



ANNUAL REPORT 2016



**Episcopal
Relief & Development**

Healing a hurting world

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Mission & Mandate

Lord, when was it that

We saw you hungry

and gave you food?

We saw you thirsty

and gave you something to drink?

We saw you a stranger

and welcomed you?

We saw you sick

and took care of you?

We saw you in prison

and visited you?

“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 25:37-40 (NRSV)

Episcopal Relief & Development is a compassionate response of The Episcopal Church to human suffering in the world. Hearing God's call to seek and serve Christ in all persons and to respect the dignity of every human being, Episcopal Relief & Development serves to bring together the generosity of Episcopalians and others with the needs of the world.

Episcopal Relief & Development faithfully administers the funds that are received from the Church and raised from other sources. It provides relief in times of disaster and promotes sustainable development by identifying and addressing the root causes of suffering.

Episcopal Relief & Development cherishes its partnerships within the Anglican Communion, with ecumenical bodies and with others who share a common vision for justice and peace among all people.



*“Thank you
for joining us
in striving for
a future where
dignity, faith and
compassion drive
innovation and
lasting change.”*

Dear Friend,

On behalf of Episcopal Relief & Development's board, staff and the more than 3 million people we partner with worldwide, thank you for joining us in striving for a future where dignity, faith and compassion drive innovation and lasting change.

In 2016, your generosity supported climate-smart agriculture in El Salvador, community-based health care in India, savings groups in Mozambique and flood response in West Virginia (to name a few) – and for this we say: thank you!

Thoughtful stewardship of the relationships and resources present in our community of partners, supporters and program participants is core to Episcopal Relief & Development's approach. And, this provides the foundation for our 2017-21 strategic plan, *Unlocking Abundance*. Disaster preparedness and response will remain central to our work going forward. However, *Unlocking Abundance* identifies three key programmatic priorities that will leverage our unique gifts to enable transformation at the community and household level.

The three new programmatic priorities are:

- Early Childhood Development
- Gender-Based Violence
- Resilience & Climate Change

Each area has several programmatic pillars – for example, Early Childhood Development includes nutrition, health, parenting skills and social protection efforts to mitigate poverty and strengthen families to care for their children. This new framework builds on the success of the organization's integrated approach. For example, a child orphaned by HIV/AIDS may sleep under a malaria net, and get nutrition and psychosocial care so that she can achieve her full potential as she moves towards adulthood. The other priorities similarly integrate program activities to address challenges holistically and make a sustained and measurable difference in people's lives.

Disaster response and recovery remains a very important part of our work, as evidenced by our response in 2016 to the earthquake in Ecuador, flooding in Texas and Louisiana, Hurricane Matthew in the Caribbean and southeastern United States and our ongoing support of relief programs for people fleeing conflict in Syria. As with our development work, the long-term presence and trusted reputation of churches and other partners around the Anglican Communion is integral to success, enabling rapid mobilization and deeper reach to ensure that the most vulnerable members of a community are cared for after emergencies.

Since 2017 marks the beginning of the new strategic period, this report is still organized around the four core areas of alleviating hunger, promoting health, creating economic opportunities and responding to disasters that guided our work through 2016. We are continuing to do all of these things, with the new priorities indicating the overall goal (e.g., we alleviate hunger and promote health among young children, since development at this stage is key to well-being as an adult).

As you read on, I hope you will be inspired by our vision for integrated, long-term, community-led efforts that will transform lives for years to come.

Thank you again for your partnership. Together, we are healing a hurting world.

Faithfully,

Robert W. Radtke
President



looking
forward

STRATEGIC PLAN 2017-21

In late 2015, at the end of our 75th Anniversary Celebration, Episcopal Relief & Development began a deep and searching strategic planning process. We engaged the entire staff and board, as well as stakeholders across The Episcopal Church, the Anglican Communion and around the world. The new strategic plan, *Unlocking Abundance*, was approved in late 2016.

Together, we discerned three key priorities for our next strategic period that will fully utilize our gifts as an organization and bring about change for families and communities. These areas leverage the unique role of faith leaders and our connections through the Anglican Communion to complement existing efforts and drive asset-based community development.



Early Childhood Development

Integrated Early Childhood Development strengthens families to ensure that children under the age of six can reach their full potential. Advances and milestones during these first critical years create the basis for future learning, good health and well-being. Programs within this area focus on nutrition, maternal and child health, parenting skills and ensuring that families have the economic and social support necessary to give children the best start in life.



Gender-Based Violence

Gender-Based Violence is a global epidemic and one of the most widespread barriers to ending poverty, as its effects are felt not only by women and girls but by all members of the community. Programs within this area focus on empowering women economically, increasing women's participation and leadership in decision-making at all levels and engaging faith leaders as well as men and boys to challenge cultural norms and end gender-based violence.



Resilience & Climate Change

Climate Resilience is the ability of households and communities to resist, deal with, recover from and adapt to the realities of changing climate patterns – and to plan for the future. Programs within this area increase flexibility through ensuring a sustainable and change-resistant food supply, increasing economic opportunities and financial management and improving access to clean water and adequate sanitation. Disaster risk reduction and disaster management also play a key role.

OUR PROGRAMS

Alleviating Hunger and Improving Food Supply

Long-term, climate-smart agricultural strategies strengthen local food supply.



PARTICIPATING COUNTRIES

Burma/Myanmar, Burundi, Cuba, El Salvador, Ghana, Haiti, India, Kenya, Liberia, Malawi, Namibia, Nicaragua, The Philippines, Sierra Leone, Solomon Islands, Tanzania, Zambia, Zimbabwe

Creating Economic Opportunity and Strengthening Communities

Women's empowerment begins with supportive access to economic opportunities and business training.



PARTICIPATING COUNTRIES

Angola, Brazil, Burma/Myanmar, Burundi, Colombia, The Democratic Republic of Congo, El Salvador, Ghana, Guatemala, Haiti, Honduras, India, Jordan, Kenya, Liberia, Mozambique, Namibia, Nicaragua, Peru, The Philippines, Sierra Leone, Solomon Islands, Sri Lanka, South Sudan, Tanzania, Vanuatu, Zambia, Zimbabwe

Promoting Health and Fighting Disease

Our fight against malaria has paved the way for advancements in Early Childhood Development and integrated health.



PARTICIPATING COUNTRIES

Angola, Brazil, Burma/Myanmar, Burundi, The Democratic Republic of Congo, El Salvador, Ghana, Guinea, Haiti, Honduras, India, Kenya, Liberia, Malawi, Mozambique, Namibia, Nicaragua, The Philippines, Sierra Leone, South Sudan, Zambia

NetsforLife® programs reached 8,281,607 people in 2016

Angola, Burundi, The Democratic Republic of Congo, Ghana, Guinea, Liberia, Malawi, Mozambique, Sierra Leone, Zambia

Responding to Disasters and Rebuilding Communities

Strong, connected communities use local resources and skills to care for those who are vulnerable in disasters.

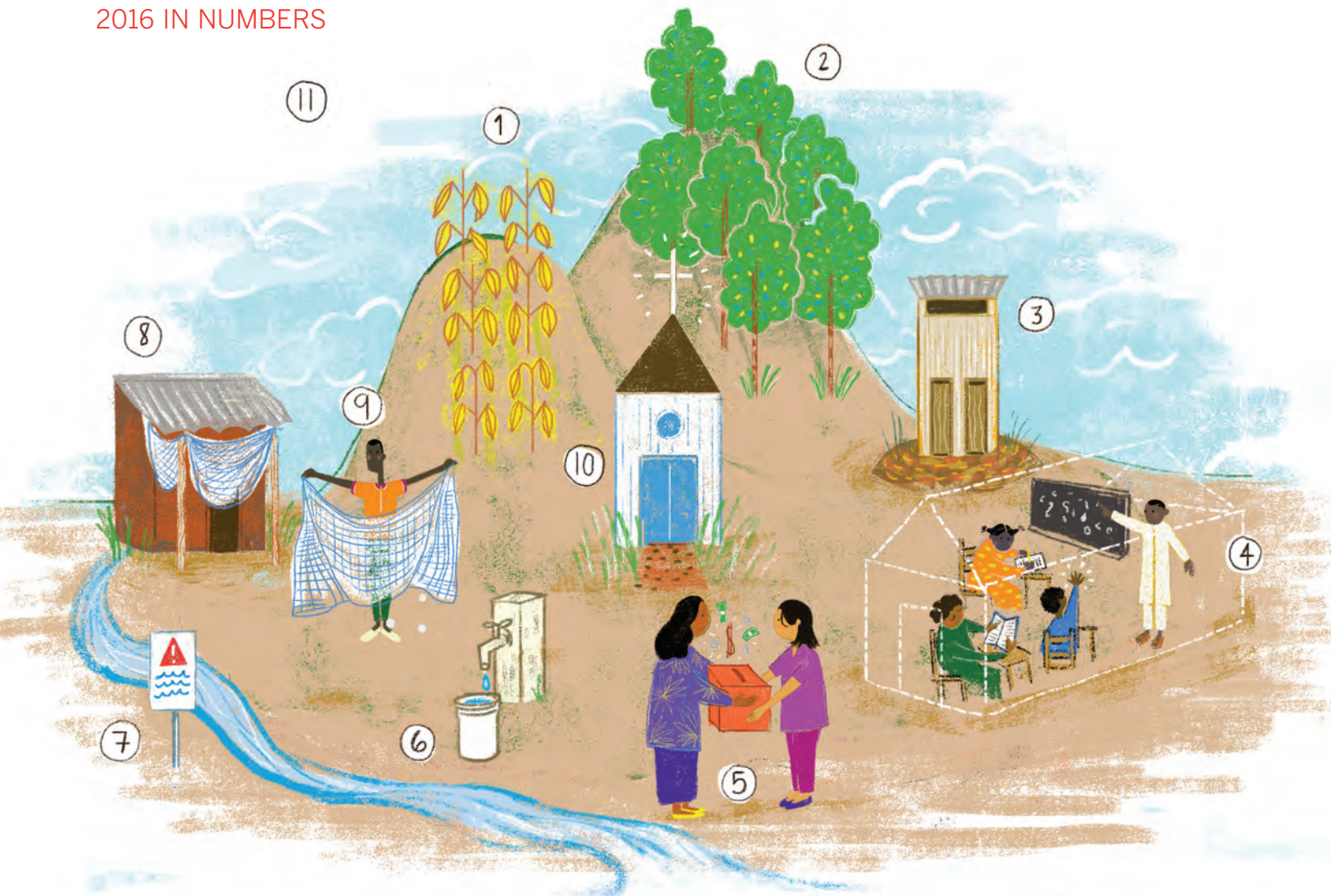


PARTICIPATING COUNTRIES

Brazil, Burma/Myanmar, Burundi, Colombia, The Dominican Republic, The Democratic Republic of Congo, Germany, Guatemala, Haiti, India, Italy, Jordan, Madagascar, Mozambique, Nepal, The Philippines, Solomon Islands, South Sudan, Sri Lanka, Syria – via FMEEC, Tanzania, United States of America, Vanuatu

OUR RESULTS

2016 IN NUMBERS



- ① **3,683** farmers trained in climate-smart agriculture
- ② **1,007,865** trees planted to improve soil and prevent erosion
- ③ **5,242** households gained access to sanitary latrines
- ④ **26,448** children received care to support healthy development
- ⑤ **18,836** members of 673 savings groups saved a total of \$1,476,973
- ⑥ **171** new wells and water systems were installed for access to clean water
- ⑦ **59** communities protected through disaster risk reduction activities
- ⑧ **3,953,558** mosquito nets distributed to prevent malaria
- ⑨ **2,740** volunteers trained to educate communities and install nets
- ⑩ **2,328** leaders trained to speak out against gender-based violence
- ⑪ **4,574** people trained to recognize assets in their community



GROW

Alleviating Hunger and Improving Food Supply

Known locally as “Engineer Cabezas,” head agronomist José Antonio Cabezas has taught over 100 farmers how to make the most of their land through the organic demonstration farm in El Maizal, a village in southwestern El Salvador.

The land where El Maizal now sits was home to a thriving agricultural cooperative in the 1970s and 80s, before civil war and the devastating San Salvador earthquake put a halt to all activity. Years later, Engineer Cabezas helped establish El Maizal in 2001 as one of four “Villas Anglicanas” built through the disaster recovery partnership of the Diocese of El Salvador and Episcopal Relief & Development. Now, he teaches soil improvement strategies, botany, chemistry, biology and field administration – tools to help local families create organic farms in their own rural towns and train their neighbors to do the same.

“[In 2001] there was nothing,” he says about El Maizal, *“no trees, no plants. Nothing.”* But what began as 70 empty acres of barren soil now boasts an orchard of fruit trees, a large vegetable garden, a garden of medicinal plants and 30 acres of open field for grains. Engineer Cabeza’s hope is for the people of El Maizal to start selling their organic produce and form a large-scale agricultural cooperative to market their goods throughout the country, creating a source of income for the farmers and providing nutritious, locally-grown food for Salvadorans.

- Providing small-scale farmers with tools, training and resources to grow nutritious food
- Improving the land through reforestation, conservation and better farming techniques
- Increasing shelf life, value and marketability of food products through processing
- Supporting farmer cooperatives to improve agricultural practices and access to markets

- Establishing Savings with Education groups to support personal development and economic empowerment
- Empowering entrepreneurs through micro-finance services, financial literacy and business training
- Supporting income-generating activities to strengthen communities and improve the local economy
- Increasing economic inclusion and vocational training opportunities for people with disabilities

Situated in the two largest Portuguese-speaking countries in Africa, the Anglican dioceses in Mozambique and Angola are leveraging their unique connection for learning exchanges among local leaders.

Mama Hortencia, representing the Mothers' Union and pastors' wives from the Diocese of Lebombo, was one of six visitors from Mozambique who traveled to Angola to see how the Savings with Education (SwE) groups form and manage themselves.

Hortencia and her colleagues met Mama Elisa, who is also a pastor's wife and a dynamic leader in her local Mothers' Union. During the Mothers' Union Child Survival program, Mama Elisa hosted health education and support groups at her home, and then began a literacy school that met every morning to help women gain skills to improve life for their families. In 2013, she trained as a SwE Facilitator and now oversees six groups, each with their own rules and practices according to the preferences of the members.

In the Esperança ('hope') group, Hortencia watched the president guide a reflection-action session using the illustrated activity book given to each leader. After looking at the illustrations, the group discussed what they would do in that situation or what advice they would give to a friend. In Angola, and soon in Mozambique, the Savings with Education groups not only empower women with funds to invest in their family's well-being, but the confidence to speak up and make the decisions they know are right.

EMPOWER

Creating Economic Opportunity and Strengthening Communities





CARE

Promoting Health and Fighting Disease

Beti and Mehdi are the new first line of medical response in their village in rural India, where a nearly four-mile walk separates them from the closest health post. Before they received their training and first-aid kits, their neighbors didn't have access to reliable health information or standard treatments for illness. In desperation, many resorted to paying an excessive fee for basic care to someone only posing as a medic.

Mehdi says, *"Depending on the type of disease, the quacksalver can charge whatever he wants."*

In this part of India, the most common disease threats are malaria and kala-azar, a parasitic disease also known as leishmaniasis, which is almost always fatal if not treated. Beti and Mehdi were trained as first aid providers through CASA, Episcopal Relief & Development's local partner, and serve as village task force members to raise awareness about health and hygiene to prevent illness.

CASA, the Church's Auxiliary for Social Action, is active throughout the country, promoting the efforts of marginalized groups to work for social justice and self-sufficiency. In addition to empowering local health volunteers with knowledge and supplies to serve their communities, CASA works with farmers on innovative land and water management projects that improve agriculture and reduce climate-related disaster risks such as flooding.

"We didn't know all of this before," said Beti. "I feel nice to know this and use this knowledge for my village."

- Reducing the impact of disease by strengthening local health services for women, children and other vulnerable groups
- Increasing access and use of clean water, sanitary latrines and hygiene practices
- Empowering women to improve health for themselves and their children
- Supporting malaria prevention with mosquito nets and health education

- Delivering basic supplies such as food, water and shelter, and offering medical treatment and trauma counseling to survivors
- Working alongside communities to assess needs and form recovery plans
- Building resilient communities and reducing risk through disaster training and preparedness plans
- Remaining with communities and supporting efforts to rebuild homes, schools, and other civic structures

The ongoing conflict in Syria has displaced half the country's population, separating people from their homes, jobs, families and land. Some are seeking safety inside the country, in towns away from the violence, but many have made the long trek to Jordan, Turkey and even Europe.

The congregation at All Saints' Episcopal Church in Waterloo, Belgium, felt called to do their part to 'welcome the stranger' when Brussels became a major transit point. Located about 20 miles away from Brussels' central Gare du Nord train station, All Saints' has become a hub for local organizing efforts.

"Scout troops and area schools are now holding collections of donations for us to take, and occasionally volunteer with us," said All Saints' rector The Rev. Sunny Hallanan. "Our community is seeing [the church] more as the place that helps refugees, and the place that can help them help refugees."

All Saints' began by supporting other local organizations active in the welcome effort, and after a core group started volunteering in the temporary camps and building relationships, the church's own outreach ministry took shape with support from Episcopal Relief & Development through the Convocation of Episcopal Churches in Europe. From providing simple pieces of fruit once a week, the operation has expanded to include larger and more varied meals, with input from those they are serving.

More than just food and supplies, though, All Saints' offers a ministry of connection: *"We listen to their stories and offer a smile and encouragement."* It is truly a ministry of hospitality and welcome.

RESPOND

Responding to Disasters and Rebuilding Communities





PREPARE

US Disaster Preparedness and Response

In 2016, the US Disaster Program supported disaster response efforts in **12 dioceses**, including major responses to flooding in Louisiana and Texas, Hurricane Matthew along the Atlantic coast and historic flooding in the mountains of West Virginia. Throughout these responses, local Episcopal Church leaders leveraged their existing ministries and community connections to serve and accompany their vulnerable neighbors toward a full and sustained recovery.

Effective disaster preparedness and response depends on training and communication, two cornerstones of Episcopal Relief & Development's approach. Overall, **350 people from 70 dioceses** participated in staff-led trainings around the country, and those participants trained at least **1,662 additional people** in preparedness planning for their church communities. US Disaster Program staff also worked one-on-one with individuals from **91 dioceses** through asset mapping, preparedness planning and disaster response.

The Episcopal Asset Map reached an important milestone at the end of 2016, with the active participation of all **99 dioceses** across the US states. The platform has been extended to all Episcopal Church dioceses, creating a fuller picture of the churches, schools, ministries and networks that form the fabric of the Church.

- Partnering with diocesan and congregational leadership in affected areas to provide resources and connect volunteers
- Providing emergency assistance in the immediate effort following a US disaster
- Coordinating with leaders and volunteers to develop effective long-term recovery plans
- Assisting underserved and marginalized populations to make a full recovery following a disaster



FINANCIALS

Episcopal Relief & Development strives to maximize the impact of financial contributions from our donors. Our evidence-based approach, supported by robust monitoring and evaluation activity, ensures that resources are used where they can be most effective. As an organization, we spent **84%** of our 2016 expenditures on program costs, **9%** on fundraising and **7%** on administration. Additional support is provided through contributed services from the Domestic and Foreign Missionary Society. We also receive income from investments.

DIRECT SUPPORT BY REGION

Africa & Middle East	54%
Latin America & Caribbean	30%
Asia & Pacific	10%
United States	6%



Episcopal Relief & Development meets all 20 BBB Standards for Charity Accountability. We are involved in cooperative efforts through the Anglican Alliance, InterAction and other agencies to improve practices throughout the relief and development community.



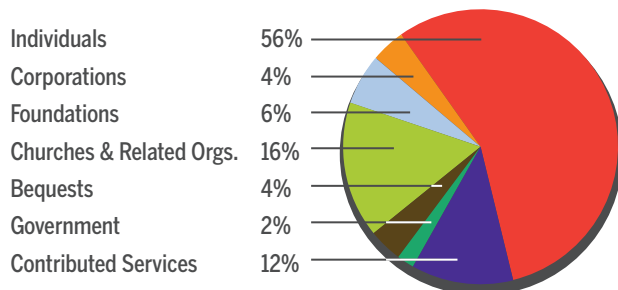
STATEMENT OF ACTIVITIES | FOR THE YEAR ENDING DECEMBER 31, 2016

	UNRESTRICTED	TEMPORARILY RESTRICTED	PERMANENTLY RESTRICTED	TOTAL
REVENUE AND OTHER SUPPORT				
Contributions, bequests, grants and other	9,235,090	5,637,009	1,000	14,873,099
Investment return (loss)	988,597	43,776	-	1,032,373
Change in beneficial interests (trusts held by others)	-	-	4,443	4,443
Contributed services	1,040,094	978,696	-	2,018,790
Other income	29,909	-	-	29,909
Government revenue	409,587	-	-	409,587
Net assets released from restrictions	8,222,072	(8,222,072)	-	-
TOTAL REVENUE AND OTHER SUPPORT	19,925,349	(1,562,591)	5,443	18,368,201
EXPENSES				
Food security	3,995,265	-	-	3,995,265
Primary health care	8,378,909	-	-	8,378,909
Emergency relief and rebuilding	5,765,760	-	-	5,765,760
TOTAL PROGRAM EXPENSES	18,139,934	-	-	18,139,934
Fundraising	1,923,895	-	-	1,923,895
Administration	1,442,612	-	-	1,442,612
TOTAL EXPENSES	21,506,441	-	-	21,506,441
CHANGES IN NET ASSETS	(1,581,092)	(1,562,591)	5,443	(3,138,240)
NET ASSETS, BEGINNING OF YEAR	19,986,780	6,548,933	841,728	27,377,441
NET ASSETS, END OF YEAR	18,405,688	4,986,342	847,171	24,239,201

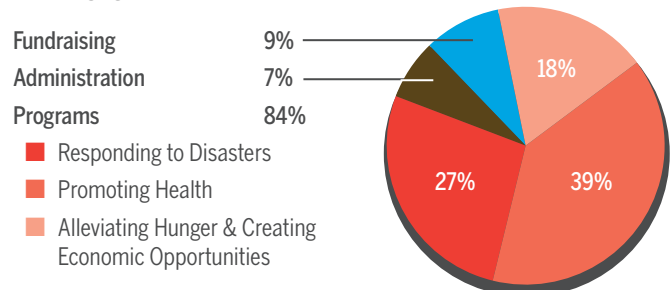
*Financials updated 7/28/17

FINANCIAL HIGHLIGHTS | FOR FISCAL YEAR 2016

REVENUE



EXPENSES





Episcopal Relief & Development

Healing a hurting world

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For over 75 years, Episcopal Relief & Development has served as a compassionate response to human suffering in the world. The agency works with more than 3 million people in nearly 40 countries worldwide to overcome poverty, hunger and disease through multi-sector programs, using the Sustainable Development Goals (SDGs) as a framework. An independent 501(c)(3) organization, it works closely with Anglican Communion and ecumenical partners to help communities create long-term development strategies and rebuild after disasters.

All photos courtesy of Episcopal Relief & Development except as noted. Front cover: Mike Smith for Episcopal Relief & Development. Back cover: JenJoy Roybal for Episcopal Relief & Development.



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with vegetable-based inks.