McGarry (CR)

Timor Leste

Torrey Pearce (CM)

Vietnam

Jules Keane (CM)



LATIN AMERICA AND THE CARIBBEAN

Regional Director Mary Hodem

**Cuba, Dominican Republic,
Grenada, Honduras, Jamaica, St.
Lucia**

Conor Walsh (CR)

**Bolivia, Brazil, Chile, Colombia,
Ecuador, Peru**

Thomas Hollywood (CR)

El Salvador

Erica Dahl-Bredine (CR)
Holly Inurreta (CR)

Guatemala, Mexico

Paul Townsend (CR)

Haiti

Christopher Bessey (CR)

Nicaragua

Anne Bousquet (CR)



SOUTHERN AFRICA

Regional Director Dorrett Byrd

Angola

Sean Gallagher (CR)

Botswana, Namibia, South Africa, Swaziland, Zimbabwe

P.M. Jose (CR)
Rita Billingsley (CR)

Lesotho

Rita Billingsley (CR)
Erica Dahl-Bredine (CR)

Madagascar

Joshua Poole (CR)

Malawi

Debra Shomberg (CR)

Mozambique, Zambia

Juan Sheenan (CR)



WEST AFRICA

Regional Director Jennifer Overton

Burkina Faso, Ivory Coast

Bangre Moussa Dominique (CR)

**The Gambia, Guinea Bissau,
Mauritania, Senegal**

Carla Fajardo (CR)

Ghana

Kris Ozar (CR)

Guinea

Jean Marie Bihizi (CR)

Liberia

Jerome Farrell (CR)
Darren Hercyk (CR)

Mali

Niek de Goeji (CR)

Niger

William Rastetter (CR)

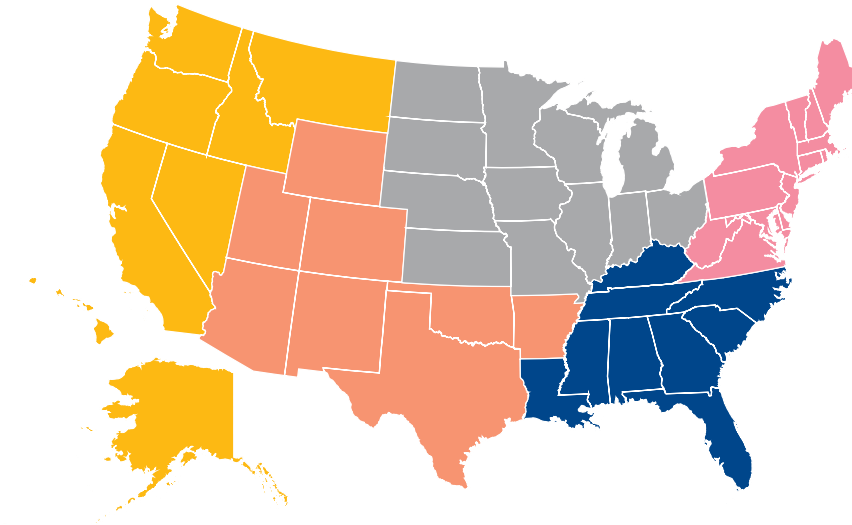
Sierra Leone

Andrew Schaefer (CR)

U.S. OPERATIONS REGIONAL OFFICES

The role of Catholic Relief Services' five domestic regional offices is to inform Catholics in the United States about global solidarity, and engage them in living their faith with their brothers and sisters in need around the world through CRS programs and advocacy.

Regional staff members work with dioceses, parishes, Catholic schools, universities, faith-based groups and religious communities. They also collaborate with the CRS Charitable Giving and Overseas Operations divisions to provide resources and opportunities for Catholics in the United States to pray, learn, act and give.



WEST

Regional Director James DeHarpporte

San Diego, California

Alaska
California
Hawaii
Idaho
Montana
Nevada
Oregon
Washington

SOUTHWEST

Regional Director Roberto Navarro

San Antonio, Texas

Arizona
Arkansas
Colorado
New Mexico
Oklahoma
Texas
Utah
Wyoming

MIDWEST

Acting Regional Director Cullen Larson

October 2015–March 2016
Chicago, Illinois

Regional Director Matthew Burkhart

March 2016–current
Chicago, Illinois

Illinois
Indiana
Iowa
Kansas
Michigan
Minnesota
Missouri
Nebraska
North Dakota
Ohio
South Dakota
Wisconsin

NORTHEAST/MID-ATLANTIC

Regional Director Maureen McCullough

Philadelphia, Pennsylvania

Connecticut
Delaware
Maine
Maryland
Massachusetts
New Hampshire
New Jersey
New York
Pennsylvania
Rhode Island
Vermont
Virginia
Washington, D.C.
West Virginia

SOUTHEAST

Regional Director Cullen Larson

Atlanta, Georgia

Alabama
Florida
Georgia
Kentucky
Louisiana
Mississippi
North Carolina
South Carolina
Tennessee
U.S. Virgin Islands

DIOCESAN DIRECTORS

Catholic Relief Services extends our gratitude to CRS Diocesan Directors for helping Catholics in the United States live their faith in solidarity with those in greatest need around the world. Your compassion and commitment make it possible for CRS to advance the Church’s global mission and vision, to advocate on international issues, and to provide updates on our activities to U.S. archdioceses and dioceses.

CRS Diocesan Directors provide education about Catholic social teaching, social justice and CRS’ efforts overseas on behalf of the Church in the United States. Their understanding of our work helps to engage the faithful in the international community through programs such as CRS Rice Bowl, FoodFast and Fair Trade, and through global partnerships and outreach to young people, including college students nationwide.

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Archdiocese of Mobile
Deacon Walt Crimmins
Diocese of Birmingham
Rev. Richard Donohoe
Mrs. Jane Sweeney
Ms. Edna Townes
ALASKA
Archdiocese of Anchorage
Mrs. Bonnie J. Cler
Diocese of Fairbanks
Ms. Teresa Chepoda-Usibelli
Diocese of Juneau
Deacon Charles Rohrbacher
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Diocese of Tucson
Sr. Leonette Kochan
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Diocese of Little Rock
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Diocese of Norwich
Rev. Msgr. Robert L. Brown
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Diocese of Wilmington
Rev. Msgr. George Brubaker
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Archdiocese of Washington
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Archdiocese of Miami
Rev. Deacon Richard Turcotte
Mrs. Patrice Schwermer

Diocese of Orlando
Mrs. Deborah Stafford-Shearer
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Mrs. Sheila Gomez
Diocese of Pensacola-Tallahassee
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Archdiocese of Atlanta
Mrs. Kat Doyle
Ms. Kathy Montag
Diocese of Savannah
Sr. Pat Brown
Ms. Rebecca Lehto
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Diocese of Honolulu
Dr. Dave Coleman
Fr. Robert Stark
IDAHO
Diocese of Boise
Mr. Mark Raper
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Archdiocese of Chicago
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Mr. Ryan Lents
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Ms. Cheryl Sommer
Diocese of Joliet
Mr. Tom L. Garlitz
Ms. Kayla Jacobs
Diocese of Peoria
Msgr. Richard Soseman
Diocese of Rockford
Mr. Thomas McKenna
Diocese of Springfield
Ms. Vicki Compton
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Diocese of Evansville
Ms. Sharon Burns

Diocese of Fort Wayne-South Bend
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Diocese of Gary
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Diocese of Lafayette
Fr. Theodore Dudzinski
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Archdiocese of Dubuque
Dr. Tracy Morrison
Diocese of Davenport
Mr. Kent Ferris
Diocese of Des Moines
Mr. Ken Bresnan
Ms. Nancy Galeazzi
Diocese of Sioux City
Deacon David Lopez
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Archdiocese of Kansas City
Mr. Bill Scholl
Diocese of Dodge City
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Diocese of Salina
Ms. Michelle Martin
Diocese of Wichita
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Diocese of Covington
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Mr. Richard Murphy
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Mr. Kevin Fitzpatrick
Diocese of Alexandria
Fr. Rick Gremillion
Diocese of Baton Rouge
Mr. David C. Aguillard
Mrs. Lisa Lee
Ms. Charlotte Mayne
Diocese of Houma-Thibodaux
Mr. Rob Gorman
Mrs. Margie DuPlantis

Diocese of Lafayette
Deacon Ed Boustany
Mrs. Stephanie Bernard
Diocese of Lake Charles
Sr. Mary Vianney Walsh
Diocese of Shreveport
Fr. Rothell Price
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Archdiocese of Baltimore
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Archdiocese of Boston
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Diocese of Fall River
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Diocese of Springfield
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Diocese of Worcester
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Mr. Jason Shanks
Diocese of Gaylord
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Diocese of Grand Rapids
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Diocese of Kalamazoo
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Diocese of Lansing
Mr. George Landolt
Diocese of Marquette
Fr. Jaime Ziminski
Diocese of Saginaw
Ms. Terri Grierson
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Archdiocese of Saint Paul and Minneapolis
Mr. Mickey Friesen
Mr. Michael Haasi
Diocese of Crookston
Mr. A. J. Garcia
Diocese of Duluth
Ms. Patrice Critchley-Menor
Diocese of New Ulm
Deacon Timothy Dolan

Diocese of Saint Cloud
Mrs. Elizabeth Neville
Rev. William Vos
Diocese of Winona
Deacon Chris Walchuk
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Diocese of Jackson
Ms. Dorothy Balser
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Diocese of Jefferson City
Mr. Mark Saucier
Diocese of Kansas City-Saint Joseph
Mr. Bill Francis
Diocese of Springfield-Cape Girardeau
Mr. Nicholas Lund-Molfese
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Diocese of Helena
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Diocese of Reno
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NEW JERSEY
Archdiocese of Newark
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Diocese of Camden
Mr. Michael Jordan Laskey
Diocese of Metuchen
Msgr. Joe Kerrigan

Diocese of Paterson
Mr. Joe Duffy
Diocese of Trenton
Sr. Joanne Dress, DC
Rev. Ed Jawidzik
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Ms. Anne Avellone
Fr. Arkad Biczak
Diocese of Las Cruces
Ms. Grace Cassetta
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Archdiocese of New York
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Mr. George Horton
Diocese of Albany
Ms. Mary Olsen
Diocese of Brooklyn
Msgr. Terrence J. Mulkerin
Mr. Ted Musco
Diocese of Buffalo
Mr. Frank Andzik
Sr. Mary McCarrick, OSF
Diocese of Ogdensburg
Sr. Donna Franklin, DC
Diocese of Rochester
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