

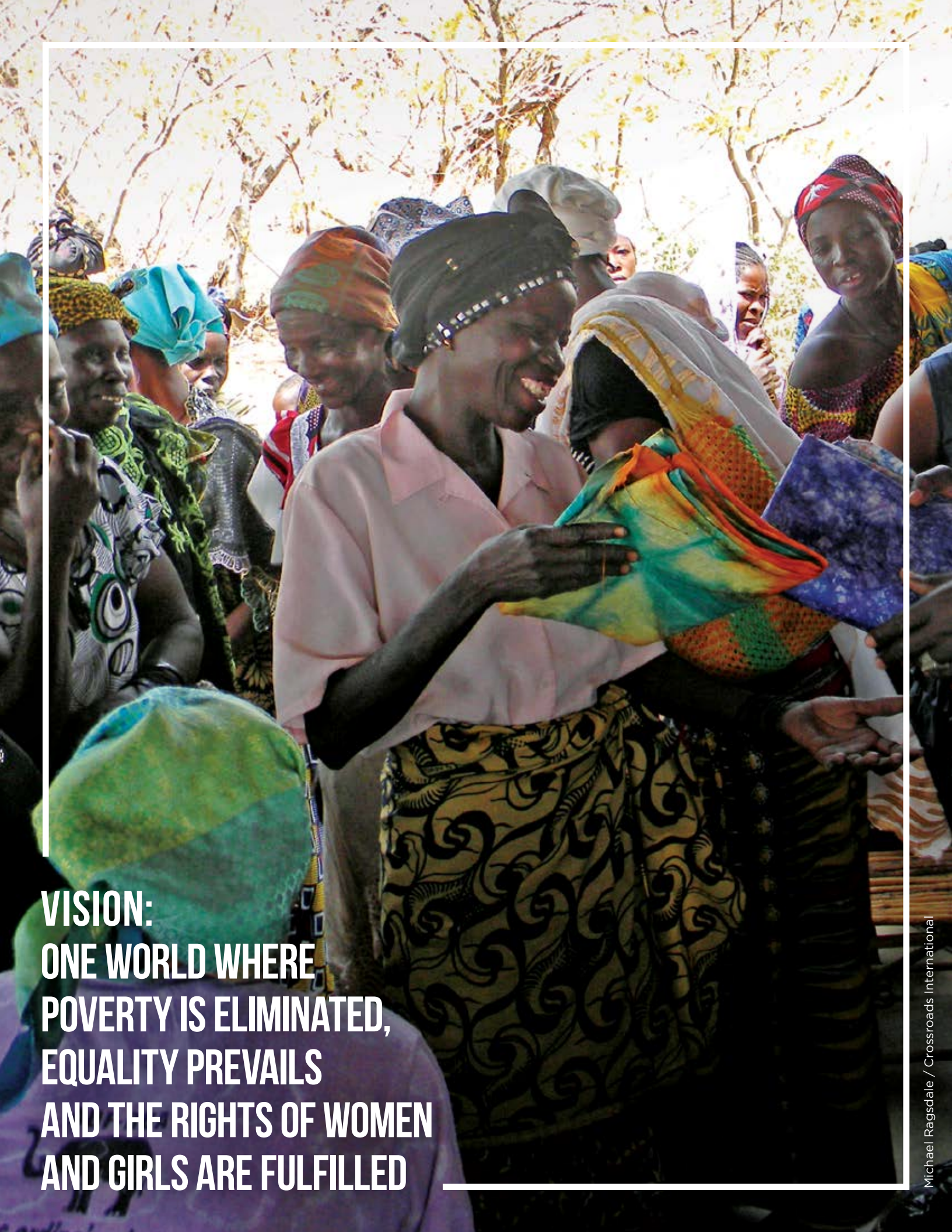
LIVES CHANGED

2016/2017
ANNUAL REPORT



CROSSROADS
INTERNATIONAL





**VISION:
ONE WORLD WHERE
POVERTY IS ELIMINATED,
EQUALITY PREVAILS
AND THE RIGHTS OF WOMEN
AND GIRLS ARE FULFILLED**

LIVING LEADERSHIP

This past year, the lives of many girls and women touched by the work of Crossroads International, were profoundly changed. Lives like Sayda's, a young banana grower in rural Bolivia, who now leads a community farmer organization, or Happiness who was promoted to the head of the research department within Crossroads' Tanzanian partner TGNP Mtandao. Today, Sayda and Happiness are leaders in their communities, thanks to their participation in innovative programs focused on empowering girls and women.

With the support of our volunteers and donors, Crossroads' Southern partners supported more than 30,000 people to change their lives for the better. Of these, 17,000 women and girls were supported to increase their access to justice, develop their leadership and decision-making skills or become more financially autonomous.

It has been more than a decade since Crossroads focused its work to advance equality for women and girls. While there have been positive outcomes globally and extreme poverty has declined, the vulnerability of women and girls has increased. The rights of women and girls are even more compromised in the face of increasing religious extremism and terrorism, climate change and war. In Mali, the threat of terrorism has resulted in the cessation of volunteer cooperation for the foreseeable future and has diminished our capacity to support local partners. Canada's new Feminist International Assistance Policy is an important and bold statement in the face of these challenges, but ultimately it will be up to all of us, to ensure our bold statement is more than just words. As you will read, collectively, we are enhancing the protection of girls' and

women's rights and increasing economic and leadership opportunities. With your support, we will continue to leverage strategic alliances and partnerships along with the expertise of our volunteers, to ensure that vulnerable people in the world can achieve their potential.

We would like to express our thanks to all our partners, our volunteers and our donors. Together we are a powerful movement for change that is enabling girls and women to transform their lives and their communities. In particular, we would like to thank Global Affairs Canada and the Ministère des Relations internationales et de la Francophonie du Québec for their ongoing partnership. Together we are ensuring that women and girls access and exercise their rights to live free from violence, increase their economic autonomy and take greater leadership in their community.



A stylized, handwritten signature of Susan Watts in black ink.

SUSAN WATTS
CHAIR, BOARD OF DIRECTORS



A stylized, handwritten signature of Carine Guidicelli in black ink.

CARINE GUIDICELLI
EXECUTIVE DIRECTOR

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

AISHA*

STRENGTHENING
SKILLS
FOR CHANGE



AISHA'S* STORY:

Aisha is originally from Togo. She was only 10 years old when her parents sent her to Accra, Ghana, because they could not afford her education. "I have a brother who is mentally disabled. One day, we had to put him in a hospital, which was expensive (...) so my parents sent me to Accra to live with family and to find a job." In Ghana, Aisha worked as a house girl for a woman who forced her to work day and night without adequate food or pay. "I ran away and slept on the streets for a while because I had no place to stay. I then met a friend (...). She introduced me to sex work. I made a lot of money and decided that I will just do sex work and not the housework anymore."

Things changed radically for Aisha when she met staff from Pro-Link, a Crossroads International partner advancing women's rights in Ghana. Pro-Link mobilized sex trade workers and women at risk to become peer educators to carry out health campaigns. The Obrapaa Women's Group is one such group composed of 20 women who now design and sell jewellery. "With Pro-Link I learned about HIV and other diseases so I have decided to stop sex work," said Aisha. "They [Pro-Link staff] told me to join the group to learn a skill so that, if they are not around anymore to help me, I can make some money without going back to sex work."

Crossroader Asia Clarke, a jewellery designer from Scarborough (Ontario), worked with Obrapaa on defining a business plan for the group. She assisted Obrapaa women in creating a brand and an initial collection called BIAKOYE that means togetherness. "The goal is creating a new collection, but this time scaling up production and making outreach to wholesalers

and boutiques across Africa and abroad," said the volunteer.

By working as part of the Obrapaa group Aisha sees a brighter future for herself and her daughter. "I want to make enough money to build a house so that I don't have to sleep on the streets anymore. And I want to take good care of my daughter and send her to school."

**"I WANT TO MAKE
ENOUGH MONEY TO
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THAT I DON'T HAVE
TO SLEEP ON THE
STREETS ANYMORE.
I WANT TO TAKE
GOOD CARE OF MY
DAUGHTER AND SEND
HER TO SCHOOL."**

*Her name has been changed. Aisha's story first appeared in a blog written by Crossroader in Ghana, Natalie Martin.

“TO OTHER GIRLS I WANT TO SAY: BE YOURSELF, BE CONFIDENT, HAVE FAITH IN YOURSELF AND WHATEVER YOU WANT TO DO, DO IT.”



04

NOMCEBO'S STORY:

Nomcebo Mdluli is confident when advising her older sisters about their life problems, “I am the youngest of six siblings and the only one who has ever been a member of a Girls’ Empowerment Club (...). When one of my sisters has a problem, I can help her if I am familiar with a similar situation another girl in the club has experienced and managed to sort out.” Nomcebo is 18 finishing high school in Ezulwini town, in Northwest Swaziland. She’s preparing to go to the university to study business and is planning to become a Girls’ Empowerment Club mentor.

“What we got from the club is very special. I learned how to fight for myself whenever somebody is close to do something like abusing (...), not to sit idly until somebody asks, ‘what’s the problem?’ (...) and how to stand in front of others and talk.”

Violence against children, predominantly girls, is very high in Swaziland. Perpetrators are mostly male and most often known to the victim.

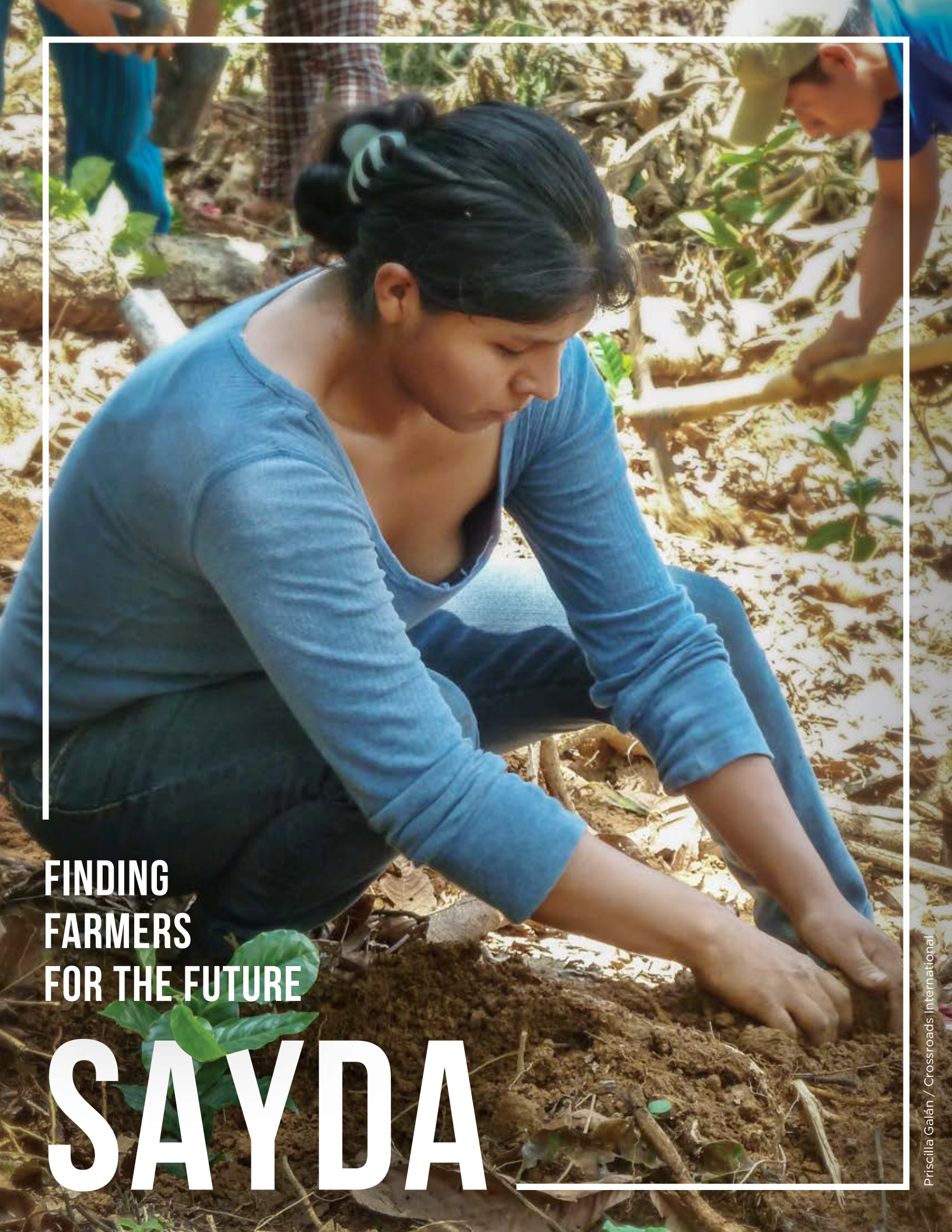
The Girls’ Empowerment Program introduces school girls and young women to the concept of gender equality, equipping them with tools for empowerment that will last a lifetime. The program provides girls with a safe space to talk about their experiences and supports them in reporting incidents when they suffer violence and abuse. They learn about their bodies, their potential and their rights. “The club taught us to tell them [boys] to leave us alone when they approach us [and] to tell them we do not want to do whatever they want us to do,” said the student.

Nomcebo’s confidence is visible when speaking in public and when encouraging other girls to be confident too. “To other girls I want to say: be yourself, be confident, have faith in yourself and whatever you want to do, do it.”

NOMCEBO

**BOOSTING
THE POTENTIAL
OF YOUNG GIRLS**





**FINDING
FARMERS
FOR THE FUTURE**

SAYDA

SAYDA'S STORY:

In rural Bolivia, young women rarely take part in agricultural organizations, but Sayda Apaza is an exception. At just 25 years of age, she's the owner of a citrus fruits and banana plot and is the secretary general of the farmers' group in the Caranavi province of La Paz's Department. Sayda is one of the 24 youth who attended the Ecological Schools workshops supported by Crossroads International with funding from UNIFOR's Social Justice Fund and implemented by local partner the Association of Organizations of Ecological Producers of Bolivia (AOPEB).

"I'm very thankful to this project because before I was shy, I did not like to take part in these sort of things, but with the support I received I was encouraged to participate in these types of activities and have become head of my community group."

In Bolivia, the migration of young people to big cities threatens the future of the agricultural sector on which so much of the economy depends. *Farmers for the Future* was a two-year pilot project to help youth see farming as a viable career option. Rural youth were trained in sustainable farming practices and Ecological Producers Organizations (EPOs) were encouraged to include youth as members and decision makers.

Participants gained skills in leadership, sustainable agriculture, accounting, and in using computers through five different workshops. "The most interesting [workshop] was the one on leadership because it was a way to motivate me. I am currently working on strengthening my community's agricultural production and I am progressing on this, finding new alternatives and new proposals along the way (...), so I intend to continue until I finish my mandate."

Sayda was one of 22 young trainees who implemented demonstration plots and replicated the training received with other young farmers. More than 140 youth attended the workshops organized by trainees like Sayda.

For Sayda there is still a lot to do to get more young people involved in agriculture within her community, especially young women.

"As a woman, I feel fortunate that my father encouraged me. I think of other girls whose parents think agriculture is too hard for their daughters and do not support them. Most of the young women in my community are looking for partners. They leave and they go far away from their families."

"WE NEED YOUNG PEOPLE TO STAY INVOLVED IN AGRICULTURE. EL CEIBO IS SELLING CHOCOLATE ALL OVER THE WORLD VERY SUCCESSFULLY, BUT WE LACK PRODUCT. THERE ARE JOBS [IN AGRICULTURE] AND WE NEED WELL TRAINED YOUTH TO PURSUE OUR WORK AND TO BE PART OF THE COOPERATIVE."

DON HOVED
HEAD OF THE COOPERATIVE EL CEIBO



ENGAGING
TRADITIONAL
LEADERS

CHIEF OPOKU NYARKO

CHIEF OPOKU NYARKO'S STORY:

"The first time I heard about the [Legal Literacy Volunteers] LLVs was at a meeting with WiLDAF (...) so I asked for this program to be implemented within my district," said Chief Opoku, one of the 46 community members trained as a Legal Literacy Volunteer within the Upper West Akim district in the Eastern region of Ghana.

"As a Chief, it [being a LLV] has made me stand tall amongst other leaders as there were some repressive policies and cruel practices that I've kicked against, like for instance (...) giving unfair judgements."

The training of community chiefs as LLVs is part of the Access to Justice Program supported by Crossroads International and implemented by Women in Law and Development in Africa (WiLDAF Ghana). In Ghana, domestic violence legislation has been in place since 2007, but gender-based violence is under reported. The program targets women at risk or who have experienced violence and is increasing women's knowledge of their rights. Community volunteers are trained about the domestic violence legislation and other laws. These LLVs become community resources to help others. Key to the program's success is the engagement of traditional and religious leaders who wield tremendous influence within the community and who, in many instances, are in charge of settling disputes.

"As LLVs, we have more knowledge about child's rights, human rights, and access to justice," said Chief Opoku. "Since I became a LLV, there has been in my community an increase in cases [of domestic violence] referred to the police and educational activities carried out."

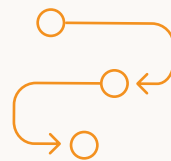
In 2016-2017, the Access to Justice Program reached more than 11,000 people.

"I challenge all traditional authorities to get involved in fighting domestic violence. Since every person came to this world through women, we should all have passion for them," said the Chief. "I am extremely grateful to WiLDAF and Crossroads for bringing the Access to Justice Program to my district."

**"AS A CHIEF, IT [BEING
A LLV] HAS MADE ME
STAND TALL AMONGST
OTHER LEADERS AS
THERE WERE SOME
REPRESSIVE POLICIES
AND CRUEL PRACTICES
THAT I'VE KICKED
AGAINST."**

HIGHLIGHTS

Thanks to the support of our donors and in collaboration with our partners and volunteers, Crossroads International directly benefited more than 30,000 people, including more than 17,000 women and girls



83% of Southern partners reported improved management systems and tools, thanks to the support of Crossroads' volunteers



Volunteers contributed 54,077 in-kind hours valued at more than \$1.9 million



More than 8,850 people in the South improved their income and more than 20,600 increased their capacity to access their rights

CANADA

The inaugural Karen Takacs Women's Leadership Grant was awarded to Crossroads' partner Groupe de réflexion et d'action Femme, Démocratie et Développement (GF2D) for their work promoting young girls' leadership in Togo

BOLIVIA

Farmers for the Future project resulted in a 10 per cent increase in youth participation in six Ecological Producer Organizations (EPOs)

SENEGAL

A private sector partnership with Green Beaver and Papillon MDC helped 1,300 women soap producers from the Union Nationale des Femmes Coopératrices du Sénégal (UNFCS) to improve their skills, develop new products and identify new markets

GHANA

Crossroads volunteers from Toronto-based Power to Girls Foundation, strengthened the confidence of more than 150 girls in six empowerment clubs by using art-based interventions

MALI

AJA Mali Executive Director, Soulaymane Sarr, expanded his network with Canadian educational and entrepreneurial organizations by attending the 2016 Forum mondial de l'économie sociale in Montreal

BURKINA FASO

Reducing gender-based violence and increasing women's and youth's economic empowerment are the primary objectives in five new partnerships launched in Burkina Faso

SWAZILAND

Crossroads volunteer, Marleigh Austin, helped the Youth Affairs Unit of partner FLAS with proposal writing and \$100,000 CAD was secured for the implementation of the youth advocacy program

TANZANIA

Female genital mutilation was curtailed in Kipunguni, Tanzania, when a TGNP Knowledge Centre, piloted a new program in integrated agriculture modeled after the program of Crossroads' partner La Colombe in Togo. Local women who relied on this practice for income, now have a sustainable alternative revenue source marketing fresh produce

TOGO

22 magistrates, police officers and paralegals are better equipped to address gender-based violence and increase women's access to justice thanks to a training provided by Crossroads' volunteers from John Howard Society of Toronto

CHAMPIONING LEADERS

HAPPINESS' STORY:

Happiness Maruchu is 30 years old and has just been promoted from Senior Officer to head of the Knowledge, Research and Analysis section within the TGNP Mtandao, a Crossroads' partner organization working on research and advocacy on gender issues and women's and girls' leadership and rights in Tanzania. "I was promoted right after attending the Action Research for Citizen Led Action training with the COADY International Institute through which I strengthened my skills in designing and coordinating gender research programs," said Happiness.

"Through the course, I learned how to include the participants in my research from the beginning to the end of the process. Before we did not include them in the advocacy efforts and with the training I learned new techniques to do so," said Happiness. She applied her new skills in a research project with gender empowerment hubs in schools in Dar es Salaam. "We conducted research with three student groups and we identified issues causing girls' school absenteeism such as inadequate washrooms, lack of sanitary pads or lack of water. Then we included girls in the advocacy activities with community members and leaders." These girl-led campaigns resulted in the construction of new latrines, the establishment of private changing rooms and the provision of sanitary pads.

COADY International Institute, based in Antigonish, Nova Scotia, is a Crossroads International Canadian partner focused on reinforcing the capacities of those working on development issues globally.

"I WANT TO CONTINUE APPLYING WHAT I LEARNED WITH THE COADY INSTITUTE IN MY RESEARCH PROJECTS ON GENDER-BASED VIOLENCE WITHIN SCHOOLS AND IN RURAL AREAS WHERE WOMEN WALK LONG DISTANCES TO COLLECT WATER AND ARE EXPOSED TO VIOLENCE."



OUR PARTNERS

Crossroads builds strong partnerships with local organizations, the private sector and Canadian civil society actors to address gender equality and poverty around the world. Together, we explore innovative approaches to ensure sustainable positive changes in the communities where we work.

BOLIVIA

Pro-rural – Asociación Boliviana para el Desarrollo Rural
Asociación Nacional EcuMénica de Desarrollo (ANED)
Asociación de Organizaciones de Productores Ecológicos de Bolivia (AOPEB)
Fundación AGRECOL Andes

BURKINA FASO

PAG-LA-YIRI- Association des femmes Association D'Appui et d'Eveil Pugsada (ADEP)
Coalition Burkinabé pour les Droits de la femme (CBDF)
Réseau d'Appui à la Citoyenneté des Femmes Rurales d'Afrique de l'Ouest et du Tchad (RESACIFROAT)
Association Solidarité et Entraide Mutuelle au Sahel (SEMUS)

CANADA

Coady International Institute – Swaziland, Ghana, and Tanzania
John B. Howard Society of Toronto – Ghana and Togo
Ernestine's Women's Shelter – Tanzania
Humber College International Development Program – Ghana
Miel Montréal – Togo
Union des producteurs agricoles (UPA) – Togo
Papillon MDC – Senegal
The Green Beaver Company – Senegal
TÉLUQ Université du Québec – Mali and Togo
ENABLIS Entrepreneurial Network – Senegal
Power to Girls Foundation – Ghana
Coop de Solidarité Jardins du Pied de Céleri – Senegal
Maytree Foundation – Ghana
Women's Human Rights Institute (WHRI) – Ghana

GHANA

ABANTU for Development
Network of Women in Growth (NEWIG)
Pro-Link Organization Ghana
Women in Law and Development in Africa Ghana (WiLDAF GHANA)

MALI

ADAF Gallè
Association Jeunesse Action Mali (AJA Mali)
Association Malienne pour la Promotion des Jeunes (AMPJ)
KILABO
RENAPESS (Pôle Jeunesse)

SENEGAL

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

SWAZILAND

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

TANZANIA

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

TOGO

Groupe de réflexion et d'action femme démocratie et développement (GF2D)
La Colombe

“WE RECEIVE A LOT OF SUPPORT FROM CROSSROADS, FROM ERNESTINE’S [WOMEN’S SHELTER]. THEY SENT US TO A TRAINING LAST YEAR [TO TORONTO] WHERE WE LEARNED A LOT OF THINGS, FOR INSTANCE HOW TO CONDUCT COUNSELLING.”

ANGEL PAUL OTTARU

KWIECO STAFF WHO ATTENDED A TRAINING ON SHELTER MANAGEMENT WITH CROSSROADS' CANADIAN PARTNER, ERNESTINE'S WOMEN'S SHELTER IN TORONTO

FATIMATA

EXPANDING HORIZONS



FATIMATA'S STORY:

In June 2016, with her baby daughter and during her maternity leave, Fatimata Kane ventured back to her country of birth, Senegal, where she worked for 12 months with the partner the Union Nationale des Femmes Coopératrices du Sénégal (UNFCS) as a fundraising adviser volunteer.

"I went to Senegal with the objective to share with UNFCS tools to enable them to diversify their source of finance (...) rather than me doing fundraising for them, so in the long term they will be autonomous when looking for new funds."

With this idea Fatimata, together with UNCFCS staff, started looking for a different type of partnership focused on local opportunities. "I looked for partnerships with Senegalese organizations with whom UNFCS could exchange skills and technology." The volunteer approached the Institute of Food Technology (ITA), a local research institution, with which UNFCS signed an agreement to train Senegalese women in the production of bakery products using local cereals. "UNFCS members are mainly specialized in soap production (...) but some work on cereal transformation so they asked me about the possibility to expand their knowledge in producing baking products with local cereals." The new partnership will train 35 female members of UNCFCS from three different regions who will in turn train other women within their communities.

Fatimata provided UNFCS staff not only with a new sustainable partnership with the ITA and other potential agreements, but also with an innovative tool kit and knowledge that will allow the organization to diversify and manage more efficiently their fundraising activities. "I am happy to see concrete results from my work (...) but at the same time I see a big potential that the partner can exploit further."

"The most rewarding experience as a volunteer has been the opportunity of expanding horizons (...), and more concretely with UNFCS it has been finding new venues for fundraising through technical partnership with local organizations that did not exist in the past," Fatimata concluded.

**“THE MOST
REWARDING
EXPERIENCE AS
A VOLUNTEER
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OF EXPANDING
HORIZONS.”**

OUR VOLUNTEERS

The expertise, enthusiasm and commitment of our volunteers leveraged change in 2016–2017. They applied their wide range of skills to respond to areas for growth identified by Crossroads' local partners.

NORTH-SOUTH CROSSROADERS

BOLIVIA

Elena Anghel Braikoff
Tanya Lecuyer
Victor Riquelme Pino
Angela Romero Pradilla
Tara Lorraine Scanlan

BURKINA FASO

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"I CAN PROUDLY SAY THAT MY WORK HAS PRODUCED CONCRETE RESULTS, IMPROVING AND STRENGTHENING PROJECTS THAT DIRECTLY CONTRIBUTE TO THE SUSTAINABLE DEVELOPMENT OF MY HOST PARTNERS AND COMMUNITIES (...) WE LIVE IN THIS WORLD TOGETHER, AND WE NEED TO WORK TOGETHER TO ENSURE THAT SUSTAINABLE DEVELOPMENT IS SUCCESSFUL, AND WE CAN ALL LIVE IN AN ENVIRONMENT THAT ALLOWS US TO THRIVE."

TANYA LECUYER

ORGANIZATIONAL STRENGTHENING ADVISOR, CROSSROADS INTERNATIONAL WITH PRO-RURAL IN BOLIVIA

**“THIS WAS AN
OPPORTUNITY
FOR ME TO
LEARN ABOUT
HOW WE CAN
HELP WOMEN [...]
BY LINKING THEM
WITH RESOURCES
AND SKILLS
TO BETTER
THEIR LIVES.”**

KARI HENRY

CROSSROADS INTERNATIONAL
LIAISON OFFICER VOLUNTEER
IN GHANA



OUR DONORS AND FUNDERS

Empowering women and girls and reducing poverty are possible thanks in part to the generous financial support of hundreds of organizations and individuals. Together we are building programs that transform lives.

GOVERNMENT FUNDERS

Global Affairs Canada (GAC)
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• Québec Sans Frontières
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\$ 100,000 +

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FINANCIAL STATEMENT

STATEMENT OF FINANCIAL POSITION

ASSETS	2017	2016
Total current	\$1,132,933	\$286,715
Investments	\$2,775,453	\$2,691,706
Capital assests	\$26,090	\$13,947
TOTAL	\$3,934,476	\$2,992,368

LIABILITIES & ASSETS	2017	2016
Current liabilites	\$1,385,271	\$683,985
Net assests	\$2,549,205	\$2,308,383
TOTAL	\$3,934,476	\$2,992,368

STATEMENT OF OPERATIONS

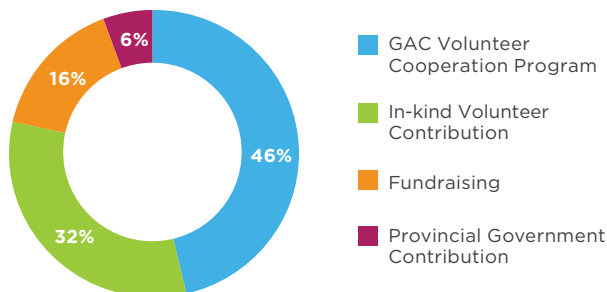
REVENUE	2017	2016
Federal Government - Global Affairs Canada (GAC)	\$2,842,887	\$2,771,108
Provincial govern-ment contributions (Quebec)	\$334,510	\$191,574
Volunteer contributions (in-kind)	\$1,975,073	\$1,941,183
Donations*	\$973,810	\$940,530
Investment income	\$223,644	\$28,451
Other revenue	\$6,780	\$10,268
TOTAL REVENUE	\$6,356,704	\$5,883,114

EXPENSES	2017	2016
Program	\$3,045,910	\$2,807,056
Volunteer contributions (in-kind)	\$1,975,073	\$1,941,183
Administration, governance and overhead	\$631,419	\$803,798
Public engagement program	\$247,775	\$176,323
Fundraising	\$224,596	\$237,505
TOTAL EXPENSES	\$6,124,773	\$5,965,865
Surplus (deficit)	\$231,931	(\$82,751)

*Crossroads International raised \$1,137,518 in donations from valued individual donors, foundations and other non-government supporters. For the year, \$973,810 from current and deferred donations was expended on programs and \$336,590 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.

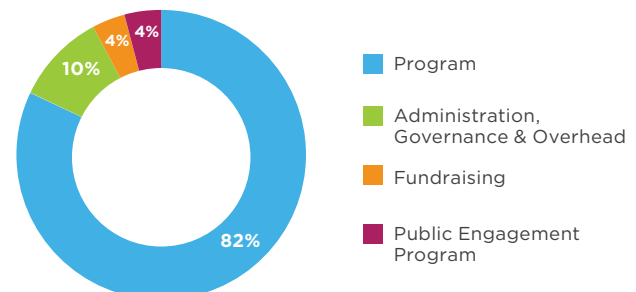
REVENUE

(including in-kind contributions by volunteers)



EXPENSES

(including in-kind contributions by volunteers)





**“SWIFT HAS
CHANGED MY LIFE,
THEY HELPED ME
TO BE POSITIVE
AND TO KEEP THE
HOPE THAT I
HAD LOST FOR A
LONG TIME.”**

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