



Episcopal
Relief & Development

Healing a hurting world



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

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OUR MISSION

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.

Our Mandate

Our mandate comes from Jesus' words found in Matthew 25:

"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)

Letter from the President and Board Chair



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

In 2008—a year marked by crashing economies, high domestic unemployment and a worldwide devaluation of investments—you maintained your partnership with us and enabled Episcopal Relief & Development to directly touch the lives of more people than ever before, nearly 3 million in 46 countries to be exact! You did this through individual gifts, church-based events and creative campaigns that were inspired by a personal connection to our programs worldwide.

We feel an extraordinary sense of gratitude for the support shown by all of our friends in 2008. In appreciation, we are using this Annual Summary to showcase how your generosity and the work of our partners transformed lives last year.

Also, our former Chair, the Rt. Rev. Harry B. Bainbridge, retired from the board this year. Please join us in thanksgiving for his leadership and generosity.

In Matthew 25:37-40, Episcopal Relief & Development's mandate, Jesus calls us to embrace members of our worldwide family.

Side-by-side with you and our church and ecumenical partners, we worked with and empowered people across the globe. Because of you:

- » **Chuquillanqui**, an impoverished mother living in Peru, started a small business to support her family;
- » **Sheba**, a 16-year-old Afghan woman, attended school for the first time;
- » **Antonio**, a 13-year old orphaned by AIDS in Mozambique, was given a goat so that he and his adopted family could have fresh milk to drink and sell;
- » **Leonardo** and **Xiomara** brought clean water to their family and community in Nicaragua.

Our commitment to helping achieve the Millennium Development Goals (MDGs) remains at the forefront of our efforts. Last year, thanks to you, our programs promoted health and fought disease, addressed the most pressing elements of poverty, supported gender equality and responded to and rebuilt communities after disasters. In these pages you will read about creative strategies that address all eight of these international development goals.

Bearing in mind MDG 7—promote environmental sustainability—this year we decided to publish this Annual Summary as an online version only, in order to leave no footprint on the environment.

As you review this year's Annual Summary in its new format, please rejoice in all that you have done to serve the most vulnerable members of Jesus' family.

See how together we are there to heal a hurting world—and will be for many years to come.

Yours faithfully,

Robert W. Radtke
President

The Rt. Rev. Robert J. O'Neill
Chair of the Board



Photo Courtesy of Harvey Wang for
Episcopal Relief & Development

Overview of 2008 Accomplishments

Episcopal Relief & Development reached nearly **3 million** people in **46 countries** in 2008. This is a new record. We touched more lives in more countries than ever before.

Working with the worldwide Church, ecumenical partners, the people we serve and you, we created solutions to some of the most intractable aspects of poverty. We did this by implementing programs that:

- » Alleviate hunger and improve food supply;
- » Create economic opportunities and strengthen communities;
- » Promote health and fight disease;
- » Respond to disasters by providing immediate and long-term relief.

Please read on to see how our integrated development approach transformed communities around the world in 2008.

Working Together to Heal a Hurting World



- » Myanmar was decimated by Cyclone Nargis, which killed hundreds of thousands of people and left many more homeless. In partnership with the Church of the Province of Myanmar, Episcopal Relief & Development helped secure shelter, food, water and other relief needs for people displaced by the cyclone. We also continue to participate in the rebuilding process and support the struggle against poverty by focusing on economic development including agriculture, livestock, micro-loans, clean water and education programs in five dioceses in the country.
- » *NetsforLife*®, Episcopal Relief & Development's program partnership, focuses on malaria prevention and delivered its 1 millionth insecticide-treated net in sub-Saharan Africa. Along with providing treated nets, the program indirectly benefited nearly 12 million people with information on how to use nets, malaria-symptom recognition and environmental control of mosquitoes.
- » In the United States, Episcopal Relief & Development's domestic disaster response work has supported ongoing rebuilding efforts in response to Hurricane Katrina while also responding to other disasters like Hurricane Ike and the Midwest floods.
- » Honduras, suffers from extreme income disparities and high rates of poverty. Therefore, Episcopal Relief & Development and its local partner, the Diocese of Honduras, implemented a community garden to improve the income potential and health of local residents in the mountainous rural areas, which are especially poor.
- » In Swaziland, an impoverished country with the highest HIV rate in the world, Episcopal Relief & Development and the Diocese of Swaziland are creating integrated programs that promote HIV prevention and address hunger and poverty. Clergy and community leaders are trained to teach HIV prevention, promote voluntary testing and provide counseling to HIV-infected people. Soup kitchens are supported so that AIDS orphans and other vulnerable children are fed on weekends and school holidays. Training is provided in improved agricultural and animal-husbandry techniques so that an adequate food supply is secure and families have surplus to sell at the market.

In 2008, Episcopal Relief & Development touched lives in 46 countries, reaching close to 3 million people.

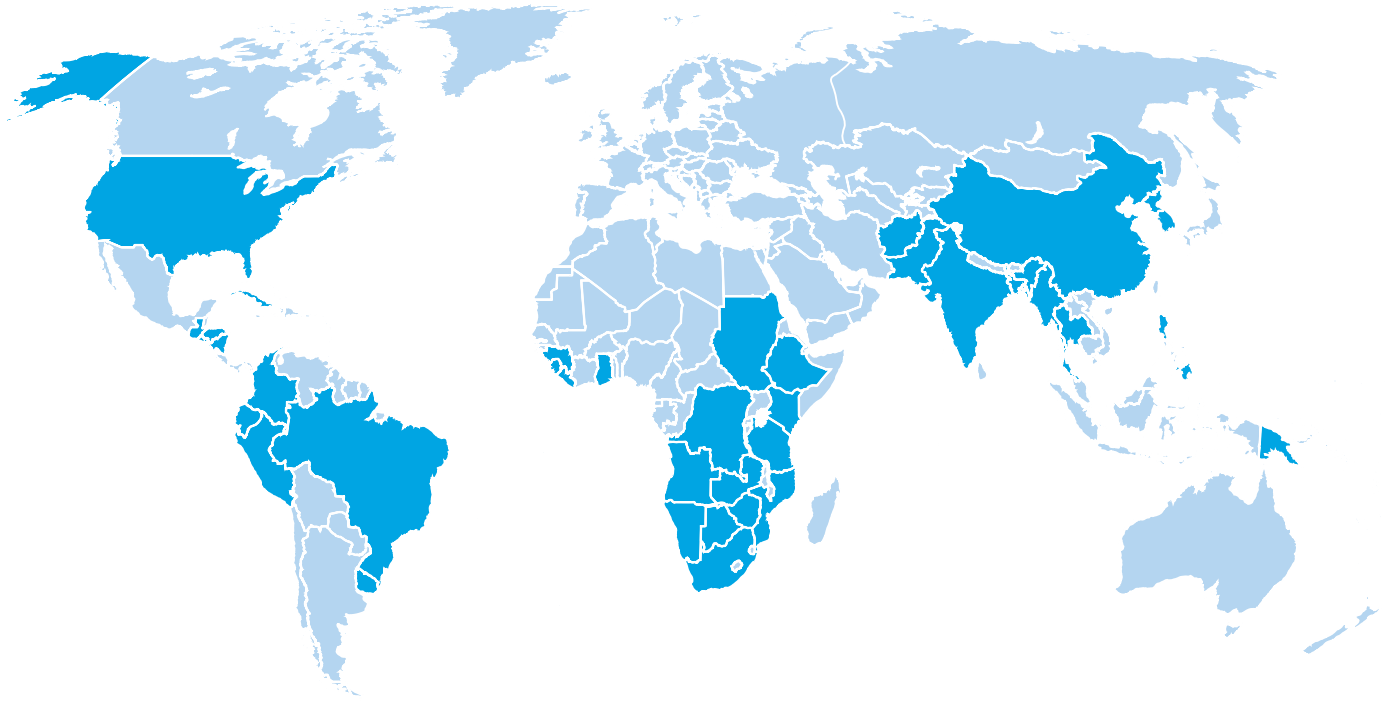
Alleviating Hunger and Improving Food Supply	335,000
Promoting Health and Fighting Disease**	2.8 million
Creating Economic Opportunities and Strengthening Communities	115,000
Responding to Disasters and Rebuilding Communities***	320,000

The number of individuals reached in the program sectors above exceeds 3 million because many program beneficiaries are often reached through more than one of these sectors.

** Includes *NetsforLife*®'s 2.1 million direct beneficiaries.

*** Includes the estimated 310,000 individuals reached through international programs, and the estimated 10,000 individuals reached through the US disaster response programs.

Where We Work



- Afghanistan
- Angola
- Bangladesh
- Belize
- Botswana
- Brazil
- Burma/Myanmar
- Burundi
- China
- Colombia
- Cuba
- Dominican Republic
- Democratic Republic of Congo
- Ecuador
- El Salvador
- Ghana
- Guatemala
- Guinea
- Haiti
- Honduras
- India
- Jerusalem/ West Bank/Gaza
- Jordan
- Kenya
- Korea
- Liberia
- Malawi
- Mozambique
- Namibia
- Nicaragua
- Pakistan
- Papua New Guinea
- The Philippines
- Peru
- Sierra Leone
- Solomon Islands
- South Africa
- Sri Lanka
- Sudan
- Tanzania
- Thailand
- Uruguay
- United States
- Vanuatu
- Zambia
- Zimbabwe

Alleviating Hunger and Improving Food Supply in 2008: 335,000 People



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

- Burma/Myanmar
- Burundi
- China
- Democratic Republic of Congo
- El Salvador
- Ghana
- Haiti
- Honduras
- India
- Kenya
- Korea
- Malawi
- The Philippines
- South Africa
- Sri Lanka
- Sudan
- Tanzania
- Thailand
- Uruguay
- Vanuatu
- Zambia
- Zimbabwe

Creating Economic Opportunities and Strengthening Communities: 115,000 People



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

- Afghanistan
- Angola
- Belize
- Brazil
- Burma/Myanmar
- China
- Democratic Republic of Congo
- El Salvador
- Guatemala
- Haiti
- Honduras
- India
- Liberia
- Jerusalem/West Bank/Gaza
- Jordan
- Pakistan
- The Philippines
- Peru
- South Africa
- Sri Lanka
- Sudan
- Tanzania
- Vanuatu
- Zambia

Promoting Health and Fighting Disease: 2.8 Million People



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

- Afghanistan
- Angola
- Bangladesh
- Belize
- Botswana
- Burma/Myanmar
- Burundi
- Brazil
- China
- Dominican Republic
- Democratic Republic of Congo
- El Salvador
- Ghana
- Guatemala
- Guinea
- Honduras
- India
- Jerusalem/West Bank/ Gaza
- Kenya
- Liberia
- Malawi
- Mozambique
- Namibia
- Nicaragua
- Pakistan
- Peru
- The Philippines
- Sierra Leone
- Solomon Islands
- South Africa
- Tanzania
- Thailand
- Vanuatu
- Zambia
- Zimbabwe

Responding to Disasters and Rebuilding Communities: 320,000 People



- Afghanistan
- Bangladesh
- Burma/Myanmar
- China
- Colombia
- Cuba
- Democratic Republic of Congo
- Dominican Republic
- Ecuador
- El Salvador
- Haiti
- India
- Jerusalem/West Bank/ Gaza
- Kenya
- Korea
- Malawi
- Mozambique
- Namibia
- Pakistan
- Papua New Guinea
- The Philippines
- Solomon Islands
- South Africa
- Sri Lanka
- Sudan
- Thailand
- United States
- Vanuatu
- Zambia

A Focus on Women



Of the 2 billion people who live on \$1 a day or less, the vast majority are women and their children. To address this inequality, all of Episcopal Relief & Development's programs promote gender equality and work to ensure the full participation of women and girls.

In Afghanistan, women have been extremely marginalized. Denied freedom of movement and education under the Taliban, the country's women have a literacy rate of 4-14%. Their health suffers too; Afghanistan has one of the highest maternal mortality rates in the world, with one woman dying in childbirth every half hour. There is a link between health and education for women. Numerous studies show that women who are educated delay having their first child and wait longer between each birth, two factors that contribute to maternal health and wellbeing.

For these reasons Episcopal Relief & Development partners with Afghans4Tomorrow (A4T), a non-profit, non-political organization, working to rebuild the health-care system and empower young women through education and skills training.

In partnership with A4T and the Afghan ministry of health, Episcopal Relief & Development provides basic medical services to more than 2,000 people and ensures women access to a female doctor at the Dashte Top Hospital, the only hospital in the Wardak Province.

Another way that Episcopal Relief & Development helps Afghan women is through the Chelsetoon Girls School, which operates from an impoverished suburb of war-torn Kabul. The Chelsetoon School provides girls and young women with vocational training, marketable skills and opportunities to earn an income. An intensive study program allows students to gain admission into secondary schools by completing the curriculum established by the Ministry of Education.

An Opportunity for Change

For 16-year-old Sheba, life was extraordinarily harsh in Afghanistan during the Taliban regime. Her father died when she was young, leaving her mother to provide for Sheba and her younger sister. Since Sheba was the eldest girl, her mother expected her to stay home to supervise household chores while her sister attended the A4T Chelsetoon School.

Sheba wanted to learn too and tried to figure out how she could continue her education. She discovered that Chelsetoon School offered morning classes so she convinced her mother to let her attend the half-day sessions and complete her chores in the afternoon.

Now Sheba is a student. Although her education was interrupted by the decrees of the Taliban and she now shares a classroom with girls as young as 12, Sheba is resolute. She is focused on learning and looks forward to her graduation and a brighter future.





Photo Courtesy of Harvey Wang for
Episcopal Relief & Development

Alleviating Hunger and Improving Food Supply

Our response to the 2008 food crisis highlights our approach to **alleviating hunger and improving the food supply**. We focus on equipping farmers to improve crop yields and helping communities and at-risk families establish more sustainable access to the food they need to survive and stay healthy. Using this approach we were able to improve the food supply for **335,000** people in 2008.

We also promote activities indirectly related to alleviating hunger that improve the overall quality of life in communities. These include:

- » Promoting women's access to agricultural inputs, credit, and land ownership, thus increasing agricultural production and ensuring sustainable food access for entire families;
- » Improving infrastructure, housing and education to enable community access to food;
- » Increasing community access to clean water, sanitation and health care to preserve community health and therefore support people's abilities to work and reduce contamination of ground water and rivers;
- » Supporting community health programs that address malnutrition and protect the advancements made in other health areas.

Serving, Together with Our Partners

In Haiti, we partner with the Episcopal Diocese of Haiti to implement a variety of initiatives that improve life for people living in this socio-politically fragile country.

The Diocese of Haiti is directly alleviating hunger by operating school canteens for primary-school students and improving access to food by implementing reforestation and farmer-training programs in the mountainous areas of southern Haiti to improve crop yields.

The diocese is also involved in ongoing disaster relief work. In the summer of 2008 four tropical storms-Fay, Gustav, Hannah and Ike-hit Haiti in the space of one month, severely impacting 9 of 10 regional Departments. Haitis is 95% deforested contributing to the high level of destruction across the country because tree cover is a natural protection against flooding. Entire communities were stranded, and harvests were obliterated. With our support, the diocese responded swiftly to meet immediate needs and currently is involved in ongoing rebuilding efforts.

Even under these dire circumstances, our partners in Haiti see reason for hope. They are still adapting, pushing forward and touching more lives.





Story from Our Donors: Faith in Action Helps us Heal a Hurting World

“What inspires me most about Episcopal Relief & Development and what is most important to me, is that the organization does not just put a bandage on a problem but goes way beyond that,” said Margaret, a parishioner at St. James Episcopal Church in Fremont, California. “Episcopal Relief & Development will take care of emergencies and immediate needs but then looks for long term solutions.” Bill and Margaret are especially supportive of the agency’s focus on simple technologies that address serious problems, like building wells to stop water-borne illnesses and providing insecticide-treated nets to prevent malaria.

Over the years, Margaret and Bill’s support of Episcopal Relief & Development has provided, among other things, clean water in Latin America, earthquake relief in Asia, insecticide-treated nets in Africa and primary health care in the Middle East. Their support has helped countless numbers of our neighbors in need.

People like Margaret and Bill are integral to Episcopal Relief & Development’s success. Because of their contributions, we are implementing life saving programs and providing immediate disaster relief wherever it is needed. Partnerships like these help Episcopal Relief & Development to heal a hurting world.



Promoting Health and Fighting Disease

Our programs to **promote health** and fight disease reached **2.8 million people** around the world. With your support we provided:

- » Hospital and clinic-based services for people in crisis situations;
- » Mobile clinics and community health workers to deliver care to remote communities;
- » Primary health care, like immunizations and pre/postnatal services;
- » Insecticide-treated nets to stop the spread of malaria;
- » Clean water systems to prevent water-borne illnesses;
- » Smokeless stoves to avert acute respiratory infections;
- » HIV prevention services and care for people living with AIDS.

NetsforLife® Fighting Malaria at the ‘End of the Road’

NetsforLife®, an Episcopal Relief & Development program partnership, brings together corporations, foundations, faith-based organizations and private donors in a collaborative initiative focused on eliminating malaria in sub-Saharan Africa.

NetsforLife® distributes long-lasting insecticide-treated nets and works to instill a “net culture”, a community-wide understanding of the protective value of nets and the right way to use and maintain them.

When a net culture is in place, people know how to prevent malaria, when to seek medical treatment and how to access effective treatment. The result: less sickness, fewer deaths and stronger communities.

In 2008, NetsforLife® distributed its millionth net, directly benefiting more than 2 million people and saving countless lives! At the end of the year, the program embarked on its goal of delivering 7 million more nets in the next five years.



Photo Courtesy of Harvey Wang for
Episcopal Relief & Development

You Make this Happen

Malaria is one of the biggest killers in the developing world. It is caused by a parasite transmitted through the bite of an infected mosquito. As mosquitoes bite primarily at night, sleeping under a long-lasting insecticide-treated net is the best way to prevent the transmission of malaria. Unfortunately, most of the millions of people who are vulnerable to malaria in Africa do not have access to insecticide-treated nets.

When 22 year-old Abby, a resident of Rehoboth Beach, Delaware, learned about the Diocese of Delaware's plan to send to Africa one net for every family in the diocese, she decided to add to their initiative to generate support for *NetsforLife*® and by going on a 780 mile bike trip.

As nets are shared by family members, one life-saving, insecticide-treated net can save three people from needless suffering. Abby decided to try to raise \$1 for every mile she cycled, with the ultimate goal of purchasing 67 nets.

To date Abby's journey has raised over \$1,600.00 for *NetsforLife*®—enough money to purchase more than 130 nets and protect up to 390 people!



Photo Courtesy of Harvey Wang for Episcopal Relief & Development

Building Access to Clean Water



In the community of Lomas de Café in Camoapa, Nicaragua, clean water has always been scarce. A creek that once supplied drinking water to families in the community dried up years ago. For six years residents had to walk one kilometer for all of their water needs: drinking, bathing and washing clothes.

Leonardo and Xiomara were frustrated by the situation. With two young children to care for, securing clean water became an all-day activity. They organized their community and received support from Episcopal Relief & Development and its partner, El Porvenir, to dig and maintain a well. Finally they have been able secure a clean water source near their home. This family fully appreciates the value of clean water and carefully manages the new well. The family has learned how to repair it and to keep the water clean to benefit the entire community.

Photo Courtesy of Harvey Wang for Episcopal Relief & Development

Story from Our Donors: Two Women, One Well

Inspired by a video focusing on the human toll of dirty water, Lauren and Janie from St. Ann's Episcopal Church in Old Lyme, Connecticut, decided to help the Lomas de Café community in Camoapa, Nicaragua "Get Well." In the spirit of Christmas, Lauren and Janie launched their own alternative gift market, hoping to raise \$5,000 to purchase a well through Episcopal Relief & Development's Gifts for Life catalog.

In rural areas of Nicaragua, less than 5% of the population has access to sanitation facilities and less than half of the population has access to a convenient source of clean water. The diseases that result from consumption of unclean water and exposure to uncontained human waste continues to be a major cause of preventable death for children from infancy to age 4.

To help bring clean water to Lomas de Café, the duo created a "Get Well" card for friends and families, letting recipients know that a donation had been made on their behalf to fund a water station and training in basic sanitation. The idea caught on and friends started requesting "Get Well" cards to fulfill their own gift lists. By December 26, enough money had been raised to purchase a well and training on clean water management for Lomas de Café.





Photo Courtesy of Harvey Wang for
Episcopal Relief & Development

Creating Economic Opportunities and Strengthening Communities

More than 2 billion people in developing countries across the globe live on less than \$1 a day. This destitution means that families go hungry, the sick are not treated and children cannot go to school. In 2008, our **income-generating programs improved the livelihoods of 115,000**, transforming the lives of thousands of families around the world.

Our programs to **Create Economic Opportunities and Strengthen Communities** enable women and families to create sustainable sources of income by:

- » Providing micro-finance opportunities, including savings and credit circles that allow individuals and groups to start or expand small businesses and cooperatives;
- » Supplying tools, equipment and other resources to increase the value of products and improve access to markets;
- » Training people to become effective marketers, managers and leaders of their own small businesses;
- » Ensuring that traditionally marginalized and vulnerable groups—such as girls and women, people living with HIV/AIDS and other disabilities, and children orphaned by AIDS—receive education and tools to support themselves.

A Small Loan, A Big Change

For **Chuquillanqui**, all it took was a small cart. Sometimes, the simplest things can have an enormous effect. In the impoverished Puno region of southern Peru, Chuquillanqui stayed at home to care for her children. When illness cost her husband his job, she became the family breadwinner. To replace his lost income, she collected cardboard, glass and plastic trash off the streets and sold it to a recycling center. But she could not gather and sell enough to feed her family.



Episcopal Relief & Development has implemented an innovative micro-finance strategy that assists the indigenous Aymaran people in the Puno Region. Jobs that provide a living wage are scarce in this area, where 30% of the population suffers from chronic malnutrition and very few people have resources to invest in small businesses.

Together with the Anglican Diocese of Peru and the Ecumenical Church Loan Fund (ECLOF), Episcopal Relief & Development is delivering micro-loan assistance in the Puno region. The partnership has already made loans to more than 2,100 people, most of them women who are solely responsible for providing for their families.

A micro-loan enabled Chuquillanqui to buy a small cart so she could collect and transport more material to the recycler. When Chuquillanqui paid off her loan, she obtained a second loan that she used to rent storage space. This enabled her to expand her business and employ family members. Now she no longer worries where her family's next meal will come from.

With help from Episcopal Relief & Development, Chuquillanqui is proving that even small steps can lead to profound, positive change.

This Photo is representative of the beneficiary in Peru.



Photo Courtesy of Harvey Wang for
Episcopal Relief & Development

Responding to Disasters and Rebuilding Communities

Our **disaster relief** programs offer assistance in the immediate aftermath of a disaster and provide support and guidance for long-term rebuilding. Last year we worked with **320,000 people** in our own backyards around the world whose lives had been touched by natural or human-made disaster.

With our partners, we provide relief and rebuilding by using the following strategies:

- » Delivering lifesaving supplies such as medicine, blankets and food for emergency shelters or camps;
- » Providing shelter, along with trauma counseling and psycho-social services to survivors;
- » Repairing and constructing homes, schools, health clinics, roads, water systems and community centers to replace those destroyed by disasters;
- » Restoring the social and economic fabric of communities by providing economic and educational opportunities and improving access to legal services and home ownership;
- » Training and equipping local churches in the U.S. to prepare for and respond to disasters that devastate their communities.

Rebuilding a Village, Restoring a Life

In 2005, an earthquake devastated northwestern Pakistan killing more than 87,000 people and leaving 3 million people homeless. Episcopal Relief & Development partnered with the Diocese of Peshawar of the Church of Pakistan to assist in the relief and rebuilding efforts.

Mohammed was 53 when the earthquake struck. He had spent his whole life in a village nestled in the snow-capped mountains of Pateka Central. For him it was once a paradise of fresh-water streams full of fish and thriving orchards. There was no school in his village to prepare him for other trades, so Mohammed made his living and supported his family tending to his land and livestock.

When the earthquake rattled Mohammed's village, it destroyed his house and killed his livestock. Though they sustained injuries, Mohammed and his family miraculously survived the disaster. With all of his earthly possessions in ruins, Mohammed did not know how to begin to rebuild his life and care for his family.

With the support of Episcopal Relief & Development, the Diocese of Peshawar came to his assistance. At first, it provided the family with food, clean water, warm clothes and medical care. Now, in 2008, the diocese has given Mohammed and his family the tools they needed to get back on their feet. The family's home was rebuilt and they were provided with fruit trees, wheat, chicken and buffalo.

Mohammed's village also reaped the benefits of the rebuilding efforts. Roads were repaired and a school and a health care facility were built in the village. Mohammed's children now will have options when it is time for them to make their way in the world.



Episcopal Relief & Development
STATEMENTS OF ACTIVITIES
 For the year ended December 31, 2008

2008

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues and other support:				
Contributions, bequests, grants, and other	\$8,139,746	\$17,546,961	-	\$25,686,707
Investment (loss) return (Note D)	(6,201,240)	4,153	(114,195)	(6,311,282)
Contributed services (Note B-9)	946,412	-	-	946,412
Net assets released from restrictions	16,845,302	(16,845,302)	-	-
Total revenues and other support	19,730,220	705,812	(114,195)	20,321,837
Expenses:				
Food security	6,322,989	-	-	6,322,989
Primary health care	10,504,860	-	-	10,504,860
Emergency relief and rebuilding	8,632,956	-	-	8,632,956
Total program expenses	25,460,805	-	-	25,460,805
Fundraising	2,743,277			2,743,277
Administration	1,579,292			1,579,292
Total expenses	29,783,374			29,783,374
Changes in net assets	(10,053,154)	705,812	(114,195)	(9,461,537)
Net assets, beginning of year	18,089,415	12,374,913	838,537	31,302,865
Net assets, end of year	\$8,036,261	\$13,080,725	\$724,342	\$21,841,328

The accompanying notes are an integral part of these financial statements.

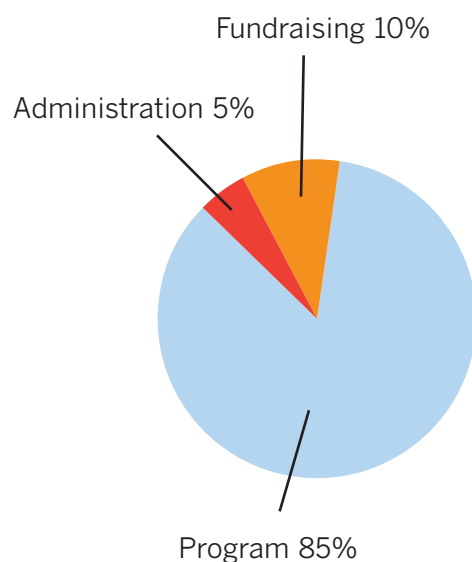
Financial Highlights for Fiscal Year 2008

At Episcopal Relief & Development, we use all financial contributions in the most effective ways possible to serve and support suffering people worldwide.

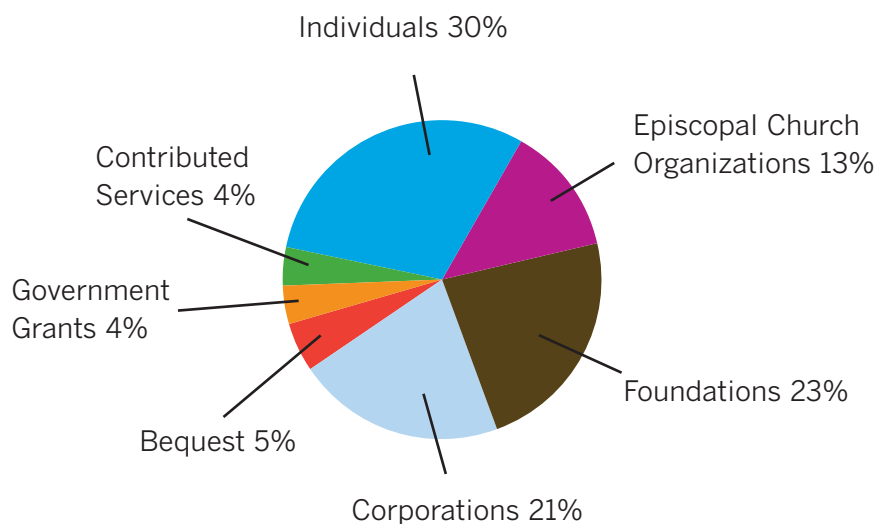
In 2008, Episcopal Relief & Development spent **85%** on program versus **5%** on administration and **10%** on fundraising. Support for organizational expenditures is provided through contributed services from the Domestic and Foreign Missionary Society and income from investments, ensuring that **92% of every donor dollar goes directly to our programs**.

In addition to maintaining the highest standards for internal accountability, we are involved in multi-agency efforts to improve practices and reporting within the relief and development community.

Expenses



Contributed Income



Looking Forward



In 2008, Episcopal Relief & Development went through a rigorous internal review process that resulted in the creation of a new strategic plan to begin in 2009 and be implemented over several years. Based on our core strength of empowering vulnerable people around the world to live lives of dignity, the new strategic goals are:

» **International Programs**

Fight extreme poverty and disease worldwide, working primarily within the Anglican Communion, by supporting quality programs that promote sustainable development and provide relief and recovery in times of disaster.

» **US Disaster Preparedness & Response**

Help equip dioceses in the United States to support congregation, agencies and communities in order to enable them to better respond to and recover from disaster that impact the vulnerable in their communities and elsewhere.

» **Church Engagement**

Engage all Episcopalians in the work of Episcopal Relief & Development as the compassionate response of the Episcopal Church to help heal a hurting world.

» **Funding**

Increase and diversify revenue streams to support and sustain programs and operations.

» **Visibility & Awareness**

Position Episcopal Relief & Development in the Episcopal Church, Anglican Communion, and the wider community as a valued partner and leader in responding to human suffering.

We look forward to sharing our success with you next year.

Episcopal Relief & Development Board of Directors: 2008

The Rt. Rev. Harry Brown Bainbridge III (Chair 2008)	Idaho
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Carol Anne Brown	California
The Rev. Sandra Castillo	Illinois
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Catherine George	New Jersey
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The Rev. Karen Brown Montagno	Massachusetts
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Episcopal Relief & Development is the international relief and development agency of the Episcopal Church of the United States. As an independent 501(c)(3) organization, Episcopal Relief & Development takes its mandate from Jesus' words found in Matthew 25. Its programs work towards achieving the Millennium Development Goals. Together with the worldwide Church and ecumenical partners, Episcopal Relief & Development strengthens communities today to meet tomorrow's challenges. We rebuild after disasters and empower people by offering lasting solutions that fight poverty, hunger and disease, including HIV/AIDS and malaria.