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MESSAGE FROM THE EXECUTIVE DIRECTOR AND CHAIR OF THE BOARD

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.

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 redefining our efforts to ensure effective security and emergency responses and we are looking to peace and security initiatives we can support.

Yet 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 programming 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.

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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

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 multi-faceted, 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 economy.

“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 Amenya, Outreach Counsellor at Ernestine’s Women’s Shelter

“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

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.

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

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

*Bobcote Guardian.
“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)

Legal literacy volunteers, Ghana

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.

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.

“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

“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 nationwide, 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.

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.

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
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.

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 and 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 UNFORT, 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.

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.

The project comprised 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.

“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

“The 3 components of the mixed layer model: fish farming, livestock farming, and market gardening

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 Adjeo Akakpo, Founder and Coordinator of La Colombe

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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.

### 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.

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

### 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.

### LEARN AND SHARE EVENT IN GHANA
20 representatives from partners in Swaziland, Togo, Ghana, Tanzania and Canada attended.

### TOGO
During the 16 days of activism against Gender-based violence, trained GF2D members provided much needed pro-bono services:

### SWAZILAND
2 South-north volunteers from Swaziland Doreen M. Ngwenya, from SWAGAA, and Nhlanhla Nmisu, from Gone Rural bobile earned certificates in “Facilitation and Training Approaches for Community Change” from the Coady Institute of Saint Francis Xavier University in Antigonish, Nova Scotia.

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

### TANZANIA
2 new partnerships to advance women’s rights established: the Tanzania Gender Networking Programme (TGNP-Mtandao) and the Kilimajaro Women Information Exchange and Consultancy Organization (KWECO).

### 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

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Our Volunteers

Our volunteers, known as Crossroaders, 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 Angel Bratko
Lily Paula Arias Rodríguez
Conrad Bennett
Priscilla Galán
Diana Marcella García Luna
Marie-Anne Lauzon Miron
Christina Mochalski
Victor Rigualino Fino
Ricardo Ramos

Burkina Faso
Hamaitou Hassane Ouamane

Ghana
Sophia Cosima Williams
Shane Joseph Rudi
Mawufi Lihdayo
Natale Mwaka Martin
Nancy ??
Beverley Rodrigues

Senegal
Valérie Ayotte-Bouchard

Togo
Moïse Aménya

Tanzania
Temitayomi Hamid

Swaziland
Mekhani Abakyo
Dacoda Diehle
Arona Drip
Zimbabwe
Zinhle Mlambo

South-North Crossroaders

(Thérèse) Adjao Akakpo
Daouda Diallo
Arona Diop
Lilian Liundi

South-South Crossroaders

Ingre Apio Vitomia

Local Crossroader

Mali
Chahra Santara

E-Volunteers

Josephine Bourdages
Alida Brennan
Julia Crowley
Erika Gray
Thomas Hatch
Martin Houlé
Olubisi Nalaye
Marjolaine Perusal
Cazza Saleck
Jean Baptiste Joseph Tim
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

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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 in 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.
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 Ecuménica de Desarrollo (ANED)
Asociación de organizaciones de productores ecológicos de Bolivia (AGREB)
Fundación AGRECOIL Andes

GHANA
ProLink Organisation
Women in Law and Development in Africa, Ghana (WILDF GHANA)
ABANTU for Development
Network of Women in Growth (NEWG)

Mali
Association maïsienne pour la promotion des jeunes (AMtP)
Kilabo
Association Jeunesse Action Mali (AJAM Mali)
ADAF Galle
RENAPESS (Pôle Jeunesse)

Senegal
Réseau des Organisations Paysannes et Pastorales du Sénégal (ROPASOP)
Union Nationale Des Femmes Coopératrices du Sénégal (UNFCS)

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

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

TOGO
Groupe de réflexion et d‘action femme démocratique et développement/ Centre de recherche d’information et de formation pour la femme (CF2D)
La Colombe

“The partnership is not rigid. There is room for growth, even if 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 Adjoa Akakpo, Founder and Coordinator of La Colombe, a Crossroads International partner in Togo, and member of the Crossroads International Board of Directors
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 read about in this report.

**GOVERNMENT FUNDER**

Global Affairs Canada (GAC) Minister of Relations (International) & Francophones (WAR)

- Québec sans frontières (QSF)
- Programme québécois pour le développement international (PQDI)

**ONE WORLD CIRCLE**

$100,000+

- The Estate of Phyllis Jane Bloch
- Fondation 3% - tiers Monde

$50,000+

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- Foundation K.M. Hunter Charitable
- Anonymous (1)
- & Swan LLP
- Stevenson Whelton MacDonald
- Michael Fekete
- Fonds Marie-François Joseph in Canada
- Congregation of the Sisters of St. Filles de la Sagesse du Canada
- Fondation Louise-Grenier
- Anonymous (1)
- unIFoR Social Justice Fund
- The estate of Phyllis Jane Bloch

$1,000 - $2,499

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- $1,000 - $2,499

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- Audrey M. Mclaughlin
- 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@cintl.org.16 17

- *indicates monthly donor. This list acknowledges donors who made gifts of $500 or more and who were divided into before Crossroads’ mission. “Having been a Crossroads volunteer in the late 1980s, I wanted to stay connected to the organization for many volunteers, their lives are changed by Crossroads.” Simon Papé (Togo, 1988), Monthly Donor

**OUR DONORS AND FUNDERS**

Chair of the Board: Ian B. Anderson
**FINANCIAL STATEMENT**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total current</td>
<td>$286,715</td>
<td>$425,420</td>
</tr>
<tr>
<td>Investments</td>
<td>$2,691,706</td>
<td>$2,458,908</td>
</tr>
<tr>
<td>Capital assets</td>
<td>$13,947</td>
<td>$30,526</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,992,368</strong></td>
<td><strong>$2,914,854</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities &amp; Net Assets</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities*</td>
<td>$683,985</td>
<td>$641,275</td>
</tr>
<tr>
<td>Net assets</td>
<td>$2,308,383</td>
<td>$2,273,579</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,992,368</strong></td>
<td><strong>$2,914,854</strong></td>
</tr>
</tbody>
</table>

*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**

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

<table>
<thead>
<tr>
<th>Expenses</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>$2,807,056</td>
<td>$2,893,778</td>
</tr>
<tr>
<td>Volunteer contributions</td>
<td>$1,941,183</td>
<td>$1,897,371</td>
</tr>
<tr>
<td>Administration, governance and overhead</td>
<td>$803,798</td>
<td>$828,547</td>
</tr>
<tr>
<td>Fundraising</td>
<td>$237,505</td>
<td>$135,368</td>
</tr>
<tr>
<td>Public engagement program</td>
<td>$176,323</td>
<td>$192,573</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$5,965,865</strong></td>
<td><strong>$5,947,637</strong></td>
</tr>
</tbody>
</table>

**Surplus (deficit)**

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>($82,751)</td>
<td>($1,690)</td>
</tr>
</tbody>
</table>

Audited financial statements for Crossroads International are available on our website (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.