



# *CATALYST*

2015-2016 ANNUAL REPORT



**CROSSROADS**  
**INTERNATIONAL**



TABLE OF CONTENTS

3 Message from the Executive Director and Chair of the Board

Message from our new Executive Director

4-5 Finding synergies with new Canadian partners

6-7 Energizing agents of change

8-9 Distilling traditional practices for sustainable farming

10-11 Highlights 2015-2016

12-13 Our volunteers

14-15 Our partners

16-17 Our donors and funders

17 Our board and patrons

18-19 Our finances



VISION

ONE WORLD where poverty is eliminated, equality prevails and the rights of women and girls are fulfilled.

MISSION

Crossroads International works to create a more equitable and sustainable world by engaging and strengthening individuals, organizations and communities through mutual learning, solidarity and collective action.



ELEMENTS OF TRANSFORMATION

Message from the Executive Director and Chair of the Board

Movements are often sparked by a visionary idea — a catalyst. And when this idea inspires people to act, they can change their world. In our work with partners and volunteers in the Global South we have witnessed this time and again. In 2015-2016, new strategic alliances with partners at home and in the South were catalysts to advance women’s rights. As a result, we are working in new ways with women, girls and men to end gender-based violence. We are partnering with private sector companies to expand markets, build entrepreneurial and leadership skills and to improve product marketing and production. By leveraging expertise of community elders and volunteers we are activating the potential of youth and women to increase their economic autonomy.

Every movement needs visionary leaders. Following an international search, we are pleased to welcome Carine Guidicelli as our new Executive Director. Carine’s substantive program development and volunteer cooperation experience, combined with her deeply held commitment to poverty eradication and the advancement of women’s rights will be a catalyst for new collaborations.

In addition to the flagrant violation of the human rights of women and girls in many countries where we work, deep poverty impacts too many of the people we serve, and climate change is exacerbating food insecurity. An attempted coup in Burkina Faso, and the growing threat of terrorism in Mali, forced the suspension of much of our programming in these countries. With our partners, we are redoubling our efforts to ensure effective security and emergency responses and we are looking to peace and security initiatives we can support.

We are so grateful to all the Crossroaders, partners and donors who have contributed their ideas, skills and resources. Bolstered by generous support for the Karen Takacs Women’s Leadership Fund, we will launch new grants to strengthen local initiatives and provide scholarships to emerging women leaders this fall. We would also like to thank Global Affairs Canada and the Ministère des Relations internationales et de la Francophonie du Québec for their ongoing partnership. Together we will create a more equitable world and ensure equality for women and girls prevails.

Christine Campbell

Christine Campbell  
Interim Executive Director

Ian Anderson

Ian Anderson  
Chair, Board of Directors



CREATING BONDS FOR THE FUTURE

Message from our new Executive Director

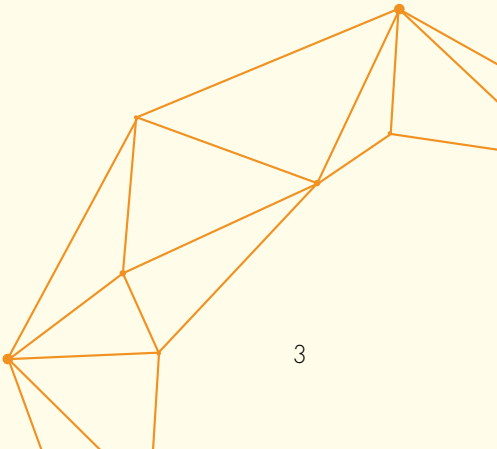
We aspire to create a world without poverty, a world that’s sustainable, and where all can enjoy fundamental human rights. But this ideal cannot be achieved without the inclusion of women and girls. I spent the past five years in West Africa, where I saw the profound impact of inequality firsthand. Women and girls are still the most vulnerable, and too often their rights are utterly disregarded. The need for action is beyond urgent. I am thrilled to be joining Crossroads International, and working with our partners and volunteers in Africa and South America to advance the rights of women and girls.

Right now there is an incredible convergence of interests in advancing women’s rights. In May 2016, the Canadian government initiated a review of Canada’s international assistance committing to a special focus on women and girls and to apply a feminist lens on all its international assistance activities. As well, the Global Goals endorsed by world leaders last year, put a strong focus on the rights of women and girls. This is an important turning point and presents real opportunities for Crossroads. Over the past decade, Crossroads increased its program to reduce violence and increase access to justice and economic autonomy for women and girls. Today, we find ourselves in a political environment ripe for significant impact on the lives of women and girls in the Global South.

This year, we are launching a Senegal office to strengthen our support to partners and volunteers, we are initiating a new program in Burkina Faso and expanding our new program in Tanzania. Together with partners and volunteers we tackle early and forced marriages and physical and sexual violence, while also working with communities to address global issues that disproportionately impact women including climate change and food security. Critical to this, is our direct investment in women’s leadership. I invite you to join us as we intensify our efforts to support more women to lead in the social, political and economic spaces of their communities and countries.

Carine Guidicelli

Carine Guidicelli  
Executive Director







# FINDING SYNERGIES WITH NEW CANADIAN PARTNERS

Crossroads International is a catalyst for innovative partnerships: Canadian organizations share their expertise and work hand-in-hand with women, communities and organizations in Sub-Saharan Africa and South America to support social change and sustainable economies.

## A NEW FORMULA FOR ENDING VIOLENCE



**Legal literacy volunteers at the GF2D counselling centre in Kpalimé in Togo.**



*"I was really inspired to see that within the short time we were there, they were able to implement some of those skills. It shows how hungry and ready they are to learn\*."*

**Monica Ameyia,  
Outreach Counsellor  
at Ernestine's Women's Shelter**

Two new Canadian partnerships are enriching Crossroads' work to end gender-based violence. Volunteers from the John Howard Society in Toronto are sharing new ways of working with male abusers with Crossroads partners in Ghana and Togo.

This multifaceted, court-mandated approach used in Ontario is being adapted by Crossroads partners to work directly with men to help them understand their behaviour, be accountable and accept responsibility, as well as giving men techniques to help get at the root causes of rage, manage their anger and improve communication. The approach is particularly relevant in contexts where women often remain with their abusive partners.

Ernestine's Women's Shelter has been offering safe refuge for women and their children fleeing abuse in Toronto for more than 30 years. This year they worked with Crossroads partner Le Groupe de réflexion et d'action Femme, Démocratie et Développement (GF2D) in Togo to improve the intake and follow-up process with women at their counselling centres, as well as to increase women's security and well-being.

Partners see the integration of both these approaches as key to preventing intimate partner violence by directly engaging men and encouraging a reconciliatory approach, as well as by increasing the security of women living in situations of violence.

## COMBINING CORPORATE EXPERTISE FOR THE ECONOMIC INDEPENDENCE OF WOMEN

In Senegal, women represent 65% of the labour force. However, most women are still economically vulnerable. Crossroads International has launched two new corporate partnerships with companies that support sustainable development to support the economic autonomy of women.

These partnerships directly support 33 women soap producers from the Union Nationale des Femmes Coopératrices du Sénégal (UNFCS).

Green Beaver, a Canadian leader in the natural personal care industry with a global market, is sharing its expertise to help these women improve their soap production, diversify products, as well as the sales and marketing of their products. Papillon MDC, a global leadership development firm, has designed an adapted training program to help young women be leaders within their cooperatives. Combined, these new partnerships are helping women increase their income and their influence in the local the economy.



From left to right: **Louise Ndiaye, President of the Diourbel regional cooperative and General Secretary of the UNFCS, and Thioro Fall, UNFCS Coordinator, with Sylvie Kingsbury, a Green Beaver staff member**



*"The Green Beaver Company is pleased to join forces with UNFCS members to improve the living conditions of Senegalese women and the region's economic and social development. By sharing its know-how, the company provides the organization with expertise to move more quickly along the road to success."*

**Alain Ménard,  
Co-founder and CEO of Green Beaver**

**Louise Ndiaye with  
Christine Leduc, Cosmetic  
Chemist at Green Beaver**

**33** women will share their training with an additional **300** women

An **18-month** partnership with **2** Canadian businesses

The skills of women soap producers across **10** regional unions throughout Senegal were improved. They are members of a network of **15,000** women.

\*Etobicoke Guardian.



# ENERGIZING AGENTS OF CHANGE

For Crossroads, pairing the potential of women and girls with education and awareness of their human rights is a game-changing combination. Women and girls are becoming advocates for their rights. They are not only changing their own lives and futures, but also those of their communities.

**42** legal literacy volunteers trained in two new districts

**49** traditional leaders trained on issues of domestic violence

**70%** of reported cases were settled successfully by the LLVs without need of authorities

## ENABLING HUMAN RIGHTS DEFENDERS

Legal literacy volunteers are increasing access to justice for women in Ghana. By working directly with their communities to raise awareness of domestic violence, the law and the legal rights of all Ghanaians, and to mediate disputes, they are helping women realize their rights and stand up for them.

In 2015-2016, the program expanded to two new regions. Forty-two legal literacy volunteers (LLVs) reached more than 11,000 people to increase their knowledge about sexual violence, family law and women's rights. Forty-nine traditional leaders were also trained on issues of domestic violence and the law.

Of 74 cases received by volunteers, 70% were resolved at the community level, while the rest were referred to authorities. Since the program was initiated in 2008, more than 35,000 Ghanaians acquired skills and knowledge to defend their democratic and human rights.

*"I witnessed a case of domestic violence in this community. Due to my training, I was able to report it. After it was reported, action was taken and the man was punished. The perpetrator left after this. We have managed to change the attitude in the community about domestic violence, now people know it is wrong to beat your wife and you can be reported to the police."*

**Juliana Adesah, participant in WiLDAF's legal literacy volunteer training (Gorgiano, Ghana)**

## PROPELLING GIRLS' POTENTIAL

Girls' Empowerment Clubs are catalysts for change in the lives of young girls. The clubs provide a safe space for the girls where they can speak freely about their experiences with abuse and violence. They participate in discussions and activities focused on expression and leadership and they learn about their bodies, their potential and their rights.

In the last year alone, there was a tenfold increase in reports of abuse thanks to training for mentors and teachers on recognizing and reporting abuse and the initiation of five new gender-based violence referral networks in communities, which are expanding the reach of the program.

In Ghana, club activities have increased the visibility of gender-based violence nation-wide, and partner organizations supporting the clubs are nationally recognized as key stakeholders on violence prevention.

This year, the program gained global interest. Crossroads partner the Swaziland Action Group Against Abuse (SWAGAA) secured major support from the Bill and Melinda Gates Foundation to scale up, and evaluate the impact the Girls' Empowerment Program.

*"On the library concept it has really helped a lot of girls in my club in terms of writing skills and on speaking. From the readings they gained knowledge on public speaking and thus their vocabulary has been improved. Thumbs up to the library section. It brings the best out of the girls."*

**Ginger, Club member from Grade 4 through to the end of high school**

**52** Girls' Empowerment Clubs reached **2,455** girls in 2015-2016

**272** cases of abuse reported by the girls from Swaziland's Clubs in 2015 – up from just **24** in 2014

**6** Clubs in Ghana and **46** in Swaziland

**7,000** books related to the Clubs' curriculum are currently available to club members in **46** mobile libraries in Swaziland



Legal literacy volunteers, Ghana

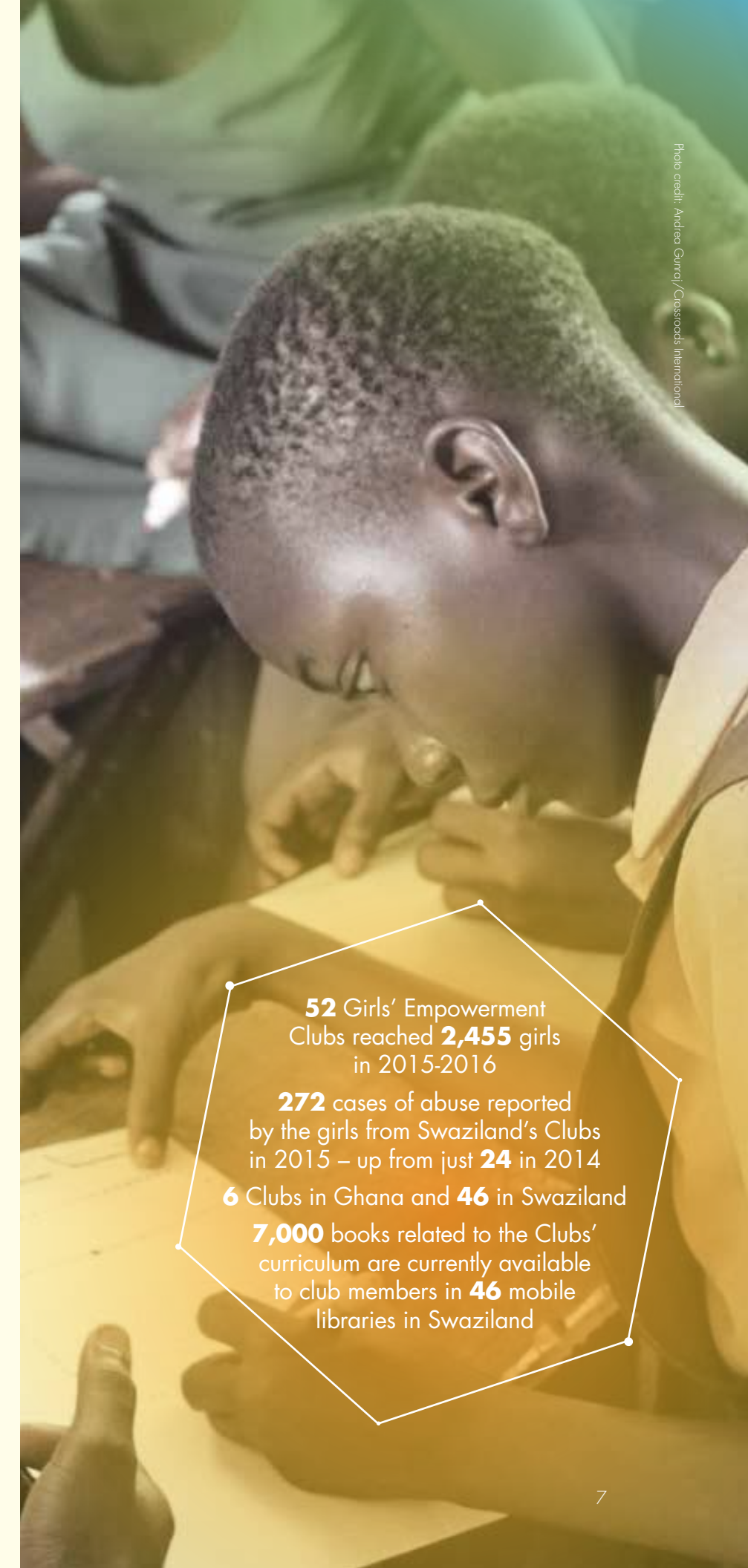


Photo credit: Andrea Guray/Crossroads International





# DISTILLING TRADITIONAL PRACTICES FOR SUSTAINABLE FARMING

Transferring knowledge from generation to generation and ensuring the inclusion of women and youth in the agricultural sector are fundamental in securing the future of rural agriculture and implementing sustainable farming practices. Crossroads is enabling this exchange through a variety of innovative approaches.

The **3** components of the mixed layer model: fish farming, livestock farming, and market gardening  
**100** young entrepreneurs trained  
**100%** of trainees reported improved clarity and knowledge toward achieving their objectives of a personal income-generating project

*"When women are economically independent, they are less vulnerable, their children have more stability, they can go to school, and are more likely to succeed. But as long as they are living in poverty, life is hard."*

**Thérèse Adjoo Akakpo, Founder and Coordinator of La Colombe**

## MIXING A NEW MODEL WITH AN ANCESTRAL OCCUPATION

In eastern Togo, farmers have access to a very limited amount of land. Population density is high at 300 inhabitants per square kilometre and mining companies are extracting phosphate in the area, further reducing access to land. This challenge is even more aggravated by the effects of climate change.

Crossroads and Québec sans frontières volunteers have started working with local partner La Colombe to develop eco-friendly strategies to produce food on very small plots. In a demonstration plot next to La Colombe's professional training centre, an innovative use of layering is increasing production. Fish are farmed in a pond, while above the pond, rabbits and quail are raised, and vegetables are grown in an adjacent market garden. The droppings from the rabbits and quail feed the fish, and the nutrient-rich water from the fish pond is used to water the garden.

One hundred young people, half of whom are girls, take part in practical courses to learn to replicate this innovative model. The young people also learn how to maximize yields from their crops and livestock and to develop their entrepreneurial skills.

As a result, families are increasing production, and diversifying their income sources. Thanks to this project, the food security and socio-economic conditions of young people and their families is improving.

## BINDING GENERATIONS FOR FUTURE PROSPERITY

In rural communities in Bolivia, small-scale family farms are the principle source of employment and food production. But youth in the rural regions are leaving the family farms – threatening the future of agriculture and food security in the country.

In partnership with the Association of Ecological Producer Organizations of Bolivia (*Asociación de Organizaciones de Productores Ecológicos de Bolivia, AOPEB*) Crossroads established a project to generate opportunities for greater youth inclusion in the rural productive sector. This two-year project, supported by UNIFOR, offers intergenerational programs to transfer traditional agricultural knowledge to younger generations with a focus on sustainable farming practices.

The project comprises a series of workshops to build awareness on youth involvement in rural farming. Known as ecological schools (*escuelas ecológicas*), youth attending receive hands-on training curriculum for organic sustainable farming strategies. They will go on to replicate the workshops so that more youth can see their future in agriculture, contributing to an improved quality of life for their own generation and the others to come.

*"Being an ecological producer is fundamental to the care and respect of the environment. The Ecological School has reinforced the importance and valorization of an organic [production] vision, and I want to lead and collaborate together with others to use the knowledge and techniques acquired to improve production and our organizations."*

**Jesús Vargas Alba, Cacao Farmer and Youth Promoter**

**15** workshops engaged **378** mothers, fathers and cooperative members on strategies to attract youth to careers in farming

**24** women and men rural youth were trained through the Ecological Schools program and **7** were selected to hold a position on the Board of Directors of their cooperatives

**100%** of youth interviewed report having developed greater self-confidence and increased recognition of the role they play in society as ecological producers





# HIGHLIGHTS 2015-2016

Together with our volunteers and partners, and supported by our generous donors and funders, more than 160,000 lives have been positively impacted by Crossroads in the last year. Here are a few highlights of the year 2015-2016 in each country where we work.

**5,300** marginalized women and youth reported improved incomes and access to decent jobs in West Africa and Bolivia

**23,988** people directly benefited from our program and another **140,397** were indirect beneficiaries

**370** community groups, cooperatives and rural associations were engaged



## LEARN AND SHARE EVENT IN GHANA

**20** representatives from partners in Swaziland, Togo, Ghana, Tanzania and Canada attended.

Focused on access to justice for survivors of violence.

Shared program advances & innovations including: working with men, gender-based budgeting, girls' empowerment and court watch programs.



**Crossroader Vera Radyo (The Gambia 1970) and Ken Phillips in Vancouver with Cebile Manzini-Henwood from SWAGAA**

## CANADA

Executive Director of SWAGAA and Crossroads Board Member, Cebile Manzini-Henwood, toured western Canada to speak at a series of events organized by Crossroads.

A new partnership launched with Humber College in Toronto where students from the college's

International Relations Post-graduate diploma course work on proposals to help secure funding for Crossroads partners in the South and receive credits for the hours contributed.

**7,953** e-newsletter subscribers

More than **13,000** social media followers and fans

**22** networking events were held throughout Canada

Participated in **3** national campaigns: Up for Debate, Live Below the Line and We Can Do Better

Reached **6.6-million** Canadians through mainstream media coverage.

## BOLIVIA

**3,623** rural women and men producers have increased their producer, organizational and entrepreneurial capacities in the last two years.



## BURKINA FASO

A detailed analysis of leading organizations was conducted by a Crossroads volunteer. The analysis will inform the development of our program in the country.



## MALI

**92** women participated in leadership and literacy training.

**71** women producers were trained in organic gardening and composting.



## GHANA

**5,550** people were trained on human rights, children's rights, and domestic violence laws by legal literacy volunteers.



## SENEGAL

**242** women from **9** regional unions increased technical and marketing skills.

**160** women members of the Louga regional union improved functional literacy to better manage accounts, sales and production.



## TANZANIA

**2** new partnerships to advance women's rights established: the Tanzania Gender Networking Programme (TGNP-MTandao) and the Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO).



## SWAZILAND

**2** South-North volunteers from Swaziland Doreen M. Ngwenya, from SWAGAA, and Nhalanhla Nmiso, from Gone Rural boMake earned certificates in "Facilitation and Training Approaches for Community Change" from the Coady Institute of Saint Francis Xavier University in Antigonish, Nova Scotia.

## TOGO

During the **16** days of activism against Gender-based violence, trained GF2D members provided much needed pro-bono services: **111** women received free medical consultation, **35** legal advice sessions were given and **23** consultations took place on starting a small enterprise.

**2** Canadian organizations, les Producteurs en serre du Québec and Miel Montréal, offered specialized training in greenhouse cultivation and beekeeping to young Togolese entrepreneurs.





# OUR VOLUNTEERS

Our volunteers, known as Crossroads, work in collaboration with local partners to leverage knowledge and skills. They play a critical role in ensuring the success of our partnership projects promoting women's rights and eradicating poverty.

## NORTH-SOUTH CROSSROADERS

### Bolivia

Elena Anghel Braikoff  
Lesly Paola Arias Rodriguez  
Conrad Bernath  
Priscilla Galán  
Diana Marcela García Luna  
Marie-Anne lauzon Miron  
Christina Moschaski  
Victor Riquelme Pino  
Ricardo Vargas

### Burkina Faso

Hannatou Hassane Ousmane

### Ghana

Sophia Cousins Williams  
Shane Joseph Rudi  
Maureen Littlejohn  
Natalie Mellisa Martin  
Nancy Roc  
Beverley Rodrigues

### Senegal

Valérie Ayotte-Bouchard  
Papa Mangoné Basal  
Cheikh Mamadou Bassirou Thiaye  
Marianne Beaulieu-Chouinard  
France Corriveau  
Seynabou Diallo  
Myriam Dussault  
Ameth Fall  
Ndeye Fandiaye Fall

Shayna Fleury  
Mathilde Gouin-Bonenfant  
Catherine Hughes  
Kokou-Nouwozan Langueh  
Louise Lapointe  
Lissa Niang  
Zoé Routhier-Drab  
Iba Sy  
Nadège Tchuente  
Senoune Thiam

### Swaziland

Marleigh Austin  
Heather Bruce  
Tina Mbachu  
Jana Miller  
Caroline Williams  
Kristen Winters

### Tanzania

Theon Harrichand  
Winnie Ravichandran  
Chelsey Smith  
Brian Touray

### Togo

Monica Amenya  
Komlan Mawule Ametoenyenu  
Jérôme Arseneault  
Prisca-Francine Atsain  
Alexandre Beaudoin  
Thibaud Eude  
Alain Fournier  
Maurane Gauthier

Fanie Giard  
Gaelle Goffinet  
Sophie Harvey  
Deborah James  
Jinnie Laberge  
Hervé Labikoué Labité Elysée  
Annabelle Lamy  
Raymond Rouleau  
Camille Roy  
Fernand Roy

## SOUTH-NORTH CROSSROADERS

(Thérèse) Adjao Akakpo  
Daouda Diallo  
Arona Diop  
Lilian Liundi  
Cebile Manzini-Henwood  
Doreen Ngwenya  
Nhlanhla Nkambule  
Amenyo Yawovi Yao

## SOUTH-SOUTH CROSSROADERS

Ingre Apo Wasna  
Mbodji Bator  
Maria Magdalena Calle  
Miranda  
Roger Chalico Quispe  
Thioro Fall  
Akilmale Gemma  
Hamida Maalim Harrison

Meteteiton Houmey  
Lilian Liundi  
Ruben Mario Maldonado Sanabria  
Daniella Mastracci  
Sophie Mawussé Akpama  
Fatoumata Bineta Mbengue  
Tenele Bongiwe Mkhabela  
Elizabeth Nhlanhla  
Nilo Peralta Huanca  
Demetrio Perez Mamani  
Gladys Vilca Arancibia

## LOCAL CROSSROADER

### Mali

Chiaka Santara

## E-VOLUNTEERS

Jean-Pierre Bourdages  
Aldis Brennan  
Julia Crawley  
Erica Gray  
Thomas Hatch  
Martin Houle  
Odette Melvin  
Madeline Pinard  
Caza Saleck  
Jean Baptiste Joseph Sarr  
Maddison Van Balkom  
Justine Wayne



*"Building capacity hasn't been a one-way street; my colleagues have given me the gift and privilege of learning the true values of Swazi culture – to honour the family first (and that everyone in your sphere is your family), patience, and the knowledge that there is always another way of looking at the mountain you are about to climb. I will probably never know my impact on the organization, but the impact that my co-workers and rural community members have had on me will remain in my heart for a lifetime."*

**Jana Miller,**  
Crossroads volunteer  
in Swaziland



*"I liked being part of the AOPEB-Crossroads project because one of its objectives is to create awareness [among] producers, so that they can continue to contribute to the preservation of the environment through ecological production."*

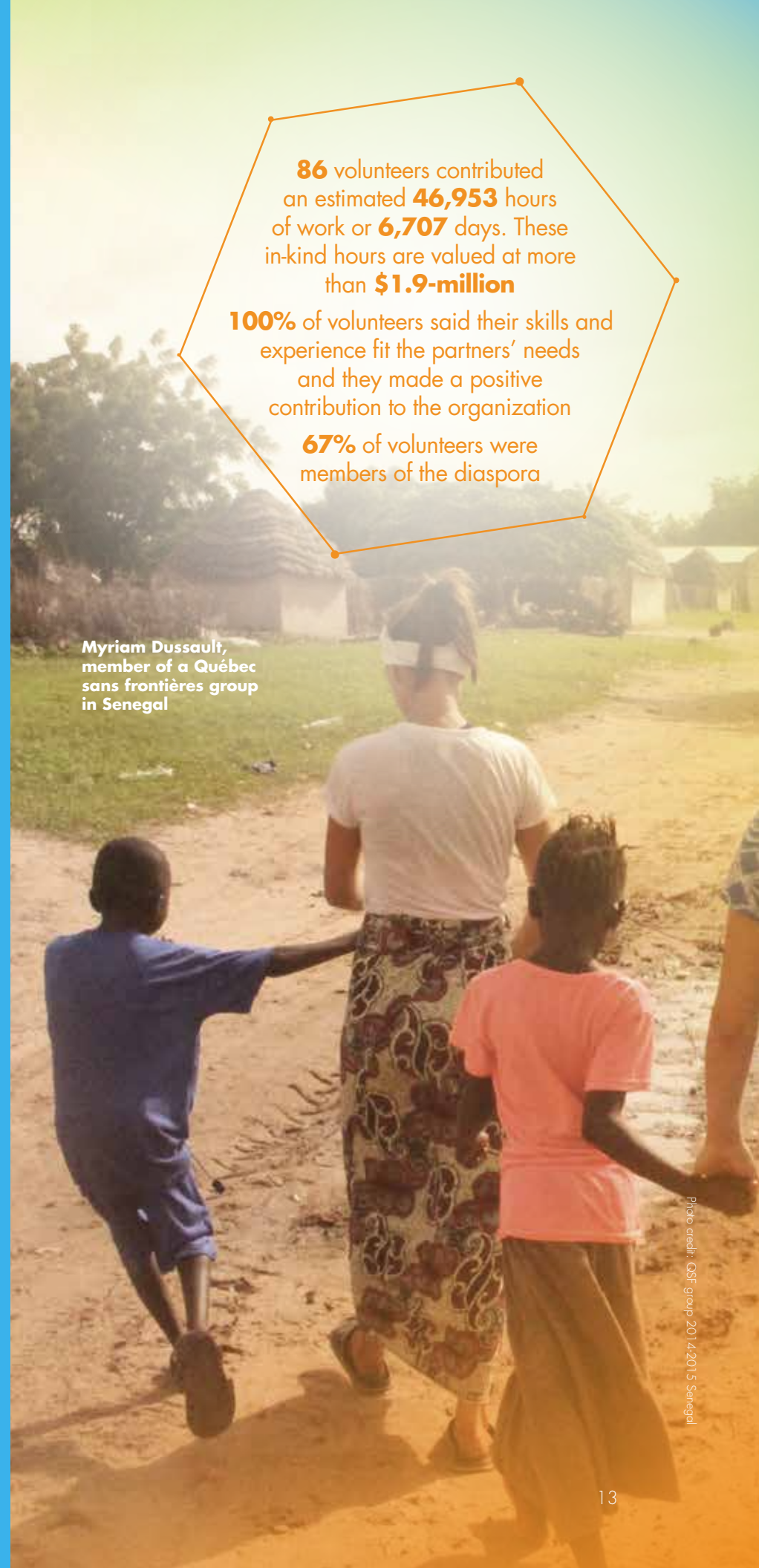
**Priscilla Galán,** Crossroads  
volunteer in Bolivia

**86** volunteers contributed an estimated **46,953** hours of work or **6,707** days. These in-kind hours are valued at more than **\$1.9-million**

**100%** of volunteers said their skills and experience fit the partners' needs and they made a positive contribution to the organization

**67%** of volunteers were members of the diaspora

**Myriam Dussault,**  
member of a Québec  
sans frontières group  
in Senegal



Crossroads volunteer and GoneRural boMake staff



# OUR PARTNERS

Crossroads partners are recognized for their leadership and expertise. By bringing partners South and North together, we are leveraging proven program approaches in new contexts and generating new approaches to emerging issues.

## BOLIVIA

Pro-rural – Asociación Boliviana para el Desarrollo Rural  
Asociación Nacional Ecuómica de Desarrollo (ANED)  
Asociación de organizaciones de productores ecológicos de Bolivia (AOPEB)  
Fundación AGRECOL Andes

## CANADA

Coady International Institute (Swaziland and Ghana partners program)  
John Howard Society of Toronto (Ghana partner program)  
Ernestine Women's shelter (Togo Access to Justice)  
Humber College (Ghana partner program)  
Union des producteurs agricoles section Production en serres (Togo partner program)  
Miel Montréal (Togo partner program)  
Papillon MDC (Sénégal partner program)  
The Green Beaver Company (Sénégal partner program)

## GHANA

Pro-Link Organisation  
Women in Law and Development in Africa, Ghana (WILDAF GHANA)  
ABANTU for Development  
Network of Women in Growth (NEWIG)

## MALI

Association malienne pour la promotion des jeunes (AMPJ)  
Kilabo  
Association Jeunesse Action Mali (AJA Mali)  
ADAF Gallè  
RENAPESS (Pôle Jeunesse)

## SENEGAL

Réseau des Organisations Paysannes et Pastorales du Sénégal (RESOPP)  
Union Nationale Des Femmes Coopératrices du Sénégal (UNFCS)  
Association pour la promotion de la femme sénégalaise (APROFES)

## SWAZILAND

Swaziland Action Group Against Abuse (SWAGAA)  
Family Life Association of Swaziland (FLAS)  
Gone Rural  
Gone Rural boMake  
SWIFT – Swaziland Fair Trade

## TANZANIA

Kilimanjaro Women Information Exchange and Consultancy Organization (KWIECO)  
Tanzania Gender Networking Program (TGNP)

## TOGO

Groupe de réflexion et d'action femme démocratie et développement/ Centre de recherche d'information et de formation pour la femme (GF2D)  
La Colombe



*"The partnership is not rigid. There is room for growth, for trying out new things together, even as we are implementing a program, we are able to say – 'oh here's something that works somewhere else, why don't we incorporate this in the program?' Then we can sit down together and talk about it and explore how it could work for SWAGAA."*

**Cebile Manzini-Henwood, Executive Director of SWAGAA, a Crossroads International partner in Swaziland, and member of the Crossroads International Board of Directors**



*"What makes Crossroads special is that, first off, they send volunteers to build capacity at an institutional level, and also work in communities. The other thing, is that Crossroads isn't only there for the duration of a particular project. They maintain a long-term relationship with us."*

**Thérèse Adjoo Akakpo, Founder and Coordinator of La Colombe, a Crossroads International partner in Togo, and member of the Crossroads International Board of Directors**





# OUR DONORS AND FUNDERS

Our donors are our champions who push us to do better and to work harder. Without the generous support of these individuals and groups we would not have achieved all the great work you have read about in this report.

## GOVERNMENT FUNDERS

Global Affairs Canada (GAC)  
Ministère des Relations  
Internationales de la  
Francophonie (MRIF)  
- Québec sans frontières (QSF)  
- Programme québécois pour  
le développement international  
(PQDI)

## ONE WORLD CIRCLE

### \$100,000+

Anonymous (2)

### \$50,000+

The Estate of Phyllis Jane Bloch  
Horne Family Charitable  
Foundation  
UNIFOR Social Justice Fund  
**\$10,000 - \$49,999**  
Anonymous (1)  
Fondation Louise-Grenier  
Fondation Internationale Roncalli  
Margaret Motz  
Filles de la Sagesse du Canada  
Congregation of the Sisters of St.  
Joseph in Canada  
Fonds Marie-François  
Michael Fekete  
Stevenson Whelton MacDonald  
& Swan LLP

Harbinger Foundation

Grant A. Ericksen

### \$5,000 - \$9,999

Anonymous (1)  
K.M. Hunter Charitable  
Foundation  
N.A. Taylor Foundation  
Patriagan Charitable Foundation  
Vera Radyo\*  
**\$2,500 - \$4,999**  
Ian Anderson & Margaret  
Hancock\*  
Evelyn Burnett  
Christine Campbell\*  
Fondation 3% - Tiers Monde  
Genus Capital Management  
Randy Pepper and Maryann  
Jansen Endowment Fund

### \$1,000 - \$2,499

Darlene Bessey  
Charles W. Brown  
Rev. James Cairney &  
Ms. Ann McRae\*  
Rita Campbell  
Campbellcraft Consulting  
Dr. Tiziana Casciaro\*  
Paul Davidson  
Elizabeth Etue  
Fondation Edward Assh  
Dr. Charles Gardner &  
Ms. Catherine Gardner\*  
Lauretta Gatz\*  
Patsy George\*  
Joy Gibson\*  
Jacinthe Gosselin  
Susan Green  
Karen Heater  
Laurence Hebb  
Lawrence Hill  
Amy Colleen P. House  
Valerie Hussey  
Sarah Kaplan  
Erin Kuzz  
Isabelle Limoges\*  
Meredith Low\*  
Heather McGregor  
Ross McGregor & Julie White  
Simon J. Muller  
Rosemary Nation  
Loreen Naylor\*  
Kathleen Peace  
Pierre-William Plante  
Betty I. Plewes  
Connie Reeve  
Rotary Club of East York  
Jan Ruby  
Eric Schloss  
Baiba & Richard St John  
Shauna Sylvester  
Dr. Elmer Tory\*  
Brian Touray  
Sophie Turmel  
Agnès van't Bosch\*  
Bertrand Verreault  
Gail Zboch  
Leon Zupan

### \$500 - \$999

Anonymous (2)  
Carol A. Amaratunga  
Wendy Andrews  
Association québécoise des  
organismes de coopération  
internationale  
Assemblée nationale du Québec  
Roger Balakrishnan\*  
Sylvie Bazinet  
Marianne Beaulieu-Chouinard  
Robert Béliveau\*  
Lisette Caron  
Jacques Chouinard  
Reginald Clarke\*  
Michael Cooke\*  
Dr. Susan Edwards\*  
Maureen Fair  
Four Corners Group  
Anne Gardner\*  
Marcel Gendron  
Jean-Marc Hachey\*  
Bob Hawkesworth  
Alain Héroux  
Dr. Nan Hudson  
Angelique C. Jenney  
Carol Lome-Irwin  
Lu Xew Spectacle bénéfice  
Avon MacFarlane  
Kathy Macpherson  
Cathy Mann  
Dorothy McCabe & Janek  
Jagiellowicz\*  
Donna McGee\*  
Audrey M. McLaughlin  
Anne A. McLellan  
Rahna Moreau\*  
Gilbert Morin  
Jackie Murphy  
Nancy's Very Own Foundation  
Emilie Newell\*  
David Newman  
Iambrina Nikolaou\*  
Marie-Laurence Noiseux  
Kelly O'Brien  
Wiliam Overbeek  
Myriam Pellerin  
Ken Phillips

Marli Ramsey  
David Roe\*  
Sophie Rollet  
Yves Savoie  
Janet Scarfe\*  
Laurianne Simard  
Gilles Simard  
Patricia Sinclair  
Soeurs Filles de Marie-de-  
l'Assomption  
Kevin St. Michael\*  
Voy Stelmaszynski  
Francois Therrien  
Claude Trepanier  
Robert Vandenberg\*  
Yolanda V. Wachem  
Susan Watts\*  
The Hon. Juanita Westmoreland-  
Traoré\*  
Neil R. Wilkinson  
Richard Wilson  
Florin J. Wolfer  
John Wonfor\*  
Margaret Zurbrigg\*

## MONTHLY DONORS

Anonymous (7)  
Belinda Abraham  
Kelly Allan  
Peter Andree  
Maurice April  
Yves Archambault  
Micheline Asselin  
Patricia Aubé  
Norine & Garth Baron  
Jim Beaton  
Carol Beckmann  
Nicole Bélanger  
Ulrike Bender  
Eileen Benedet  
Carine Blin & Alan Harman  
Dr. Kathleen Boies  
Alphé Boudreau  
Angèle Bouffard  
Marie & Robert Braedley  
Mark Breathwaite  
Barbara Brockmann

Mathilde Brodeur  
Maryann Brown  
Aukje Byker  
Lynn Calder  
Skot Caldwell  
Darquise Cantin  
Gregory Caza  
Marlene Celinski  
Denis Chouinard  
Adrienne Chow  
Mary Ellen Chown  
Lisa Cirillo  
Steeve Claveau  
Mary Louise Conlin  
Dan Conlin  
Sandra Conrad  
Deborah Copeman  
Patrick Cossette  
Ethel Côté  
Denise Côté  
Susan Czarnocki  
Chris Davies  
Derrick Deans  
Wazi Dlamini-Kapenda  
Cheryl Dryer  
Robert Dubuc  
Caroline Dufresne  
Hélène Dupuis  
Daniel Duranleau  
Bernadette Eagan  
Madeleine Eames  
Anne Ehrlich  
Elisabeth Eid  
Louise Elsliger  
Dr. Ernest Epp  
Dr. Craig Eschuk  
Joan Fair  
Kelly Fitzgerald  
Christopher Francis & Janice  
Elliott  
Mary Gauld & Robert Stevens  
Crissy George  
Constance Gerwing  
Suzanne Gibson  
Anne Gillespie  
Kathryn Glazier  
Bruce Godhe  
Dr. Sue Goldswain  
Audrey Greves  
Stacey Hagen  
Lyn Hagglund  
Lori Hale  
Janice Hamilton  
Constance Hammermeister  
Diane Handsor  
Laurie Hannah  
Monica Harry  
Paulette Hébert  
Mary Ann & Douglas Hicks  
Anne-Louise Hill  
Kenneth Hoffman  
Lee Holland  
Jessie-May Hoyte  
Yan Huckendubler  
Ilene Hyman

Kathryn Jarrett  
Warren Johnson  
Isabelle Johnson  
Molly Kane  
Helmut Kuhn  
Richard Laberge  
Éveline Landa  
D.A. Landry  
James Lane  
Richard Lane  
Sylvain Lapointe  
Megan Leslie  
Jean Lessard  
Karen Lev  
Mandy Liang  
Yvan Liben  
Ursula Lipski  
Janet Lockington  
Daphne Loukidelis  
Anne Low  
Carol Lowes  
Donna & Jeffrey Lozon  
Dr. Joyce Lundberg  
Nelson Lynch  
Holly & Warren Mabee  
Bonnie MacDonald  
Pauline MacDonald-Smith &  
Harold Smith  
Sonja Macfarlane  
Danae Mack  
Kathleen Mackay  
Jo-Ann Mackie  
Janet MacLean  
Robin Magill  
Renald Mailhot  
Anne Marceau  
Gilles Marchildon  
Jody Marshall  
Fabian McGaugh  
Wayne McGill  
Megan McLroy  
Donald McMaster  
Sylvia McNab  
Veronica McNeil  
Louise Melançon  
Rev. Catherine Miller  
Patrick Miller  
David Miller &  
Jill Campbell-Miller  
Julie Mills  
Catherine Mitchell  
Geoff Moore  
Pierre Morasse  
Alex Morosovskiy  
Barbara Neuwelt  
Caroline Newton  
Lucienne Nicolay  
Amber Niemeier  
Michelle Nuttall  
M.J. O'Keefe  
Cheryl O'Sullivan  
Guy Ouellet  
Karen Pace  
Simon Pagé  
Beverly Parker  
Manuel Peñañiel

Josée Pesant  
Mary Anne Peters  
Hang Thuy Phan  
Ian Potts  
Jennifer Proudfoot  
Harry Qualman  
Dana Randall  
Marla Rapoport  
Brian Read  
Julie Reid  
Andrew Reynolds  
Linda Roberts  
Dr. Michael Rochester  
Paddy Rodney  
Karen Rolston  
Dr. Deborah Root  
Lori Root  
Michael Rudiak  
Karen Russell  
Silvia Samsa  
Marie-Claude Savard  
Gwen Schauerte  
Laurie Schoolcraft  
Charles Seiden  
Cynthia Sherwood  
Laura Sie  
Pamela Skinner  
Nancy Smith  
Hélène Soumis  
Dianne Staruch  
Kathy Stuart  
Dr. Richard Sullivan  
Janet Sutherland  
Mary Tastad  
David Taylor  
Mary Trach  
Diane Trahan  
Ghislain Tremblay  
Lorraine Van Grol  
Virginia Van Vliet  
Harry Vedelago  
Richard Veenstra  
William Wallace  
Chris Walmsley  
Mary-Jane Walsh  
Shar White  
Trudy White  
Don & Nora Whyte  
Marcia Wilson  
Dr. Ruth Wilson  
Sean Wolfe  
Lana Wright  
Russell Wyatt  
Judy Zachariassen  
Debbie Zemnickis

## EVENT SPONSORS

KIK Custom Products  
Whirl Inc.  
Jolera Inc.  
Wise Advisory Group

*"Being a monthly donor allows me to be part of Crossroads' mission. Having been a Crossroader in the late 1980s, I wanted to stay connected to the organization. For many volunteers, their lives are divided into before Crossroads, and after Crossroads. It's a life-changing experience."*

**Simon Pagé (Togo, 1988),  
Monthly Donor**



From left to right:  
**Rachel Gervais,  
Kathleen Peace and  
Fiona Orr at the Day  
of the Girl breakfast**



## BOARD

### Executive Committee

Chair of the Board: Ian B. Anderson  
Treasurer: Susan Watts  
Directors, Members at large: Kathy  
Macpherson & Laxmi Parthasarathy  
Secretary: Christine Campbell

### Directors

Omar Allam  
Adjoa Thérèse Akakpo  
Carl Amaratunga  
Gilles Cloutier  
Susan Green  
Cebile Manzini-Henwood  
Marli Ramsey

## HONORARY PATRONS

Lysé Doucet  
Ann McCain Evans  
Lawrence Hill  
The Hon. Audrey McLaughlin  
The Hon. Donald H. Oliver  
Dr. Peter Paris  
Betty Plewes  
J. Robert S. Prichard

\* indicates monthly donor. This list acknowledges donors who made gifts of \$500 or more and our monthly donors in the fiscal year ending March 31, 2016. Every effort has been made to ensure the accuracy of this list. If an error has been made, please contact us at 1 877 967-1611, ext. 229 or at [resourcedev@cinl.org](mailto:resourcedev@cinl.org).

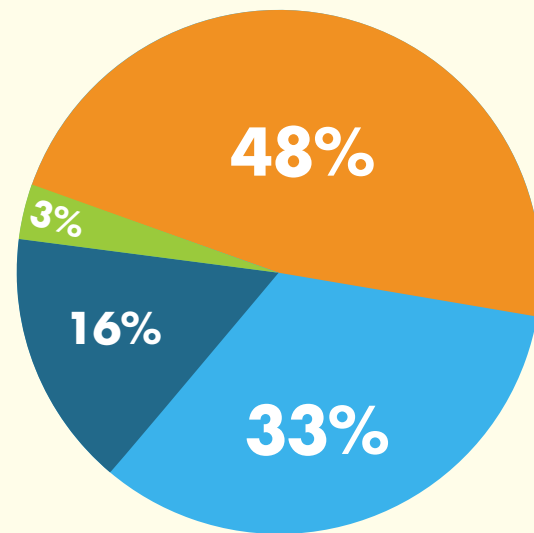


# FINANCIAL STATEMENT

ASSETS	2016	2015
Total current	\$286,715	\$425,420
Investments	\$2,691,706	\$2,458,908
Capital assets	\$13,947	\$30,526
<b>TOTAL</b>	<b>\$2,992,368</b>	<b>\$2,914,854</b>

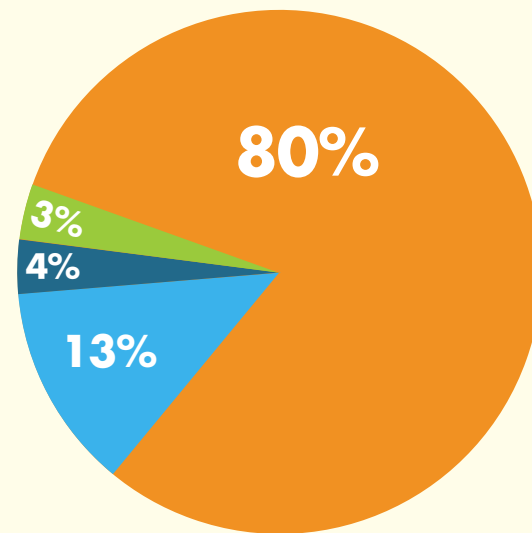
LIABILITIES & NET ASSETS	2016	2015
Current liabilities*	\$683,985	\$641,275
Net assets	\$2,308,383	\$2,273,579
<b>TOTAL</b>	<b>\$2,992,368</b>	<b>\$2,914,854</b>

**REVENUE** (including in-kind contributions by volunteers)



- ▶ GAC - Volunteer Cooperation Program
- ▶ In-kind volunteer contribution
- ▶ Donations
- ▶ Provincial government contributions

**EXPENSES** (including in-kind contributions by volunteers)



- ▶ Program (including in-kind contributions by volunteers)
- ▶ Administration, governance and overhead
- ▶ Fundraising
- ▶ Public engagement program

\*Current liabilities include deferred revenue which represents externally restricted funds received in advance of the fiscal year. The deferred revenue balance at March 31, 2016 was \$537,476 and consists of the following: Provincial government contributions (Quebec) \$142,870; Donations \$172,882 and \$332,724 for Federal contributions. The net assets have remained stable and total assets have increased this year because of a contribution to the investments.

# STATEMENT OF OPERATIONS

REVENUES	2016	2015
Federal government - Global Affairs Canada (GAC)	\$2,771,108	\$2,790,103
Provincial government contributions (Quebec)	\$191,574	\$184,389
<b>Subtotal</b>	<b>\$2,962,682</b>	<b>\$2,974,492</b>
Volunteer contributions	\$1,941,183	\$1,897,371
Donations*	\$940,530	\$754,003
Investment income	\$28,451	\$305,027
Other revenues	\$10,268	\$15,054
<b>TOTAL REVENUES</b>	<b>\$5,883,114</b>	<b>\$5,945,947</b>

EXPENSES	2016	2015
Program	\$2,807,056	\$2,893,778
Volunteer contributions	\$1,941,183	\$1,897,371
Administration, governance and overhead	\$803,798	\$828,547
Fundraising	\$237,505	\$135,368
Public engagement program	\$176,323	\$192,573
<b>TOTAL EXPENSES</b>	<b>\$5,965,865</b>	<b>\$5,947,637</b>
<b>Surplus (deficit)</b>	<b>(\$82,751)</b>	<b>(\$1,690)</b>

Audited financial statements for Crossroads International are available on our website ([cintl.org](http://cintl.org)) or upon request at 1-877-967-1611.

\*Crossroads International raised \$751,859 in donations from valued individual donors, foundations and other non-government supporters. For the year, \$940,530 from current and deferred donations was expended on programs and \$172,882 has been deferred for future program delivery. The deferred amount includes current and past contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred.





## CROSSROADS INTERNATIONAL

49 Bathurst Street, suite 201, Toronto, ON M5V 2P2

Tel.: 1-877-967-1611

**cintl.org**

---

**BE PART OF OUR  
ONLINE COMMUNITY!**



**Twitter**  
@crossroadsintl



**Facebook**  
CanadianCrossroads



**LinkedIn**



**Youtube**  
CanadianCrossroads

---

Crossroads International gratefully  
acknowledges the support of:



**Global Affairs  
Canada**

**Affaires mondiales  
Canada**

*Relations  
internationales  
et Francophonie*

**Québec**



Crossroads International is a registered charitable organization in Canada: No. 12981 4570 RR0001

Printed on Rolland Environ100 Print, which contains 100% post-consumer fiber, is EcoLogo,  
Processed Chlorine Free and FSC certified and is manufactured using renewable biogas energy.