

# ANNUAL REPORT

# 2016



CHURCH WORLD SERVICE







**Church World Service is a faith-based organization transforming communities around the globe through just and sustainable responses to hunger, poverty, displacement and disaster.**



# From the President & CEO



2016 has been a difficult year, not only for our world but also internally as an organization. It has forced us to try new approaches and respond quickly to the changing climate.

2016 is also the year of the 70th anniversary of CWS and a year we celebrate six decades of partnership in Vietnam, along with the countless partnerships we have developed in communities across the globe through our seven decades of service.

And in response to upheaval, chaos, prejudice, widespread displacement and hatred, our Members, our partners, our donors and our staff have responded as they have always:

**They have responded by fighting for justice and equality.**

The CWS response is considered, effective, professional, faithful and loving.

The CWS response is: In Cairo, a psychosocial program for refugees and asylum seekers on issues of mental health, medical needs, financial assistance and housing.

In Serbia, blankets, baby carriers, winter clothing and food for those families on the move into Europe.

In Myanmar, facing down the effects of waterborne diseases after flooding.

In the U.S., affiliates welcoming refugees from 35 different countries: the majority from the Democratic Republic of Congo, Syria, Afghanistan, Burma, Iraq, Somalia, Bhutan, Iran and Ukraine.

The CWS response is addressing changing weather conditions and malnutrition; accountability in humanitarian response; water provision; environmental stewardship; and community planning and resource management. We are responding by celebrating and building a future for the world's children: children with incarcerated parents; children whom we find in domestic servitude or caught in the net of trafficking; children who don't have a home, or a meal or peace of mind.

This year we look at our world's children, as we acknowledge that while we work toward our 75th Anniversary, these next five years are critical, too, in their lives.

Your partnership and generosity and sharing in so many ways is what reminds us that the gift of service is the substance of faith, and the assurance that the future will indeed be filled with even greater possibilities.

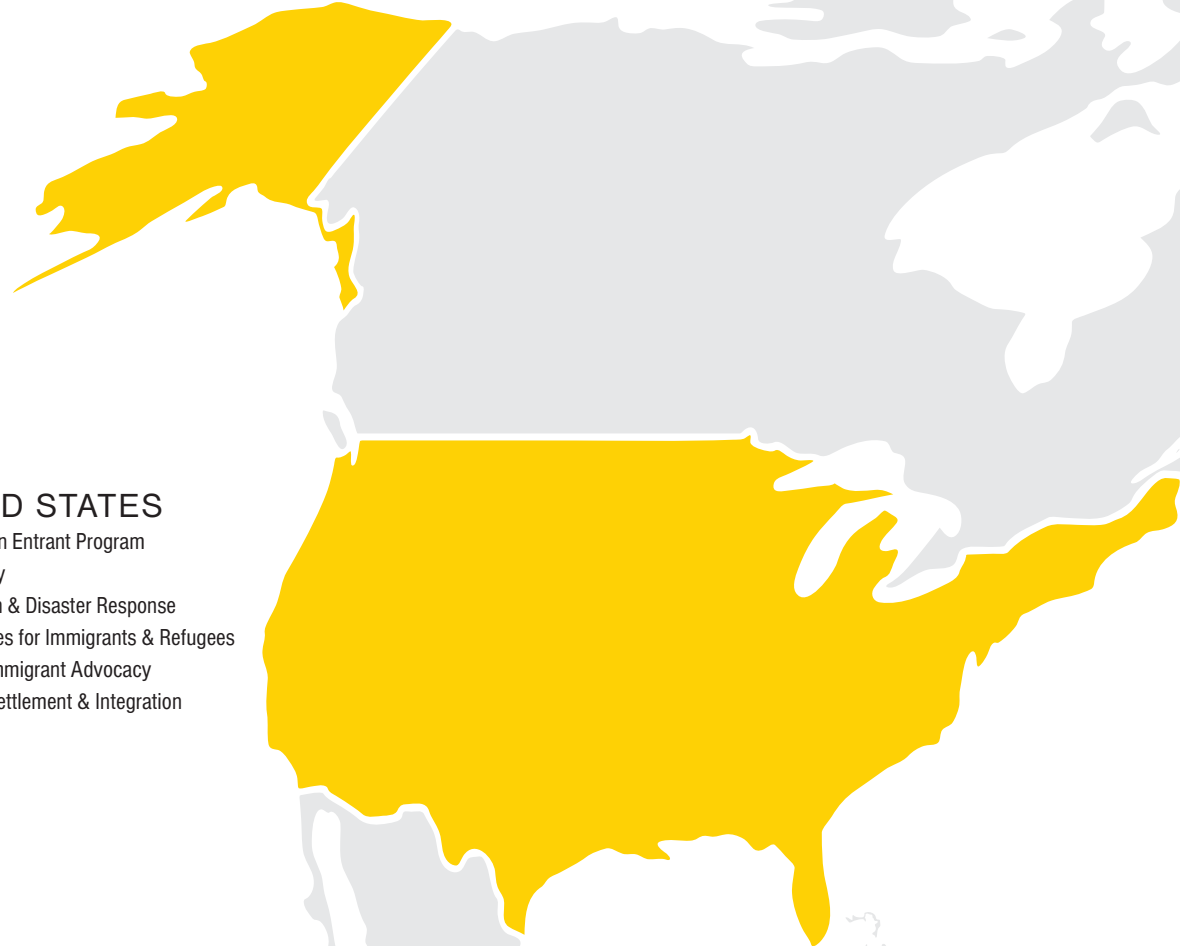
In Friendship,

Rev. John L. McCullough  
President and CEO





# North America



## UNITED STATES

- Cuban Haitian Entrant Program
- Food Security
- Humanitarian & Disaster Response
- Legal Services for Immigrants & Refugees
- Refugee & Immigrant Advocacy
- Refugee Resettlement & Integration



A refugee family integrating into their new life and community in the U.S.

## U.S. REFUGEE RESETTLEMENT: RECEPTION & PLACEMENT

*United States*

Since 1975, the U.S. Refugee Admissions Program has welcomed more than 3 million refugees from all over the world. This year, CWS assisted 8,236 refugees to begin new lives in the U.S. through its network of 25 affiliates and eight CWS local offices. During a period of unprecedented global displacement, this number represents an increase of 19 percent over the previous year. Thanks to increased resettlement targets by the U.S. and the welcome of local communities, CWS expects to extend this life-giving program to even greater numbers of refugees in the next year.

Through the Reception and Placement Program, CWS affiliates meet newcomers at the airport and bring them to their new homes, which have been rented and furnished in advance of their arrival. In the 30 to 90 days after arrival, CWS assists refugee individuals and families with orientation to their new culture and community, enrollment in school and English language training programs, health assessment and medical assistance and connection to local public, social and employment services to help them to achieve stability and secure their first jobs. None of this would be possible without the support of community volunteers and faith-based welcome teams, who demonstrate their generosity and welcome to newly arrived refugees by volunteering their time to support CWS affiliate staff, teach English, help refugees find jobs and offer their friendship during a challenging period of transition. Community members also contribute clothing, household goods and a variety of in-kind contributions that help make refugees' new apartments feel like home. Through the Reception and Placement Program, refugees build a strong foundation for their long-term integration and success.

### CWS RESETTLES REFUGEES IN THE FOLLOWING U.S. COMMUNITIES:

- Phoenix, AZ
- Los Angeles, CA
- Sacramento, CA
- New Haven, CT
- Delray Beach, FL
- Miami, FL
- Atlanta, GA
- Chicago, IL
- Indianapolis, IN
- Lexington, KY
- Louisville, KY
- Grand Rapids, MI
- Minneapolis, MN
- Lincoln, NE
- Omaha, NE
- Concord, NH
- Jersey City, NJ
- Buffalo, NY
- Rochester, NY
- Syracuse, NY
- Durham, NC
- Greensboro, NC
- Columbus, OH
- Portland, OR
- Lancaster, PA
- Knoxville, TN
- Amarillo, TX
- Austin, TX
- Dallas, TX
- Fort Worth, TX
- Houston, TX
- Harrisonburg, VA
- Richmond, VA

**This year, CWS resettled 8,236 REFUGEES of 41 nationalities in 33 communities across the United States.**





CWS Durham Americorps-Vista staffer Nick Sorosky and 2 clients work to set up an apartment for a new arrival.

Photo: Kate Roberts

## SUPPORTING REFUGEE INTEGRATION

United States

CWS builds on its initial resettlement programming through integration programs that extend services to refugees past the initial 90 day resettlement period.

CWS assists refugees in 27 communities across the U.S. to achieve early self-sufficiency within six months of arrival through the Matching Grant Program. Refugees enrolled in the program receive modest financial support while they participate in extended case management and employment services needed to familiarize them to the U.S. labor market, learn how to find and succeed in jobs and address barriers to employment. By leveraging refugees' strengths, the MG Program has a remarkable success rate: this year, 86 percent of refugees were self-sufficient through employment six months after arrival. Local communities match every two dollars provided by the federal government with one dollar of contributions of time, goods and financial support. In federal fiscal year 2016, local communities will contribute \$3.5 million to support refugees' early self-sufficiency.

CWS provides the most vulnerable refugees in 15 communities with individualized, intensive services through the Preferred Communities Program. These services include intensive case management, intensive community orientation, alternative wellness programming and community engagement. All services are marked by their attention to a collaborative, strengths-based, extended and holistic approach. By the conclusion of services, refugees are financially stable, have achieved the goals set out in their service plan and are able to independently navigate their communities. Recognizing that improving integration outcomes requires support and capacity within the receiving community, the program engages in targeted partnership development and community partner training to ensure that refugees have access to appropriate services.

In its first year, the Refugee AmeriCorps program will enhance mutual understanding between refugees and their new U.S. community through intensive community orientation. Eleven full-time AmeriCorps members in 10 communities will offer in-depth, interactive, localized orientation to newly arrived refugees and build capacity within the local community to work with refugees. Intensive community orientation will focus on the areas of housing, health and employment, which are identified pillars of successful resettlement and integration. Through increased mutual understanding, refugees will be able to independently navigate their communities, maintain a stable and safe environment and ultimately achieve long term integration.

### CWS PROVIDES INTEGRATION SERVICES TO REFUGEES IN THESE U.S. COMMUNITIES:

Phoenix, AZ	Jersey City, NJ
Delray Beach, FL	Buffalo, NY
Miami, FL	Rochester, NY
Atlanta, GA	Syracuse, NY
Indianapolis, IN	Columbus, OH
Lexington, KY	Lancaster, PA
Louisville, KY	Knoxville, TN
Grand Rapids, MI	Amarillo, TX
Minneapolis, MN	Austin, TX
Durham, NC	Dallas, TX
Greensboro, NC	Fort Worth, TX
Lincoln, NE	Houston, TX
Omaha, NE	Harrisonburg, VA
Concord, NH	Richmond, VA

### CWS ADMINISTERS MG SELF-SUFFICIENCY SERVICES IN THESE U.S. COMMUNITIES:

Phoenix, AZ	Jersey City, NJ
Delray Beach, FL	Buffalo, NY
Miami, FL	Rochester, NY
Atlanta, GA	Syracuse, NY
Indianapolis, IN	Lancaster, PA
Lexington, KY	Knoxville, TN
Louisville, KY	Amarillo, TX
Grand Rapids, MI	Austin, TX
Minneapolis, MN	Dallas, TX
Durham, NC	Fort Worth, TX
Greensboro, NC	Houston, TX
Lincoln, NE	Harrisonburg, VA
Omaha, NE	Richmond, VA
Concord, NH	

### CWS PROVIDES PC INTENSIVE CASE MANAGEMENT SERVICES IN THESE COMMUNITIES:

Grand Rapids, MI	Columbus, OH
Buffalo, NY	Lancaster, PA
Syracuse, NY	Amarillo, TX
Durham, NC	Dallas, TX
Greensboro, NC	Harrisonburg, VA
Lincoln, NE	

### REFUGEE AMERICORPS MEMBERS PROVIDE INTENSIVE COMMUNITY ORIENTATION IN THESE COMMUNITIES:

Delray Beach, FL	Greensboro, NC
Grand Rapids, MI	Columbus, OH
Minneapolis, MN	Lancaster, PA
Jersey City, NJ	Harrisonburg, VA
Durham, NC	Richmond, VA

## CUBAN HAITIAN ENTRANT PROGRAM

United States

The Cuban Haitian Entrant Program provides primary and secondary resettlement services to Cuban and Haitian entrants who are paroled or released on their own recognizance from the Department of Homeland Security. The program provides orderly and structured reception, processing and resettlement services to Cuban and Haitian clients in an effort to lead them towards economic self-sufficiency and independence in the U.S. As part of the CHEP program, the CWS/IRP+ Parolee Orientation Program provides cultural orientation to newly arrived Cuban and Haitian Family Reunification entrants and assists in requesting their Employment Authorization Document, as well as referring them to the Matching Grant for employment services.

One of the main goals of the program is to assist Cuban and Haitian entrants in attaining economic self-sufficiency and financial independence by the 180th day, providing core services and case management in a manner that is sensitive to the culture, language and complex needs of this population. This is accomplished by providing all free case clients and family reunification clients extensive orientation, including but not limited to employment orientation, how to obtain their social security cards and drivers' licenses, school registration for school-aged children, ESL classes for adults and guidance for immigration-related issues. All free case clients are provided with decent, safe and sanitary housing, food, clothing and other basic necessities.

**From Oct. 2015 - June 2016 CHEP resettled  
2,685 CUBAN FAMILY CASES  
& 985 CUBAN FREE CASES**

## LEGAL SERVICES FOR IMMIGRANTS & REFUGEES ACROSS THE U.S.

United States

CWS provides immigration legal services at local resettlement offices throughout the United States, helping file immigration applications and providing the necessary guidance to keep families together. In addition to providing direct legal services, CWS staff host Know Your Rights workshops, conduct naturalization preparedness sessions and participate in community consultations with U.S. Citizenship and Immigration Services.

**CWS-administered offices  
supported nearly  
1,000 PERSONS  
in becoming American citizens  
this fiscal year.**



Photo: CWS



Photo: Carol Foulke/CWS





Photo: Aaron Taylor/CWS

Leaders of Haitian organizations participate in CWS Protection Training in Haiti.

## CARIBBEAN DEPLOYMENT PROGRAM

*Aruba, Haiti, Saint Lucia, Trinidad and Tobago*

The refugee population in the Caribbean is highly dispersed throughout the region's 27 states and territories. Historically, Cubans and Haitians have comprised the main migrant and asylum-seeking populations in the Caribbean, though the number of extra-continental asylum seekers has increased significantly since 2004. Refugees from more than 30 countries of origin are now spread across the entire Caribbean region. For small island states that do not consider themselves asylum destinations, these flows of asylum seekers have increased the need for assistance from the United Nations High Commissioner for Refugees including support missions to determine refugee status and identify resettlement needs.

CWS has partnered with UNHCR since 2013 to deploy U.S.-based staff to the Caribbean region where they interview refugees and prepare their submissions for resettlement to the U.S. or other resettlement countries. The program's overall goal is to increase UNHCR's capacity to secure durable solutions for refugees in the region.

In addition to these short-term deployments, a multi-day, joint UNHCR-CWS training was carried out at CWS headquarters in New York City for six new deployees. Sessions covered refugee protection in the Caribbean context; refugee status determination procedures; resettlement processing; completing resettlement registration forms; interview techniques; security on missions; CWS deployment administration and logistics.



Photo: Sean Hawley

In San Pedro Sula, the first stop for repatriated migrant children is the Centre for Attention of Returned Migrants and Children of the Honduran Institute for Children and Family. This centre alone often receives 500 children in a day. Children are given a medical checkup, an interview with a psychologist, as most have suffered traumatic experiences during and before the perilous attempt to reach the US. Many of the children have been victims of violence and sexual abuse and alarming numbers have been kidnapped during the journey by criminal gangs in Mexico, for extortion or to be sold on for prostitution.

## UNACCOMPANIED CHILDREN CRISIS

*United States*

CWS continues to advocate for the safeguarding of unaccompanied minors crossing into the U.S. from Central America's Northern Triangle to ensure that their human rights are respected and that they have access to social services, legal services and family reunification. CWS and partners successfully defeated legislation that would have removed important protections from Central American children seeking asylum and supported The Fair Day in Court for Kids Act (S. 2540 and H.R. 4646) which would ensure that children in immigration court proceedings would have access to counsel, legal orientation programs, and post-release services. CWS mobilizes churches in the Sanctuary Movement, which has mobilized churches around the country to open their doors to people with deportation orders and has led the Interfaith Immigration Coalition to speak out more boldly on these issues. CWS is also mobilizing against detention in general, with specific emphasis against the use of private prisons and the detention bed quota that Congress imposes each year.

CWS and community partners assist unaccompanied minors by providing legal counsel in the form of attorney consultations, assistance with asylum applications, and attorney representation before USCIS, immigration and dependency court.

CWS supports families wishing to reunite with their children through the Central-American Minors Affidavit of Relationship Family Reunification Program, which was launched in December 2014. Through this program, parents can file an application for family reunification on behalf of their children. CWS supports the expansion of this program, announced in July 2016, which would allow more relatives to be included on the application and would permit sons and daughters of parents over 21 to file applications.

**262 APPLICANTS**  
for Central American minors  
were filed by CWS this year  
**200 FOR EL SALVADOR,**  
**51 FOR HONDURAS &**  
**11 FOR GUATEMALA**  
on behalf of 412 individuals.

**During this same period,**  
**31 CENTRAL**  
**AMERICAN**  
**MINORS**  
arrived as refugees  
through CWS.



## ADVOCACY & GRASSROOTS ORGANIZING

**This year, our IRP+ advocacy team has held the line against anti-refugee and anti-immigrant proposals, elevated the moral call for hospitality and mobilized refugee leaders to make their voices heard.**

### DEFEATING ANTI-REFUGEE AND ANTI-IMMIGRANT LEGISLATION

Following erroneous reports that a Syrian refugee was involved in the tragic terrorist attacks in Paris, more than 80 anti-refugee bills were introduced in the U.S. Congress, and 52 anti-refugee bills were introduced in 19 state legislatures. CWS responded immediately, sharing policy analysis and action alerts with its 33 offices and affiliates, 37 member communions, refugee and immigrant leaders and partners. Together, we defeated legislation that would have stopped the resettlement of Syrian and Iraqi refugees, forced local police to serve as immigration officers and negatively impacted refugee and immigrant communities. We also successfully urged the administration to increase refugee admissions and improve access to family reunification for Syrian and Iraqi refugees. As both the United Nations General Assembly and President Obama host summits on refugees and continue to seek solutions to the refugee crisis, CWS is urging the U.S. to lead by example by doubling refugee resettlement, ensuring access to protection for asylum seekers, and increasing funding for refugee assistance and resettlement.

### LIFTING UP THE MORAL CALL FOR RADICAL HOSPITALITY

CWS has played a key role in coordinating the resurgence of the Sanctuary Movement, in which 500 congregations across the country are demonstrating solidarity with individuals facing deportation and more than 6,000 people of faith are calling for an end to the raids that have targeted Central American asylum seekers. We also coordinated the filing of a faith-based amicus brief to the U.S. Supreme Court in support of the Deferred Action for Parents of Americans and expanded Deferred Action for Childhood Arrivals programs.

### TRAINING REFUGEE LEADERS IN COMMUNITY ORGANIZING & CIVIC ENGAGEMENT

CWS is changing the narrative about refugees by training refugee leaders in community organizing, media outreach, civic engagement and voter turnout. More than 300 refugee leaders in Georgia, North Carolina, Ohio, Pennsylvania, Texas and Virginia are building New Americans teams to collectively lift their voices against anti-refugee proposals and demonstrate that refugees are constituents who need to be listened to. These teams are moving forward to win concrete changes important to their communities, and are registering hundreds of New Americans to vote. Through this work supported by Unbound Philanthropy and the Carnegie Corporation, we are serving as a catalyst for sustainable change in how refugees are treated by the media, the public and policy makers.

**By combining policy analysis, media outreach and grassroots organizing the IRP+ advocacy team continues to stop harmful legislation, win concrete policy changes and transform how refugees and immigrants are viewed by the media and policy makers.**



Walkers in the 2015 Boulder CROP Hunger Walk in Boulder, CO.

## CROP HUNGER WALK

*United States*

The CROP Hunger Walk is a movement to raise funds to address one of the greatest injustices facing our world: hunger. For nearly half a century, these community-wide events have celebrated the enduring commitment of fundraisers and volunteers to build a legacy of ending hunger in the United States and around the globe. In fact, 3 million CROP Hunger Walkers have participated in over 37,000 CROP Hunger Walks and raised more than \$277 million in the past 20 years.

Annually, volunteers in hundreds of cities throughout the country host a CROP Hunger Walk and activate tens of thousands of individuals from communities of faith, schools, businesses, etc. These walkers donate and engage their peers to sponsor vital programs which ensure that more people worldwide have access to nutritious, permanent food sources. This year, participants ranged from newborn to 100 years old, demonstrating the multi-generational nature of the events.

The CROP Hunger Walk is unique in its expansive impact on both local and global hunger. Participants partner with people in their own communities and worldwide to open up new doors of opportunity. This year, 120,761 people joined 1,006 CROP Hunger Walks nationwide. This year's participants were able to raise \$10,026,610, nearly a quarter of which supported 1,918 food banks, homeless shelters, soup kitchens and more.

**This year,  
120,761  
people joined  
1,006  
CROP Hunger Walks  
nationwide**





Photo: Megan Cagle/CWS

CWS President and CEO the Rev. John L. McCullough at the March on Climate Change in Washington, D.C. during Pope Francis's visit in the fall of 2015.

## CLIMATE CHANGE

*United States*

Church World Service is proud to have contributed to some of the most significant global advances made in 2015 on climate change.

As Pope Francis published his *Laudato Si* – an Encyclical on Climate Change – and then addressed the U.S. Congress and the United Nations – CWS joined faith-based organizations to promote the positive messages on climate justice. Through blogs, social media and participation in interfaith events, CWS contributed to the global faith call for policies that protect the poor and vulnerable; preserve ecology and prioritize indigenous people, women and children, migrants and refugees – all disproportionately affected by climate change.

In the build up to the UN's 21st Convention on Climate Change, the Rev. John L. McCullough travelled to Kenya to address Pan African parliamentarians, faith and civil society leaders on climate and reaffirm shared commitments to addressing climate in domestic and international programming, policy and advocacy work. In Paris, 195 countries in the Paris Agreement hammered out the outline of a joint framework on climate, including a pledge to deliver climate finance to the world's poorest countries and to work towards a "1.5 degree world." This is an important breakthrough, because limiting warming to two degrees Celsius would not prevent dangerous climate change.

Since then, an historic number of rich and poor nations alike – including the United States - have contributed to the Green Climate Fund, which aims through grants and loans to prioritize less-developed, African and Small Island States to prepare for and adapt to climate change. The continued support by the U.S. Government comes after months of concerted effort by CWS and its allies to raise the profile of the GCF on Capitol Hill and urge Congress to honor President Obama's GCF pledge of \$500 million. It also signals the growing Congressional acceptance that climate change poses real and present risks to the planet, and the continuing need for US leadership in finding solutions.

Record and rising temperatures throughout the world in early 2016 underscore the continued urgency of proactive United States engagement on the climate. CWS continues to raise public awareness on climate change and to prioritize climate advocacy across all areas of its work.

## FOREIGN ASSISTANCE ADDRESSING GLOBAL HUNGER & POVERTY

*United States*

Through our advocacy work with Congress and grassroots mobilization of faith leaders in key Congressional districts, we have helped protect the humanitarian and poverty-focused international aid budget from cuts and achieved increases in key accounts such as development assistance. Our efforts help ensure that the United States provides agricultural assistance for small-scale farmers, emergency food aid, water and sanitation support, refugee assistance, climate adaptation, global health care and basic education for vulnerable people in low-income communities around the world.

Our CWS team joins more than 40 participants in the Interfaith Working Group on Foreign Assistance. Among the members are several CWS member communions, including the Evangelical Lutheran Church in America, the United Church of Christ, the Episcopal Church, the Presbyterian Church (USA) and the United Methodist Church.

## NORMALIZATION OF U.S. - CUBA RELATIONS

*United States*

For many years CWS has led the ecumenical faith community's effort – as part of a broader coalitional movement – for the normalization of U.S.-Cuba relations. The fruit of these decades of continued advocacy was realized in 2015 with the restoration of diplomatic relations between the U.S. and Cuba.

In 2016, CWS participated in advisory sessions with the White House prior to President Obama's historic trip to Cuba and with Dr. Shaun Casey, U.S. Special Representative for Religion and Global Affairs, prior to his Cuba trip. CWS continues to advocate with Congress for a complete end to the trade embargo and to lift restrictions on travel to Cuba for all Americans.

## ISRAELI - PALESTINIAN PEACE WITH JUSTICE

*United States*

CWS advocates with the White House and Congress for robust U.S. efforts toward a just and sustainable peace to end the Israeli-Palestinian conflict, an end to the Israeli occupation of the Palestinian West Bank, reconstruction of Gaza, a viable Palestinian state and a secure Israel and respect for human rights in the region.

In April, the Rev. John McCullough attended a gathering in Atlanta on the Israeli-Palestinian conflict entitled "Pursuing Peace and Strengthening Presence: The Atlanta Summit of American and Palestinian Churches." This was a high-level meeting with heads of the churches and ecumenical organizations in Jerusalem and the United States. The Jerusalem church leaders urged the U.S. churches to do more toward bringing an end to the occupation and to achieve a just resolution of the conflict.



A sample CWS Hygiene Kit and CWS Emergency Cleanup Bucket on display at a community disaster preparedness workshop in Texas.

Photo: CWS

## EMERGENCY RESPONSE

*Japan, Myanmar, Serbia, Tanzania, United States*

CWS was formed in response to an emergency, and disaster mitigation, preparedness and response continue to be an important part of our work. Last year we responded to emergencies both in the United States and abroad by providing material supplies, expertise and financial support.

In Serbia, CWS and partners provided vital supplies to displaced families who were moving through Serbia and into other parts of Europe. These supplies included blankets, baby carriers, winter clothing and food. CWS and partners have responded to the influx of Burundian refugees in Tanzania by providing access to clean water, latrines, youth activities, livelihoods and psychosocial counseling.

Following the Kumamoto earthquake in Japan in April, CWS and partners helped provide immediate assistance and support to temporary shelters set up for people whose homes had been destroyed. As Myanmar's Ayeyarwady River delta faced the worst flooding since 2012, CWS worked with 70,000 people in 60 communities to mitigate the effects and combat waterborne illnesses.

In the United States, we continue to respond to requests for supplies from communities affected by disaster. This year, we distributed 38,514 CWS Hygiene Kits, 25,795 School Kits, 6,658 Emergency Cleanup Buckets, 5,184 Blankets and 2,245 Baby Kits in the United States to a total of 22 states.

**CWS distributed a total of**  
**231,263**  
**CWS KITS**  
**& BUCKETS**  
**this year.**



## Africa

**ANGOLA**  
Shipment of Material Goods

**BOTSWANA**  
Refugee Protection & Care

**BURUNDI**  
Refugee Protection & Care

**CAMEROON**  
Refugee Protection & Care

**CHAD**  
Refugee Protection & Care

**DEMOCRATIC REPUBLIC OF CONGO**  
Refugee Protection & Care

**DJIBOUTI**  
Refugee Protection & Care

**ETHIOPIA**  
Refugee Protection & Care

**GHANA**  
Refugee Protection & Care

**IVORY COAST**  
Refugee Protection & Care  
Humanitarian Policy Research

**KENYA**  
Refugee Livelihoods  
Refugee Protection & Care  
Safe Space Program  
School Safe Zones  
Water, Sanitation & Hygiene

**LIBERIA**  
Refugee Protection & Care

**MALAWI**  
Refugee Protection & Care

**MAURITANIA**  
Refugee Protection & Care

**MOZAMBIQUE**  
Refugee Protection & Care

**NAMIBIA**  
Refugee Protection and Care

**NIGERIA**  
Refugee Protection & Care

**RWANDA**  
Humanitarian & Disaster Response  
Humanitarian Policy Research  
Refugee Livelihoods  
Refugee Protection and Care

**SOUTH AFRICA**  
Refugee Livelihoods  
Refugee Protection & Care  
Safe Space Program

**SUDAN**  
Refugee Protection & Care

**TANZANIA**  
Humanitarian & Disaster Response  
Refugee Livelihoods  
Refugee Protection & Care  
Water, Sanitation & Hygiene

**TOGO**  
Refugee Protection & Care

**UGANDA**  
Integrated Rural Development  
Refugee Protection & Care

**ZAMBIA**  
Refugee Protection & Care

**ZIMBABWE**  
Refugee Protection & Care







Photo: Annie Griffiths/Ripple Effect Images

Almost all of the refugees at the Kakuma Refugee Camp in rural Kenya are Somali and are first in line to get out of the area. Tens of thousands of refugees live in this camp, giving it the appearance of a small city.

## RESETTLEMENT SUPPORT CENTER AFRICA

*Botswana, Burundi, Cameroon, Chad, Democratic Republic of Congo, Djibouti, Ethiopia, Ghana, Ivory Coast, Kenya, Liberia, Malawi, Mauritania, Mozambique, Namibia, Nigeria, Rwanda, South Africa, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe*

Resettlement Support Center Africa operates the U.S. Refugee Admissions Program in sub-Saharan Africa through a Cooperative Agreement with the Department of State Bureau of Population, Refugees and Migration. RSC Africa is responsible for the preparation of refugee case files for adjudication by U.S. Citizenship and Immigration Services officers, as well as the out-processing and cultural orientation of all approved cases.

RSC Africa is administered by the Church World Service Immigration and Refugee Program and is based in Nairobi, Kenya with an operating region consisting of 49 countries in sub-Saharan Africa. A sub-office in Pretoria, South Africa, operates in several countries including Malawi, Zambia, Botswana, Mozambique, Zimbabwe, Namibia and South Africa. It is anticipated that a satellite office will be established in Kasulu, Tanzania, in fiscal year 2017.

## IMPROVING ACCESS TO RESETTLEMENT

*Cameroon, Chad, Ethiopia, Kenya, Malawi, Rwanda, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe*

For many refugees, resettlement consideration through the U.S. Refugee Admissions Program begins with a series of assessments at a United Nations High Commissioner for Refugees office in a camp, city or settlement in sub-Saharan Africa. UNHCR's mandate includes the registration and protection of refugees as well as the identification of durable solutions for them. For less than one percent of refugees in the world, their solution is a resettlement referral to the USRAP.

Our Africa Regional Deployment Unit was established to increase and streamline the number of UNHCR referrals to the USRAP. On a quarterly basis, ARDU provides trained staff to UNHCR operations throughout sub-Saharan Africa to assist them in identifying refugees for resettlement consideration, writing resettlement referrals, reviewing and approving referrals for submission into USRAP and determining whether resettlement is in the best interest of refugee children whose parents are missing or deceased.



Photo: Annie Griffiths/Ripple Effect Images

Hundreds of refugees wait in line for food, sometimes humiliated by the experience but grateful for the food distributions.

## OVERSEAS CULTURAL ORIENTATION

*Cameroon, Ethiopia, Kenya, Liberia, Nigeria, Rwanda, Sudan, Tanzania, Togo, Uganda*

RSC Africa's Cultural Orientation Program facilitates Cultural Orientation for USRAP-approved refugees, helping them develop realistic expectations of life in the U.S. Instructors employ a variety of forms of instruction, including the use of videos, group activities and models to provide a hands-on learning opportunity and to accommodate for the diversity of literacy levels and learning styles of participants.

CO training emphasizes the importance of learning English, finding employment and becoming self-sufficient with an aim to help refugees see their role in a successful resettlement process. The training ensures that the refugees gain the knowledge and skills needed to acclimate successfully to life in the U.S. It also takes into account refugee sub-populations that have been noted to have integration challenges, such as individuals with special needs, unaccompanied refugee minors and at-risk youth.

**As of July 2016, about**  
**14,700**  
**REFUGEES**  
 had received  
**Cultural Orientation**  
 before leaving  
 for the U.S.



Photo: Carol Fouke-Mpoyo

Refugees attending a cultural orientation class in Nairobi, Kenya.



# LIVELIHOODS FOR URBAN & RURAL REFUGEE POPULATIONS

Rwanda, South Africa, Tanzania

According to UNHCR, more than half of all refugees now live in urban areas. Through its Urban Self-Reliance Program, CWS works one-on-one with urban refugees to develop individualized livelihoods and employment strategies and to improve knowledge of local workplace culture and labor markets. CWS also assists local citizens to improve job search and business management skills and encourages social cohesion through employment training workshops that involve both refugee and host community participants.

Through intensive case management and employer outreach, CWS assisted nearly 80 urban refugees in Dar es Salaam, Tanzania, and Johannesburg, South Africa, during the past year. In South Africa, where refugees have the right to employment, 64 percent of participants gained employment during their five-month service period, a significant accomplishment in a context where unemployment is over 30 percent.

In Tanzania, participants focused on self-employment, with 34 refugees developing business plans for new or expanded business activities. CWS has begun linking refugee entrepreneurs with Tanzanian microfinance institutions and community banks to improve access to working capital in support of business expansion.

**78 INDIVIDUALS**  
in Tanzania & South Africa benefitted  
directly from the program, with an estimated  
**300 HOUSEHOLD MEMBERS**  
benefitting indirectly.



Rush hour on Von Wiellig Street in Johannesburg, South Africa.

# BURUNDIAN REFUGEE CRISIS

Rwanda, Tanzania

Since the outbreak of violence in Burundi in April 2015, more than 270,000 men, women and children have fled the country, including over 150,000 into neighboring Tanzania. While open armed conflict has since subsided, reports continue of targeted assassinations, torture and other physical threats related to political conflict inside Burundi. These conditions, compounded by economic collapse, make it virtually impossible for displaced Burundians to return home safely.

During the past year, CWS has been at the forefront of the ACT Alliance emergency response in Tanzania. Working together with Tanganyika Christian Refugee Service, a long-standing partner and member of the ACT Alliance, this emergency response has provided for the construction of 361 new water points, latrines and other sanitation facilities in Mtendeli and Nyarugusu refugee camps. More than 4,000 refugee men, women and children have benefitted from community-based psychosocial support, and more than 8,000 refugee youth have participated in 45 youth center events.

In 2015, CWS partnered with YWCA Rwanda to implement a street theater campaign on preventing sexual and gender-based violence and HIV awareness in Mahama Camp, home to 45,000 Burundian refugees. In the words of theater performance attendee: "This play made us aware of the high risk of getting infected with HIV. I thank the organizers for using theatre to address GBV in the camp by trying to change mindset of men."

With the refugee crisis now moving into protracted displacement that could last for several years, CWS, TCRS and other ACT Alliance members are prepared to continue emergency response activities and to expand access to livelihoods and self-reliance for refugee men and women.



CWS and ACT Alliance support Burundian refugees in a camp.

Photo: Masha Tsvetkova/Church of Sweden/ACT Alliance

# SAFE SPACE PROGRAM

Kenya, South Africa

Around the globe, persons who identify as lesbian, gay, bisexual, trans and/or intersex continue to face persecution, and many are forced to flee their homes in search of safety. Now in its third year, the CWS Safe Space program encourages faith communities to extend welcome to persons of all sexual orientations, gender identities and expressions - collectively known as SOGIE - including LGBTI refugees and asylum seekers.

This year, CWS conducted introductory training on SOGIE and its nexus with forced displacement and asylum processes, with more than 750 faith leaders in Kenya and South Africa. Our team produced a short video called *I Am Who I Am*, in which LGBTI refugees share their experiences in Kenya and their countries of origin and emphasize the importance that faith plays in their lives. This video serves as a training tool in outreach and sensitization on safe and inclusive faith spaces.

By encouraging knowledge and attitude shifts among faith leaders, the CWS Safe Space program is part of a broader effort to create public discourse that is free from homophobia, transphobia and xenophobia. In the words of one Kenyan training participant, "Pastors, our work is to provide spiritual guidance, give safe space to every human being and the opportunity to worship God without discrimination, intimidation, isolation or condemnation."

## PROGRAM PARTICIPANTS

**763** Faith communities in learning workshops

**7** National policy events attended by CWS Safe Space program participants

**234** Faith leaders & civil society in dialogue activities

**144** LGBTI refugees in community-based protection trainings



The rainbow flag flies high above the compound in the Kakuma Refugee Camp that many LGBTI refugees call home.

# INTEGRATED RURAL DEVELOPMENT

Uganda

In 2011, CWS and three partner agencies embarked on a collaborative initiative designed to strengthen the resiliency of Karamojong households and communities. Called the TOGETHER initiative, this program seeks to address challenges to development in the region. Limited access to land, water and essential services exacerbates armed conflict and increases poverty and vulnerability to drought and other natural disasters.

Using an integrated approach, TOGETHER has linked asset-building and community training to address access to education, health services, water and sanitation, food security and livelihoods opportunities.

As part of this consortium, CWS has focused on improving rural livelihoods, including through the formation and training of 67 village savings-and-loan associations. By 2016, new income-generating activities were underway using working capital raised through these associations, with a portion of new income now being reinvested in improved household food security.



A woman at a community garden in Nasinyon village in the Karamoja region. The garden is funded and run with CWS assistance and is part of the TOGETHER project.

Photo: Chris Heilinger/CWS





Photo: Joel Cooper/CWS

A student attends a remedial class after school at Losakucha Primary School. Supplies are so scarce, students are forced to write in the dirt with their fingers.

## SCHOOL SAFE ZONES

Kenya

According to UNICEF's State of the World's Children report, millions of children around the world are denied the right to education because of poverty, gender or geographical location. Ensuring that all children can attend school safely is the goal of the CWS School Safe Zones program, a collaborative approach that mobilizes parents, teachers and school administrators to enhance children's access to quality education.

In the past year, our Nairobi-based team has worked alongside communities in Kenya's arid northeastern region, including in Turkana and West Pokot counties. This region is characterized by low school enrollment, high dropout rates and poor educational infrastructure. School Safe Zones is increasing access to education in remote areas through the construction of buildings, water points and latrines at school sites as well as through community awareness campaigns that encourage parents to value education for both girls and boys.

In other locations, CWS and community partners have improved existing school infrastructure through the construction of libraries and dormitories and enhanced students' safety by fencing school grounds and water supplies. In Kenya, CWS continues to work with the Ministry of Education to conduct annual trainings for school administrators on school safety, drawing on a national safety standards manual that CWS and the Ministry produced in 2008.

**An estimated  
2,200 CHILDREN  
were impacted, in addition to  
1,100 PARENTS  
or households benefitting  
from the program.**

**There were also an estimated  
203 SCHOOL  
OFFICIALS  
participating in  
safety training.**



Photo: Beth Oppenheim/CWS

A river in Kitui, Kenya, where CWS has implemented Water for Life projects.

## SUSTAINABLE ACCESS TO WATER

Kenya, Tanzania

Since 2008, CWS's Water for Life program has improved access to water in remote arid locations in East Africa through the construction of sand dams, water tanks, earth dams, boreholes and other community water infrastructure.

An external evaluation of the program, conducted in late 2015, found that CWS and its local partners are successfully addressing emergency water needs in communities severely affected by seasonal water shortages. Out of the 10 Water for Life sites in Kenya that were randomly selected by the evaluation team, community water systems in eight had remained fully functional since their completion in 2012.

This 80 percent success rate exceeds the typical performance of water supply interventions in remote areas of the region. The evaluation found strong evidence of community uptake, participation and ownership at Water for Life projects sites, to which the sustainability of CWS-supported water systems could be attributed.

In 2015-2016, Water for Life activities took place in Kenya's Baringo, Kitui, Turkana and West Pokot counties and in Tanzania's Morogoro district. In locations where seasonal water scarcity has been successfully eliminated, CWS is now working with community groups to put surplus water toward sustainable livelihoods, including through training on agricultural practices that are conducive to arid environments.

**In eight months,  
the average distance  
to clean water for 19  
communities in East Africa  
DECREASED  
FROM 6.3 MILES  
TO 0.6 MILES.**





# Middle East / North Africa

## EGYPT

Protection, Education and Psychosocial Support for Refugees

## LEBANON

Shipment of Material Goods

## PALESTINE / ISRAEL

Accompaniment, Protection and Advocacy

## SYRIA

Shipment of Material Goods



Photo: EAPPI

# ECUMENICAL ACCOMPANIMENT PROGRAM

*Israel, Palestine*

The Ecumenical Accompaniment Program in Palestine and Israel brings volunteers from around the world to Palestine and Israel to serve as ecumenical accompaniers and witnesses for peace. It is a program of the World Council of Churches with volunteers participating from over 20 countries. Ecumenical accompaniers live in the West Bank for three months and provide support to vulnerable communities, monitor and report human rights abuses and connect with Palestinians and Israelis working together for a just peace. In the United States, EAPPI is supported by churches in partnership with CWS and welcomes engagement from a wide range of churches, agencies and individuals.

This program is a unique expression of the faith community's commitment to a just peace in the region. It provides churches and individuals the opportunity to give expression to that commitment through steadfast accompaniment of Palestinians and Israelis working for justice. When they return home, ecumenical accompaniers talk about their first-hand experiences, raising awareness and hope that a just and peaceful resolution to the Israeli/Palestinian conflict is possible. Three volunteers from the U.S. served in the program this year.

CWS would like to acknowledge the engagement of Christian Church (Disciples of Christ) (in the US and Canada), The Episcopal Church, Evangelical Lutheran Church in America, Presbyterian Church (USA), United Church of Christ (in the United States), and The United Methodist Church.

**This year will mark the 50<sup>TH</sup> ANNIVERSARY of the occupation. CWS and member denominations remain committed to working with Israelis and Palestinians for a just and peaceful resolution to the conflict.**



Pat Ochodnicki, a CWS Ecumenical Accompanier, surveys demolition in the distance in the village of Khirbet Tana.





Photo: Paul Jeffrey

A refugee student in a class at StARS.

## EGYPT REFUGEE PROGRAM

*Egypt*

CWS partners with St. Andrew's Refugee Services to assist refugees and asylum seekers in Cairo, increasing their ability to meet basic needs through education, legal services and psychosocial support. Refugee students and clients come from Ethiopia, Eritrea, Iraq, Somalia, South Sudan, Sudan and Syria. Even in the face of declining international funding for refugees in Egypt, our support has enabled St. Andrew's to hire more staff, develop new programs and increase services to students and clients.

The Children's Education Program provides primary and secondary education in Cairo for more than 300 refugee children. The Adult Education Program offers a variety of classes, including English, sewing, computer skills and teacher training that will increase the livelihood opportunities of students. Over 1,500 students participated, meeting not only local needs, but working to achieve the global goal set by humanitarian agencies across the world of increasing educational access for refugee children.

The Psychosocial Program assisted over 2,200 refugees and asylum seekers on issues of mental health, medical needs, financial assistance and housing. Additionally, around 1,900 children and adults participated in a range of group support activities.

Lastly, the Refugee Legal Aid Program employs lawyers to assist refugees and asylum seekers with a range of legal and protection needs. Services provided include support in gaining refugee status, assistance in the resettlement process for eligible refugees and workshops in which refugees learn about the legal context for refugees in Egypt. RLAP assisted more than 5,000 clients this year.

**Our Egypt Refugee Program helped more than 14,000 REFUGEES and asylum seekers this year, an increase of about 50 percent over last year.**



## Europe



**ARMENIA**  
Shipment of Material Goods

**BOSNIA-HERZEGOVINA**  
Renewable Energy Technologies

**GEORGIA**  
Renewable Energy Technologies

**MOLDOVA**  
Renewable Energy Technologies

**SERBIA**  
Child Protection (focus on Roma communities)  
Humanitarian & Disaster Response  
Shipment of Material Goods





A solar water heating system in Georgia.

Photo: Maurice Bloem/CWS

## RENEWABLE ENERGY TECHNOLOGIES

*Bosnia and Herzegovina, Georgia, Moldova*

Our team in Europe, in conjunction with local partners, aims to enable farmers, internally displaced persons, returned refugees, eco-migrants and other vulnerable groups to overcome poverty and build sustainable livelihoods. We accomplish this by providing training and resources for families and communities to utilize renewable energy resources and to develop cooperatives and social enterprises. Through the use of renewable energy, the program enables families to decrease traditional energy consumption, which had previously been costing an unusually large portion of their income. Our Renewable Energy Technologies program takes place in Moldova, Georgia and Bosnia and Herzegovina and enables communities to learn from similar communities in other nations.

This year in Bosnia and Herzegovina, CWS and a local partner equipped the nation's first solar village, which is energy independent. We helped secure three kilowatt hours of electricity and 125 litres of water per day for each of the community's 38 households. In Moldova, another CWS partnership led to training and resources for communities and families to build 75 solar hot water collectors, 10 solar collectors for heating, 12 photovoltaic panels that produce electricity, a wind turbine, 15 composters, two biofilters for water treatment, a biogas plant, two dry toilets for kindergartens and six dry toilets for households.

**This year, CWS helped equip the  
FIRST ENERGY  
INDEPENDENT  
COMMUNITY  
in Bosnia and Herzegovina.**



Photo: Maurice Bloem/CWS

Mzisadar Kiria stands next to her fruit and vegetable dryer. She can dry over 250 pounds of different fruits. This serves the dual purpose of ensuring that fruit doesn't go to waste and providing Mzisadar and her family with extra income through the sale of the dried fruits. Her family made about \$220 through fruit sales last year.





Photo: CWS

What should I be when I grow up? A Roma boy in a CWS-supported preschool class in Belgrade, Serbia.

## ROMA PROGRAM

*Serbia*

Europe's Roma population faces steep challenges, including severe discrimination, a lack of education and employment opportunities and extreme poverty. In Serbia, two out of every three Roma children live in poverty, and only one in five will finish primary school. Our Roma Program provides rights-based, long-term support to Roma women and children who live in a number of informal settlements across Belgrade, Serbia's capital.

CWS and local partners support educational opportunities for children who are at risk of becoming street children, including preschool and after-school programs. We are helping to ensure that these students possess the fundamental language, literacy and math skills to prepare them for later education.

Through literacy classes and vocational training, CWS and local partners are helping Roma women to become more educated and better prepared to enter the labor force. Roma communities, and women in particular, are discriminated against at many levels, and this program protects the dignity of Roma women.

**This year, we assisted  
153 HOUSEHOLDS.**

**133 CHILDREN  
finished the school year.**

**26 WOMEN  
finished literacy classes.**



## Asia

### CAMBODIA

Food Security & Nutrition  
Livelihoods  
Water, Sanitation & Hygiene

### INDONESIA

Disaster Risk Reduction & Management  
Food Security & Nutrition  
Refugee Protection & Care  
Water, Sanitation & Hygiene

### JAPAN

Disaster Risk Reduction  
Humanitarian & Disaster Response

### MYANMAR

Disaster Risk Reduction & Management  
Humanitarian & Disaster Response  
Livelihoods  
Nutrition Education  
Water, Sanitation & Hygiene

### THAILAND

Child Protection Policy Development  
Public Health

### TIMOR-LESTE

HIV-AIDS Education & Awareness

### VIETNAM

Child Rights & Protection Awareness  
Education Support  
Nutrition Education  
Water, Sanitation & Hygiene







Photo: CWS

Young children suffering from severe malnutrition receive treatment at a CWS-supported Therapeutic Feeding Center in West Timor, Indonesia.

## TIMOR ZERO HUNGER

*Indonesia*

Among the challenges CWS helps families overcome in remote and impoverished southeast Indonesia are those of child hunger and malnutrition. In combining forces and resources with the local Ministry of Health, our Timor Zero Hunger team fought hard every day this year to address these issues and won more than 100 small battles!

In one Therapeutic Feeding Center, CWS-supported nurses treated 101 young children suffering from severe, acute malnutrition with high-energy milk and nutritious food supplements. Importantly, mothers were part of the process and, in time, each child's health improved so they could go home. Now, with new knowledge about how better to feed her children nutritiously, each mother is a CWS partner in fighting for zero hunger.

To further fight hunger, CWS supports home gardening and chicken-raising for 262 families – more than 1,000 people. Families now have healthier and more diverse diets, including protein-rich eggs and chicken meat, plus vitamin A-rich fruits and vegetables. Additionally, our team helped more than 100 households increase access to an improved water source – a protected well or spring – and hygiene knowledge and practices. Many families have built better latrines and are encouraging their neighbors to do the same.

In addition to Timor Zero Hunger, the CWS Indonesia team and partners focus on disaster risk reduction in east central Indonesia and support hundreds of refugees and asylum seekers in Jakarta, including nearly 100 unaccompanied and separated children.

**CWS efforts in Indonesia positively impacted 21,212 PEOPLE in 22 rural communities and one city this year.**



Photo: CWS

CWS Japan General Secretary Takeshi Komino, third from left, at the World Humanitarian Summit with members of CWS public and private sector partners.

## DISASTER RISK REDUCTION

*Japan*

As a voice for disaster risk reduction advocacy and action within CWS and in the wider humanitarian response sector, our team in Japan made noteworthy progress this year.

By building on lessons learned in responding to the East Japan Earthquake and Tsunami in 2011 - which caused the Fukushima nuclear disaster - CWS Japan led a coalition of non-governmental and faith-based partners at the World Humanitarian Summit. In organizing and leading networks like the Japan CSO Coalition for DRR, the private-public Japan Platform and the Japan Ecumenical Task Force for SAIGAI (disaster), our team helped formulate the commitments stemming from the Summit. As a result of the work of CWS Japan and other organizations, world leaders have promised action to reduce disaster risks for everyone, including the world's most vulnerable people.

Going forward, our team in Japan will continue to raise our voice for disaster risk reduction and, if another disaster happens, for quality and accountability in humanitarian response. CWS Japan is also an organizing responder to emergencies in Japan, including the Kumamoto earthquake this year. Additionally, CWS Japan is a conduit for Japanese government and private funding in support of CWS and partner humanitarian and development work in Asia and worldwide.

**CWS efforts in Japan positively impacted 1,241,615 PEOPLE this year.**





Photo: Adam Royston / CWS

## CLEAN WATER ACCESS FOR COMMUNITY WELL-BEING

Myanmar

Our team in Myanmar focused on meeting acute and chronic water needs this year. In the remote southeast part of the country, we worked with communities to form water committees and improve gravity flow water systems. Now, women and children are safer because they no longer need to navigate steep, muddy paths to collect water and they have time for other activities. In all, more than 1,000 people now have routine access to clean water.

In the southwest Ayeyarwady River delta, a prolonged dry season depleted a pond that was a community's daily water source. CWS helped residents pump water, with permission, from a nearby community's well. During the worst two months of the drought, nearly 1,000 people had access to clean, safe water who otherwise would not.

Also in a combined recovery and long-term development initiative, CWS and partners joined community leaders to bring high-quality, ceramic water filters to more than 6,000 families affected by flooding in the Ayeyarwady region. These filters remove contaminants from flood-affected well water, keeping families safer and reducing disease.

Other programs across Myanmar addressed community-based disaster risk reduction as well as hygiene, nutrition and livelihoods. This includes a pilot program to expand poultry raising, an effective way for families to overcome hunger and poverty.

**CWS efforts in Myanmar positively impacted 28,685 PEOPLE this year.**

High-quality, ceramic water filters were distributed to more than 6,000 families affected by flooding in the Ayeyarwady region.



Photo: CWS

## NEW IDEA

Vietnam

Our Vietnam team continues to work with some of the nation's poorest and most remote ethnic minority communities. This year, key partnerships in our highly successful campaign to promote latrine use led to gains in hygiene and sanitation and a reduction of disease and illness. This campaign reached thousands of people; 594 families built household latrines, meaning that roughly 3,000 people began to use latrines rather than practicing open defecation. In fact, 13 villages met the standards to be certified as open defecation free.

We also focused on raising awareness about human trafficking, a very real concern in impoverished rural Vietnam, particularly among women and children from extremely poor ethnic minority communities. Through 35 awareness-raising events led by graduates of CWS-organized anti-trafficking workshops, nearly 1,800 people can now better recognize risks and protect themselves against human trafficking.

This work was complemented in Vietnam by other programs to improve water, sanitation and hygiene in schools - including boarding schools for ethnic minority children from remote mountain villages - and a special project to increase the use of home-generated biogas for household energy needs. Additionally, in September we were honored by the national government for more than six decades of loyal partnership in humanitarian action and development.

**CWS efforts in Vietnam positively impacted 37,967 PEOPLE in 62 rural communities this year.**

CWS staff provide hands-on guidance to instruct communities on how to build latrines.





Photo: CWS

## PROMOTING BETTER LIVES

*Cambodia*

In Cambodia, CWS and our local partners reached over 7,300 families - tens of thousands of people - this year. Together, our team helped these families improve their food security, access to safe water, community banking and understanding of good sanitation and hygiene.

Part of improving food security included ensuring that farmers had the supplies and expertise to succeed in the face of changing weather conditions. Following basic awareness-raising, CWS provided chicks and vegetable seeds to families to jump-start momentum after they joined education and training sessions. Of those who participated in the training, 77 percent said that the duration of their annual food shortages decreased by at least half. The number of severely underweight children in these families dropped by six percent, a result families attributed anecdotally to having more nutritious food.

CWS also continued efforts to increase community self-reliance by training and supporting Water, Sanitation and Hygiene - known as WASH - educators. These educators, in turn, increased awareness in their communities about disease transmission, safe water storage, household waste management and sanitation and hygiene for disease prevention. In fact, 85 percent of CWS activity participants said that they now use soap and water for handwashing, which pairs with access to healthy food to reduce malnutrition.

**CWS efforts in Cambodia positively impacted 33,169 PEOPLE in 64 communities this year.**

CWS works with village savings and loans groups to ensure proper recordkeeping.



## Latin America & Caribbean



### ARGENTINA

Child Protection  
Community Development  
Food Security & Nutrition  
Land Rights

### ARUBA

Caribbean Deployment Program

### BAHAMAS

Shipment of Material Goods

### BOLIVIA

Community Development  
Food Security & Nutrition  
Land Rights

### BRAZIL

Child Protection

### CHILE

Child Protection

### CUBA

Humanitarian Assistance  
U.S.-based Advocacy

### DOMINICAN REPUBLIC

Child Protection  
Food Security & Nutrition  
Humanitarian & Disaster Response

### GUATEMALA

Food Security & Nutrition

### HAITI

Caribbean Deployment Program  
Children's Rights  
Clean Water  
Community Development  
Food Security  
Humanitarian & Disaster Response  
Shelter

### HONDURAS

Food Security & Nutrition

### MEXICO

Child Protection

### NICARAGUA

Child Protection  
Food Security & Nutrition

### PANAMA

Child Protection

### PARAGUAY

Community Development  
Food Security and Nutrition  
Land Rights

### SAINT LUCIA

Caribbean Deployment Program

### TRINIDAD & TOBAGO

Caribbean Deployment Program

### URUGUAY

Child Protection





Photo: Paul Jeffrey / CWS

Edulia Vaquera and Gregorio Galarza laugh as they show some of the harvest from their garden in the Guarani indigenous village of Kapiguasuti, Bolivia. They and their neighbors started the gardens with assistance from CWS.

## SOUTH AMERICAN GRAN CHACO REGION

*Argentina, Bolivia, Paraguay*

The South American Gran Chaco, a vast, semi-arid and sparsely populated region twice the size of California, is home to some 25 different indigenous groups. Most families in the Chaco live in extreme poverty, lack access to land and water, suffer discrimination and are denied dignity and an ability to meet basic needs. For more than a decade, our team has supported local efforts to expand indigenous people's access to ancestral lands, water, food security and justice through community organizing, advocacy, agricultural training and skill building.

In the last year, CWS has been part of the establishment of a state-civil society roundtable to promote water solutions in the Chaco region of Salta province, Argentina, where up to half of children are malnourished. In Paraguay and Bolivia, we have helped 100 families establish organic kitchen gardens for consumption and income. Additionally, 150 indigenous women participated in training and exchange opportunities that they used to create development and advocacy plans focusing on water and healthcare. Members of 15 communities learned new ways to use geographic information systems and participatory mapping techniques for community planning, resource management, more effective advocacy and conflict prevention and resolution.

**At any time, about  
50 COMMUNITIES  
are participating in  
CWS-supported programs.**



Photo: Amber Blake / CWS

Eduardo Flores has been elected by his community in Nicaragua's Rio Coco region to visit a training center. Promoters like Eduardo gain expertise at the center and then share what they learn with others in their home communities.

## CENTRAL AMERICAN FOOD SECURITY

*Guatemala, Honduras, Nicaragua*

In Central America, CWS stands with indigenous and impoverished rural farmers who are struggling in the face of changing climates, fragile environments, a lack of supportive policies and an epidemic of violence stemming from weak governance. CWS and partners continue to support these farmers' efforts to live more food secure lives with dignity and in harmony with the environment. We work to ensure that forced migration to urban areas or across borders is not the only way out of poverty.

In Guatemala, CWS-supported greenhouses, which are staffed by a women's group, produce a variety of vegetables year-round for household consumption and as additional income. Women of different generations work together in meaningful employment, which builds their confidence.

Reinforcing community water structures to better align with national water laws and public policy is a major emphasis of our programs in Nicaragua and Honduras. In Honduras, 15 community water management committees provide better services to their members and interact more effectively with local authorities as a result of CWS-supported training.

CWS helps expand training, technical assistance and skill building, especially for rural women and youth. Additionally, our support builds communities' capacities to effectively interact with and hold accountable local authorities in areas such as water access and management, food security, prevention of gender-based violence and environmental stewardship.

**With an additional six  
greenhouses built this  
year, there are now  
68 TOTAL  
CWS-SUPPORTED  
GREENHOUSES  
IN GUATEMALA.**





Cooperative members in Lamontay Nan Jil, Haiti, have access to the bakery, where they bake bread for consumption and sale.

Photo: Alex Morse / Foods Resource Bank

## HAITI / DOMINICAN REPUBLIC

*Haiti, Dominican Republic*

Our Latin America and Caribbean team's largest programs are in Haiti and the Dominican Republic. In Haiti, CWS is helping to rebuild homes for families who settled in spontaneous camps after the 2010 earthquake. Thirty houses were built this year, bringing the total so far up to 222. To ensure that families have adequate water access, we also helped construct four community cisterns and form two new water committees. As most of these families are farmers, we accompany them with seeds and planting training as well as animal breeding.

Additionally, in the country's Northwest department - which is the nation's most food insecure district - CWS and partners support community cooperatives and associations. We have helped build the last two of 12 cooperative offices and accompanied two cooperatives to start a community store, two cooperatives to participate in training about children's rights, six through financial management training and all in peer learning opportunities. Members have access to microcredit and learn the importance of vegetable production and consumption. As a response to prolonged drought resulting in farmers losing up to 80 percent of crops, we helped provide seeds. CWS also supports advocacy efforts to end child domestic servitude while providing direct support to a school offering accelerated education for this group of children.

In the Dominican Republic, CWS supports training and organizing efforts among Haitian migrants and Dominicans of Haitian descent in rural communities to advance their rights. Men and women engage in dialogue and negotiation with local authorities to help address issues, including preschool education, vocational skills, road repair, food security, health, crime prevention, land tenure and housing and water. CWS also advocates for those facing statelessness and for harmonious relations between Haiti and the Dominican Republic.

**CWS accompanies  
7,000 FARMERS  
in Haiti & the  
Dominican Republic  
to improve  
food security.**



Photo: CWS

One of the 222 houses in Boen and Ganther, Haiti, that CWS and partners have built since the 2010 earthquake. This home now belongs to Gismé Jimmy and his wife Marie Genis Milien.





Photo: Marisa Montes

## CHILDREN OF INCARCERATED PARENTS

*Argentina, Brazil, Chile, Dominican Republic, Guatemala, Mexico, Nicaragua, Panama, Uruguay*

A growing number of children across Latin America and the Caribbean now face the difficult situation of having an incarcerated parent. This experience adversely affects children and often leads to a dangerous combination of trauma, shame and stigma. CWS leads and financially supports the only regional coalition that aims to make the more than two million children that experience parental incarceration in Latin America visible and known to states, civil society and advocates. We promote collaborative approaches to the development, implementation and evaluation of policy and programs that strengthen families and protect these children and their rights.

In the past year, this coalition has made great progress. CWS facilitated a visit to the Dominican Republic of two experts from the United States to meet with children's rights advocates, government authorities, churches and prison officials and to raise the profile of the estimated 30,000 children with an incarcerated parent in the Dominican Republic.

Last October, CWS and partners were granted a formal hearing to present for the first time to the Inter-American Commission of Human Rights in Washington, D.C. the situation of children with incarcerated parents in Latin America. Additionally, in April the CWS-supported platform held its second annual assembly in Mexico City as a way to introduce local authorities, civil society, academia and media to the reality and needs of the estimated 346,000 children with incarcerated parents in Mexico. CWS is also leading the work of the Argentinean roundtable that works around this issue and is supporting the first ever survey of children of incarcerated fathers in Guatemala along with UNICEF.

**With the addition of members from Chile & Mexico this year, the CWS-supported regional advocacy platform now advocates on behalf of 71% OF CHILDREN OF INCARCERATED PARENTS IN THE REGION.**



## CWS Member Communion

This year, CWS celebrates its 70th anniversary!

Founded in 1946, CWS is a faith-based relief, refugee and development organization currently comprised of 37 member communions. CWS symbolizes an extraordinary constituency when we consider these 37 members and the rich diversity of denominations, theologies, traditions, histories and cultures they represent.

CWS serves as a collaborative, ecumenical and global force. We convene our members around the Development and Humanitarian Assistance Round Table and the Immigration and Refugee Program Advisory Group. On Capitol Hill, we advocate together on behalf of vulnerable families and communities worldwide, and - throughout the U.S. - literally thousands of our members put their faith into action by participating in CROP Hunger Walks, assembling CWS Hygiene or School Kits and Emergency Cleanup Buckets or offering signature CWS Blankets to those who most need warmth, shelter and comfort. Our strength is in our capacity to do more together than we or any of our members could ever do alone. As an ecumenical agency, we are proud of the deep expression of our unity that comes from doing this work together.

- |   |   |   |
|---|---|---|
| African Methodist Episcopal Church          | Hungarian Reformed Church in America                              | Philadelphia Yearly Meeting of the Religious Society of Friends |
| African Methodist Episcopal Zion Church     | International Council of Community Churches                       | Polish National Catholic Church of America                      |
| Alliance of Baptists                        | Korean Presbyterian Church in America                             | Presbyterian Church (USA)                                       |
| American Baptist Churches USA               | Malankara Orthodox Syrian Church                                  | Progressive National Baptist Convention, Inc.                   |
| Armenian Church of America                  | Mar Thoma Church  | Reformed Church in America                                      |
| Christian Church (Disciples of Christ)      | Moravian Church in America  | Serbian Orthodox Church in the U.S.A. and Canada                |
| Christian Methodist Episcopal Church        | National Baptist Convention of America                            | The Swedenborgian Church  |
| Church of the Brethren                      | National Baptist Convention, U.S.A., Inc.                         | Syrian Orthodox Church of Antioch                               |
| Community of Christ                         | National Missionary Baptist Convention of America                 | Ukrainian Orthodox Church in America                            |
| The Coptic Orthodox Church in North America | Orthodox Church in America  | United Church of Christ   |
| Ecumenical Catholic Communion               | Patriarchal Parishes of the Russian Orthodox Church in the U.S.A. | The United Methodist Church                                     |
| The Episcopal Church                        |   |   |
| Evangelical Lutheran Church in America      |   |   |
| Friends United Meeting                      |   |   |
| Greek Orthodox Archdiocese of America       |   |   |





# Funding, Implementing & Organizational Partners

**WITHOUT PARTNERS, THE WORK OF CWS WOULD NOT BE POSSIBLE. THANK YOU TO THE FOLLOWING ENTITIES FOR SUPPORTING CWS PROGRAMS WORLDWIDE.**

CWS enjoys the benefit of a robust spectrum of funding, implementing and organizational partners. Our grassroots base, comprised of individuals and faith communities, continue to support our rights-based community development and humanitarian work through an array of programs, including CWS Blankets and Tools, CWS Kits and the CROP Hunger Walk. Our most noteworthy government support is reflected in serving as one of nine agencies that resettle refugees for the U.S. government. This annual contract is the backbone of our work accompanying refugees on their arduous process of applying for resettlement and supports the public-private partnership that helps refugees find new homes in the U.S.

AAH	Brawijaya University	<i>David and Carol Myers Foundation</i>
Aba Sistem Restavèk	Bread for the World Protestant Development Service	<i>DCA</i>
ACT Cambodia Forum	<i>Buhler, Inc.</i>	Dompot Dhuafa
ACT Diocese of Kitui	Caminante Proyecto Educativo	<i>ECHO</i>
<i>Act for Peace</i>	Capacity Building Initiative	Ecumenical Foundation for Peace & Justice
ACT Indonesia Forum	Center for Regional Studies of Tarija	Ecumenical Regional Center for Advice & Service
ACT Vietnam Forum	Center for Youth Integration	Esperanca
ADS North Rift Region	Centre for Affordable Water & Sanitation Technology	<i>Evangelical Lutheran Church in America</i>
Agency for the Rural Development of Haiti	Child Helpline Cambodia	Faith Forum on Middle East Policy
<i>Ajinomoto Co., Inc.</i>	<i>Christian Church (Disciples of Christ)</i>	Farming Systems Kenya
Alfa	Christian Medical Action	<i>Finnish Evangelical Lutheran Mission</i>
<i>Alliance of Baptists</i>	<i>Church of the Brethren</i>	<i>Foods Resource Bank</i>
<i>American Baptist Churches USA</i>	Churches for Middle East Peace	Foundation for Development in Justice & Peace
<i>AmeriCares</i>	Civil Association of Relatives of Detainees of Federal Prisons in Argentina	<i>Four Freedoms Fund</i>
Anglican Development Services	Committee of Churches for Emergency Assistance	Global Network of CSOs for Disaster Reduction
<i>Arcus Foundation</i>	<i>Commonwealth of Pennsylvania</i>	Government of Indonesia
Asian Disaster Reduction and Response Network	<i>Commonwealth of Virginia</i>	<i>Government of Japan</i>
Association for Development & Our Villager's Rights	Community World Service Asia	Government of Vietnam
<i>Australian Department of Foreign Affairs &amp; Trade</i>	Conference of Evangelical Churches of Guatemala	Grandmothers of Plaza de Mayo
<i>Ayeyarwady Regional Government / Relief &amp; Resettlement Department</i>	Co-operation for Development of Cambodia	<i>Greek Orthodox Archdiocese of America</i>
		Grupo de Pastores Interdenominacionales

Gurises Unidos  
Haiti Advocacy Working Group  
Healing Hearts  
*Henry E. Niles Foundation, Inc.*  
Humanitarian Forum Indonesia  
International Committee of the Red Cross  
International Land Coalition  
*International Organization on Migration*  
*International Orthodox Christian Charities*  
Japan Church World Service  
Japan CSO Coalition for DRR  
Japan Ecumenical Taskforce for SAIGAI (disaster)  
Japan NGO Center for International Cooperation  
*Japan Platform*  
Jesuit Refugee Service  
Kashiwagi Church, Tokyo  
Kayin State Government  
Kenyan Ministry of Education  
Khmer Community Development Association  
Koinonia  
*Korean Presbyterian Church*  
Kyoto University  
Latin America Working Group  
MAP International  
Mennonite Commission for Social Action  
Mimiwosumasu Project  
Myanmar Red Cross Society  
Ñande Roga Guazu  
National Christian Council in Japan  
Niwano Peace Foundation  
North Vietnam College of Agriculture & Rural Development  
Ormax  
*Osprey Foundation*  
Peace Boat Disaster Relief Volunteer Center

Plataforma NNAPES  
*Presbyterian Church (USA)*  
Proyecto Sunu  
*Quail Roost Foundation*  
Quality & Accountability Network Japan  
Regional Development Service  
Roshan Learning Center  
Royal Cambodian University of Agriculture  
Royal Government of Cambodia  
Royal University of Phnom Penh  
Rural Development Association  
Sant Kreyten pou Developman Entegre  
SEEDS Asia  
Serbian Red Cross  
Social Service of Dominican Churches  
St. Andrew's Refugee Services  
*St. Mary's United Methodist Church Foundation*  
*State of Florida*  
*State of New Jersey*  
*State of North Carolina*  
Suaka  
Tbilisi Youth House Foundation  
TCRS  
*Tetra Pak Vietnam*  
The Cambodian Center for Study & Development in Agriculture  
The Church of Christ in Thailand  
*The Global Fund to Fight AIDS, Malaria & Tuberculosis*  
The Interchurch Center of Theological & Social Studies  
The National Council of YMCAs of Japan  
The National Council of YMCAs of Myanmar  
Timor-Leste Defense Forces  
Timor-Leste Ministry of Health

*Trull Foundation*  
*U.S. Department of Defense HIV/AIDS Prevention Program*  
*U.S. Department of Health and Human Services, Office of Refugee Resettlement*  
*U.S. Department of Homeland Security*  
*U.S. Department of State, Bureau of Population, Refugees and Migration (PRM)*  
*Unbound Philanthropies*  
UNICEF  
United Board of Missions  
*United Church of Christ*  
*United Methodist Church*  
*United Methodist Committee on Relief*  
*United Nations High Commissioner for Refugees*  
United Nations Office for the Coordination of Humanitarian Assistance  
United Nations Refugee Agency  
*United States Citizen & Immigration Services*  
Vietnam Multi-Stakeholder Disaster Management Working Group  
Vietnam Multi-Stakeholder WASH Working Group  
Vietnamese Women's Unions Local Branches  
Washington Office on Latin America  
WaterAid  
*Week of Compassion*  
Wesley Foundation  
World Council of Churches  
World Health Organization  
YANG'AT  
Yayasan Pedula Insan Sejahtera  
Yayasan Pusbinlat Motivator Toraja  
YWCA Rwanda  
  
*Organizations whose names are italicized generously supported CWS financially in FY 2016.*



## REVENUE / \$88,291,964

### U.S. GOVERNMENT SUPPORT

\$61,277,526 / 69.3%

CWS secures U.S. and state grants and contracts which support our refugee, emergency and development work. Primarily, the support assists refugees and internally displaced persons by conducting interviews with refugee resettlement candidates in sub-Saharan Africa, to providing resettlement, integration, employment, training and legal services through a network of offices in the U.S.

### PUBLIC & COMMUNITY APPEALS

\$18,089,813 / 20.5%

Public response from individuals, congregations, events and foundations make a significant amount of our work possible.

**INDIVIDUAL GIVING.** Individuals, seeking to see a change in the world, partner with CWS through their generous financial and planned gifts. This support allows them to be active participants in the work we do around the world.

**CONGREGATIONS.** Congregations are the heartbeat of our community engagement in the U.S. Through Blankets and Tools offerings, special collections and other opportunities for engagement, congregations help to make our work possible.

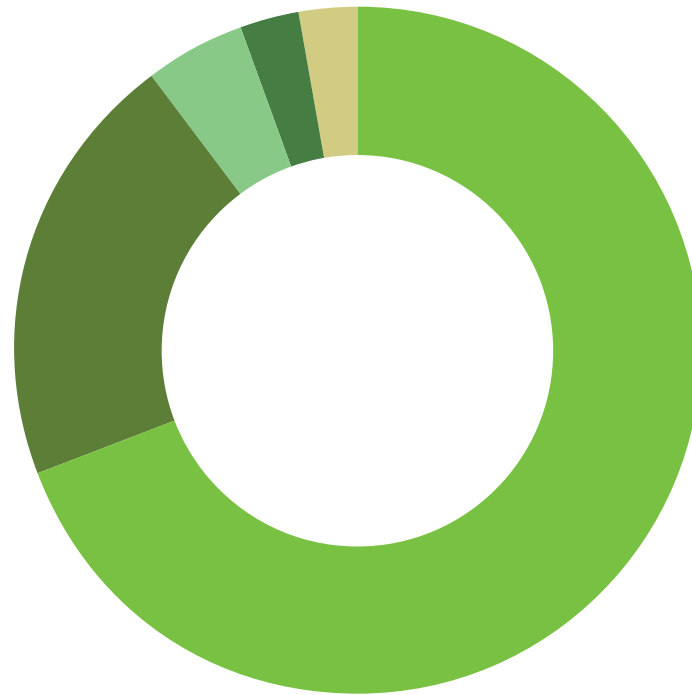
**EVENTS.** Individuals across the country wanting to take a stand against injustice and see a difference in the world take part in our special events. These include our largest public fundraiser – the CROP Hunger Walk along with matching grants gifts, fundraising efforts and other events.

**FOUNDATIONS.** Partnerships with family, regional and national foundations, who believe in and choose to invest in our mission, are critical to the work we do.

### MEMBER COMMUNIONS & OTHER ORGANIZATIONS

\$ 4,294,474 / 4.9%

CWS is a membership organization enjoying the support of 37 Protestant, Anglican and Orthodox communions. The support of our member communions is at the core of our roots: we were founded by a group of 18 denominations who were concerned about helping those most in need following World War II. The same spirit of concern is in place today amongst a broader network of members who choose to effect change through CWS.



### INVESTMENT & OTHER INCOME

\$2,346,178 / 2.7%

Revenue from investments, including endowment funds, services fees and miscellaneous income is included.

### DONATED MATERIALS

\$2,283,973 / 2.6%

Communities in the U.S. build CWS Kits to help those recovering from disasters, remitting them to CWS for helping those in need.

## EXPENSES / \$84,011,862

### SERVICES FOR DISPLACED PEOPLE

\$60,944,308 / 72.5%

CWS works with a network of churches, organizations and individuals that assist uprooted persons that have had to flee their countries due to persecution, armed conflict, etc. Together, we seek to provide forcibly displaced populations support to address critical unmet needs as durable solutions are sought.

### GLOBAL RELIEF & DEVELOPMENT

\$8,140,856 / 9.7%

The focus of CWS hunger and development work is on the most vulnerable persons and communities, to develop socially, economically and environmentally sustainable communities and help them to achieve a higher quality of life.

### EMERGENCY RESPONSE

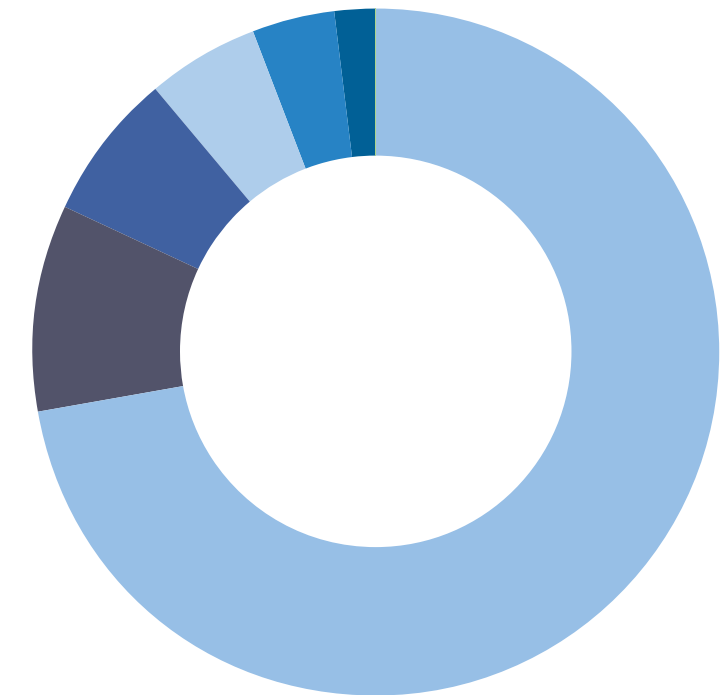
\$5,758,395 / 6.9%

CWS joins others to support people and communities in humanitarian crises around the world, helping the faith community play its special role in disaster mitigation, preparedness and response. The goal is to assist communities experiencing crisis to achieve durable solutions that build or restore peace and justice.

### ADVOCACY

\$1,389,347 / 1.7%

Grounded in faith, CWS seeks to build and strengthen relationships, build partnerships and coalitions, and advocate for a more just and peaceful world. At the core of CWS' work is to help people of faith put faith into action. An emphasis on relationships enables partnerships to be built around the world that informs and inspires our work, and leads to advocacy for issues that build or restore peace and justice.



### FUNDRAISING

\$4,462,255 / 5.3%

Fund-raising activities involve inducing potential donors to contribute money, securities, services, materials, other assets or time.

### MANAGEMENT & GENERAL

\$3,316,701 / 3.9%

Management and general activities include oversight, business management, general record keeping, budgeting, financing, and all management and administration except for direct conduct of program services or fund-raising activities.

## NET ASSETS

**NET CHANGE** / \$4,280,102

**NET AT JULY 1, 2015** / \$9,730,246

**NET AT JUNE 30, 2016** / \$14,010,348

Church World Service is tax exempt under section 501(c)(3) of the Internal Revenue Code. Contributions to Church World Service are tax deductible. The CWS financial records are audited by independent auditors in accordance with guidelines established by the American Institute of Certified Public Accountants. The CWS 990 is available through [www.guidestar.org](http://www.guidestar.org) and upon request.



# CWS & ACT Alliance

CWS is a founding member of ACT Alliance, a coalition of 140 churches and faith-based organizations working together in more than 100 countries to create positive and sustainable change in the lives of poor and marginalized people regardless of their religion, politics, gender, sexual orientation, race or nationality, in keeping with the highest international codes and standards.

ACT Alliance is deeply rooted in the communities it serves and is supported by 25,000 staff from member organizations. The Alliance mobilizes approximately \$1.5 billion for its work each year in humanitarian aid, development and advocacy.

Photo: Aaron Taler/CWS



In Tanzania's Nyarugusu Refugee Camp, CWS helped implement the ACT Alliance response to the refugee crisis stemming from violence in Burundi.

# Governance, Accountability & Management

## OFFICE OF THE PRESIDENT

The Office of the President and CEO is responsible for overall leadership, strategy and execution of programs in support of achieving the Church World Service mission. The Office oversees relationships and policy with the CWS Board of Directors and CWS member communions; and directs the agency functions of finance; human resources; strategy, research and incubation; and advocacy. It manages all support services that equip the programs to function day to day. The Office sets the vision and the energy for the work of CWS especially as the faith-based organization transforming communities works to expand its capacity and impact.

A cross-cutting advocacy program operates in the Office of the President, complementing the program work in fulfillment of the CWS mission. We do this by advocating for U.S. policies and legislation that address CWS priority program concerns of global hunger and poverty, water and sanitation, climate change and disaster risk reduction, refugee assistance and humanitarian emergencies.

Through advocacy, strategy, research and innovation, we endeavor to ensure CWS programs are aligned in a common strategy that complements relief, development and refugee efforts globally. This is achieved through a variety of academic, peer agency and professional membership organizations.

An incubation lab affords a space to connect strategic minds and great ideas through a team of advisors from business, industry and academia, and then test ideas that can influence and support the CWS mission. In the coming year, the lab looks to identify three effective new vehicles for fundraising - through increased engagement with a diversified audience, leveraging technology and forging new partnerships. With the assistance of a group of Advisors and Ambassadors, the first main accomplishment was the development of a strategic framework with a seven-cornerstone process. Successful projects or project elements may be formally adopted and scaled by CWS or another entity. As an incubator, we embrace the possibility that other organizations and communities may share in our learning and build on our work.

## CWS LEADERSHIP

**THE REV. JOHN L. MCCULLOUGH**, *President & CEO*

**MAURICE A. BLOEM**, *Executive Vice President*

**JOANNE RENDALL**, *Chief Financial Officer*

**ANN WALLE**, *Director, Office of the President & Board Liaison*

**GARIMA GUPTA**, *Interim Director, Human Resources & Organizational Development*

**MARTIN SHUPAK**, *Director of Advocacy*

**DONNA DERR**, *Executive Director, CROP*

**THE REV. RUSSELL PIERCE**, *Senior Director of Funds Development*

**ROBERT WARWICK**, *Senior Director, International Development Programs*

**LESLIE WILSON**, *Asia Regional Coordinator*

**MARTIN CORIA**, *Latin America & Caribbean Regional Coordinator*

**STEVE WEAVER**, *Regional Coordinator for the Middle East & Europe*

**EROL KEKIC**, *Executive Director, Immigration & Refugee Program*

**SARAH KRAUSE**, *Senior Director, Program*

**CARLEEN MILLER**, *Senior Director, Operations*

**ANDREW FUYS**, *Director, Program Innovation & Evaluation*

**KATE MACOM**, *Director for Resettlement*

**MIRO MARINOVICH**, *Regional Representative Africa*

**BETH OPPENHEIM**, *Director, Resource Generation*

**OSCAR RIVERA**, *Director, South Florida*

**JEN SMYERS**, *Director, Policy & Advocacy*

**CHRISTINA LEVIN**, *Director, External Relations*

**ANTHONY TAMBURELLO IV**, *Associate Director for Security*



## BOARD OF DIRECTORS



**THE REV. DR. EARL TRENT, JR.** serves as Senior Pastor of the Florida Avenue Baptist Church in Washington, D.C., the fourth pastor at this 100+-year-old historic church. His ministry rests upon five pillars: Stewardship, Education, Evangelism, Mission and Social Justice. Under his leadership of two decades, Florida Avenue Church is a vibrant, vital, joyful and challenging congregation making a difference in the lives of people, the community and the world. Dr. Trent is Chair of the CWS Board.



**PAUL CHAN** is an M.D. (Internal Medicine, Pediatrics and Cardiology) living in Kansas City. He has raised significant funds for CWS through fundraising walks in the Grand Canyon. He has served on the board of a Guatemalan development organization, and is the founder and has been director of Community Impact, an umbrella organization at Johns Hopkins Medical School for initiatives in inner city Baltimore.



**HAL CULBERTSON** is Associate Dean for Operations at the University of Notre Dame's Keough School of Global Affairs. Prior to becoming associate dean, Culbertson worked at the Kroc Institute for International Peace Studies for 17 years, serving as executive director from 2007-2014. Culbertson is the creator of several publications on peace-building. He has given numerous presentations related to business-NGO collaboration in zones of conflict, peace studies, peace-building and board strategic planning. Culbertson is an attorney, and a member of an Episcopal congregation.



**REV. PATRICIA DE JONG** is ordained within the United Church of Christ, and has served on several national church and local community boards. She retired as Senior Minister of First Congregational, Berkeley, California. She served as Minister of Education for Christian Discipleship at The Riverside Church in New York City, and as Senior Minister of the Urbandale United Church of Christ in Des Moines, Iowa. Rev. de Jong is the Board's First Vice Chair, as Chair of the Strategic Planning Committee.



**ROLAND FERNANDES** is the Chief Operating Officer and General Treasurer of the General Board of Global Ministries of The United Methodist Church. He is also the Treasurer of the United Methodist Committee on Relief and the United Methodist Development Fund. Prior to working for Global Ministries, he was the chief auditor of the Methodist Church in India for eight years. Mr. Fernandes is Treasurer of the CWS Board as Chair of the Administration and Finance Committee.



**LENANN MCGOOKEY GARDNER** has a Harvard MBA and is an international expert on state-of-the-art sales research. She is a former Par Club president (#1 sales representative worldwide) at Xerox Corporation, holds the American Marketing Association's "Professional Services Marketer of the Year" award for her state and is profiled in Who's Who in America. She is the President of Lenann McGookey Gardner Management Consulting, Inc.



**THE REV. JIMMIE R. HAWKINS** is active in numerous local and national Presbyterian (PCUSA), ecumenical and civic organizations. He is the pastor of Covenant Presbyterian Church in Durham, N.C., and a prominent participant in the Moral Mondays movement in North Carolina. Rev. Hawkins is a former Treasurer of the Board of Church World Service.



**DANIEL HAZMAN** has extensive experience in strategy, supply chain, sustainability and business start-ups in many parts of the world. While working for Walmart he made key contributions to their sustainability strategy. Mr. Hazman is the CEO and Founder of the Sustainnovation Group, a community engagement platform powered by gamification. He has received several honors and awards for both his professional as well as his volunteer work. Mr. Hazman is the 2nd Vice Chair, as Chair of the Nominations and Board Development Committee.



**BETH HOULE** has nearly 25 years experience building nonprofits dedicated to community development, microfinance, women's issues, youth development and civic engagement. Prior to serving as executive director with the Taproot Foundation, she served for 13 years with Opportunity International. She has an MBA from Northwestern University's Kellogg School of Management. As a Ford Foundation fellow, Beth lived in India researching the social impact of U.S.-based companies. She is a member of the Evangelical Lutheran Church in America.



**EUNICE KAMAARA** is a full professor at Moi University in Theology and Religious Studies in Kenya, as well as International Affiliate Professor of Indiana University-Purdue University Indianapolis. She has an expertise in gender development and gender HIV/AIDS mainstreaming, and has served on many boards and networks in leadership roles. As a writer, she contributes on topics such as gender relations, ethics, globalization and conflict.



**FR. MICHAEL KONTOGIORGIS** is the Assistant Chancellor of the Greek Orthodox Archdiocese of America, New York, NY. Among his roles, he has designed and implemented clergy training on sexual misconduct, clergy income taxes and worked on special projects for the Archbishop and Patriarch. Prior to coming to the Archdiocese, Fr. Kontogiorgis has been a financial consultant, an investment officer and an account executive for various financial institutions.



**THE REV. JOHN L. MCCULLOUGH** is President and CEO of Church World Service. Since joining CWS in 2000, Rev. McCullough has been at the forefront of agency efforts to press for human rights and the empowerment of civil society in developing countries and to expand upon the role of the Church as a compassionate and prophetic voice for justice.



## BOARD OF DIRECTORS (CONTINUED)



**JAMES T. MORRIS** is president of Pacers Sports and Entertainment. He has served as World Food Programme Executive Director and as an Under-Secretary General with the United Nations. Morris served as a Trustee Emeritus at Indiana University-Purdue University Indianapolis and is the recipient of a number of honors and awards for his work against hunger.



**PETER PERSELL** has broad experience in grassroots, result-oriented development and humanitarian response work in various parts of the world. He has served in numerous settings and positions for Africare. His programmatic expertise covers water, sanitation, child survival, refugees, food security and HIV/AIDS prevention. Mr. Persell was a Peace Corps volunteer.



**DR. SHIRLEY CASON REED** currently serves as International President of the Women's Missionary Society of the African Methodist Episcopal Church. She is a member of the Tullie Quinn Missionary Society of Ward AME Church in Washington, D.C. She has served the Women's Missionary Society for more than 34 years, as Connectional Recording Secretary, Connectional Chair of Membership & Recruitment, Connectional Chair of Special Missions and President of local societies.



**LAURA ROBERTS** is Co-founder and CEO of Pantheon Enterprises, which was honored with Ethisphere's 2012 World's Most Ethical Companies Award. She is currently a member of Conscious Capitalism, an organization dedicated to promoting higher purpose in business and is a member of Environmental Entrepreneurs (E2). She serves on the Leadership Council for Pachamama Alliance, an organization committed to sustainability and social justice. Ms. Roberts is Secretary of the CWS Board.



**CARL THONG** is an entrepreneur who most recently founded the Sunstone Group, headquartered in Singapore. Carl is currently completing his Master of Arts in Theological Studies. He is often engaged as a strategy consultant by NGOs and government organizations to drive innovation and leadership initiatives. Clients include Credit Suisse, the Singapore Tourism Board, Infocomm Development Authority of Singapore, and American Airlines.



**MARSHALL TOPLANSKY** helps organizations to use information to make better, faster decisions, bringing insight to management decision-making. Most recently, he led the development of KPMG's thinking around the value of data and analytics, as managing director of its Center of Excellence. Marshall is a Harvard MBA and spent his early career at Ogilvy & Mather in New York and Washington, D.C. He currently lives in California and speaks Chinese (Mandarin), Spanish and conversational French.

**"For I was hungry and you gave me food, I was thirsty and you gave me something to drink, I was a stranger and you welcomed me...Truly I tell you, just as you did it to one of the least of these who are members of my family, you did it to me."**

- MATTHEW 25:35, 40 (NRSV)





**CWS**

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*CWS Corporate Centers*

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A member of  
**actalliance**