



ANNUAL REPORT 2011



the gifts you share

THE MISSION

CATHOLIC RELIEF SERVICES carries out the commitment of the Bishops of the United States to assist the poor and vulnerable overseas. We are motivated by the Gospel of Jesus Christ to cherish, preserve and uphold the sacredness and dignity of all human life, foster charity and justice, and embody Catholic social and moral teaching as we act to:

- Promote human development by responding to major emergencies, fighting disease and poverty, and nurturing peaceful and just societies; and
- Serve Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world.

As part of the universal mission of the Catholic Church, we work with local, national and international Catholic institutions and structures, as well as other organizations, to assist people on the basis of need, not creed, race or nationality.

APPROVED BY THE CATHOLIC RELIEF SERVICES BOARD OF DIRECTORS ON SEPTEMBER 11, 2008.

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The rest of the story: Look for this icon, then go to crs.org/2011-annual-report to learn more.



DR. CAROLYN Y. WOO
PRESIDENT & CEO

“The **work of CRS** needs to be known because it **provides a witness** that we are doing the **work of God**. This is not an empty call from Christ for us just to ponder. It calls us to use our **gifts, our talents, our creativity, our education, our intelligence, our sense of friendship** and **community** to actually formulate **effective actions** and **outcomes.**”

— DR. CAROLYN Y. WOO



AS I STEP INTO THE JOB of president of Catholic Relief Services, I feel like Sir Isaac Newton when he said he was “standing on the shoulders of giants.”

I certainly mean those of Ken Hackett, who leaves an agency that is not only one of the most respected and admired in the world but is also maintaining a solid financial and managerial footing in a swiftly changing environment.

And I mean the shoulders of the thousands of CRS employees and partners—and the multitudes of our contributors and supporters—all around the world. This perch provides a lofty viewpoint that allows me to appreciate how well CRS is carrying out the mission given to us in the Gospels.

Yet, you do not have to look far ahead to see challenges. The same financial difficulties striking wealthier nations are hitting poor people around the world. That means that even as our public resources are shrinking, the need for our work is growing.

STANDING ON THE SHOULDERS OF GIANTS

The prayerful support that you have always given CRS will allow us to bring hope and support to our global neighbors who are suffering. My pledge to you is that we will be good stewards of that support, focusing more than ever on programming that is effective and efficient.

God looks after us in so many different ways. One of the major ways is that he sends people into our lives. I thank you in advance, because I know you will be there with CRS, giants with strong shoulders to stand on as we do God’s work together.

Carolyn Y. Woo

Opposite page: A CRS-led agro-enterprise project in Nicaragua is making some small-scale farmers into major players. Take 53-year-old Isabel Salgado Gutierrez. He used to produce between 880 and about 3,500 pounds of beans per parcel on his farm. Now, with new agricultural techniques, he is harvesting nearly 8,800 pounds.

“CRS is not about **one** person. And it’s not just about the thousands who work for CRS around the world. It’s also about the **thousands of local partners** we have in nearly 100 countries, people we work with every day to bring care and hope. It’s about the **hundreds of thousands in the United States** who hear the good news and use us to help carry it out. And it’s about the **millions who benefit from our work**, who so often give us so much more than we could ever give them.” — **KEN HACKETT**



THIS IS THE REPORT on the final fiscal year of my presidency. And quite a year it was—one that resonated back over my nearly 40 years with Catholic Relief Services.

I went to Juba for the festivities marking the birth of the world’s newest nation, South Sudan. For decades, Sudan has been home to some of the worst violence in the world. Many had given up hope. But you did not. Your gifts of generosity and prayer made it possible for CRS to build on our strong church-based partnerships to help create the conditions for a peaceful transition.

When I left the East African regional director position to become CRS president in 1993, we were helping the people of Somalia as they suffered through famine and war. In 2011, as I left the presidency, we were there again as drought ravaged the region, leaving millions vulnerable. Because of you, we could bring lifesaving assistance to tens of thousands in Somalia, Kenya and Ethiopia.

KEN HACKETT
PRESIDENT & CEO, 1993-2011



THE GIFTS YOU SHARE

CRS remains committed to Haiti’s recovery from the 2010 earthquake. It is a tough job, but, thanks to strong Church and local relationships forged over nearly 60 years there, we are seeing results: rubble cleared, houses built, jobs created, Haitians empowered to take charge of their lives. We know you will stay with us as this transformation evolves.

During this fiscal year, when a devastating earthquake and tsunami struck Japan, you responded generously with gifts that we shared through our partner Caritas Japan. In Pakistan, we returned to areas affected by flooding in 2010 when the waters rose again. Through the AIDSRelief program, funded by the President’s Emergency Plan for AIDS Relief, we continued to keep tens of thousands of people alive on antiretroviral therapy as we cared for and supported many more, including orphans and vulnerable children. We did this as we oversaw the continued transition of these programs to our local partners to ensure their long-term sustainability.

Overall, in fiscal year 2011, CRS helped more than 100 million beneficiaries in nearly 100 countries, connecting them to the Catholic community of the United States through programs like Operation Rice Bowl, Catholics Confront Global Poverty and a variety of activities that engaged Catholic colleges and dioceses across the country.

The gifts you shared with us totaled \$224 million, which helped leverage another \$611 million in resources from the U.S. government and other sources.

Many challenges lie ahead, but there are also opportunities. I am so pleased Carolyn Woo agreed to serve as CRS’ president. Her experience and her faith make her the right person for the journey ahead.

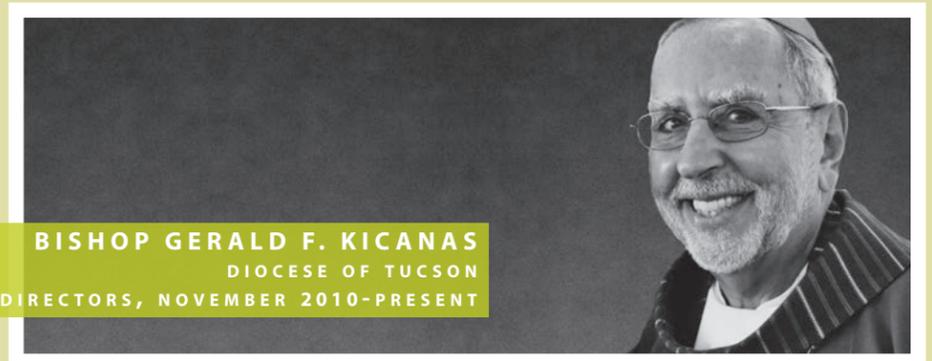
As I leave CRS, it is difficult to find the words to tell you just how grateful I am to all of you. It has been a genuine privilege to be of service to your faith and compassion.

Opposite page: On the eve of South Sudan’s official declaration of independence, celebrations included children singing the new national anthem and “Happy Birthday” to their new nation.



“CRS is working for you in the most **remote villages**, the most **desperate communities**, the most **devastated regions of the globe**. The lives **saved**, the livelihoods **restored**, the **hope spread** are all due to **the love you share** so beautifully and readily with God’s children overseas.” — BISHOP GERALD F. KICANAS

I FEEL HONORED and privileged to serve as chair of the board of Catholic Relief Services, which does so much good throughout the world. The year 2011 marked the end of Ken Hackett’s distinguished service as president and CEO of CRS for more than 18 years, with a total service to CRS of 40 years. We have grown tremendously under his able leadership.



BISHOP GERALD F. KICANAS
DIOCESE OF TUCSON
CHAIR, CRS BOARD OF DIRECTORS, NOVEMBER 2010-PRESENT

The board’s most important role is to select a new president and CEO. After an extensive and comprehensive search, the board selected Dr. Carolyn Y. Woo, formerly dean of the University of Notre Dame’s Mendoza College of Business. Carolyn, a woman of firm faith, understands the mission of CRS and had a chance to witness our work during her 6 years as a CRS board member. She brings a passion for the poor and a vast knowledge of what it takes for an organization to be effective.

ALL WE DO IS IN IMITATION OF JESUS CHRIST

To each of you, I express the gratitude of all at CRS for your untiring support of our mission throughout the world. Whether it’s earthquakes in Haiti and Japan, floods in Pakistan, the Philippines, and Thailand, or drought in East Africa, you make it possible for us to help in times of need.

In these difficult economic times, you continue to assist us with your sacrificial gifts. I wish you could meet those whose lives your generosity has touched. You would hear “Thank You!” in countless languages.

All we do at CRS is done in imitation of Jesus Christ, who taught us that what we do for the least of our sisters and brothers we do for him.

+ Gerald Kicanas

Opposite page: Following the 2010 earthquake in Haiti, Dr. Carolyn Y. Woo, a CRS board member who became the agency’s president and CEO in January 2012, joins then-President Ken Hackett, left, and Board Chair Bishop Gerald F. Kicanas to view damage to the Notre Dame Cathedral in Port-au-Prince.



your gift of **RELIEF**



YOU'VE NEVER TAKEN THE BUMPY PATH TO EDUKAYA, the small Ethiopian village south of Addis Ababa. But you are there, all the same, through the gifts you share.

Catholic Relief Services, working through the Catholic Church in Wonji, organized a water committee made up of residents who dug a trench over miles of uneven terrain to a government well. They laid pipe, poured concrete, and installed a pump and taps. The result: Villagers have been able to withstand the erratic rains and droughts of recent years.

But the water committee is doing much more. It is inspiring leadership among residents for the good of the community. As that group

Opposite page: CRS staff member John Juma, in blue and white, leads a group in South Sudan to build a platform for a water pump that will serve 2,500 people. ■ Above: With your support, Kenyan farmer Joyce Wambua managed to harvest maize despite a crippling drought. [i](#)



HAITI THE RUBBLE TO RECONSTRUCTION PROGRAM

1,800

DUMP TRUCKS FILLED WITH RUBBLE



TRAINED AND EMPLOYED

700 LOCAL WORKERS

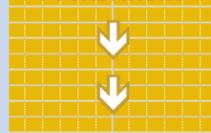


44 RUBBLE CRUSHERS



4,648

FOUNDATIONS



PROVIDING HOMES FOR

23,240 PEOPLE

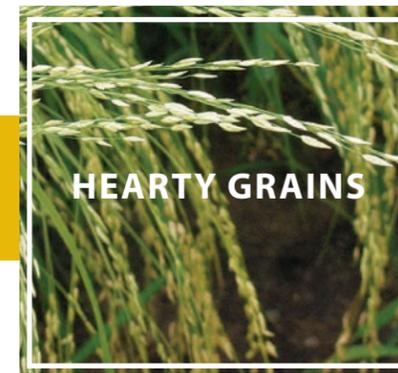


Fennel Onielis, left, Gasman Joseph, center, and Jean Rody Delise, right, grind rubble into gravel and sand as part of CRS' Rubble to Reconstruction program.

The key to rebuilding Haiti after the 2010 earthquake was creating jobs. Our Rubble to Reconstruction program trained 700 workers to use hand-cranked rubble crushers to recycle 17,600 tons of debris. The rubble became cement blocks that formed 4,648 sturdy homes for 23,240 people. With much more rubble to remove and many communities ready for reconstruction, the program is creating sustainable livelihoods for Haitian entrepreneurs eager to start their own businesses. 



SURPLUS HONEY



HEARTY GRAINS



HEALTHY LIVESTOCK

adjourns, the Savings and Internal Lending Community meeting convenes under an acacia tree. Some members, including several women, are using their savings to start businesses. Before the group formed, women-run businesses were a rarity in this traditional community.

On the hill, you can see the terraces that villagers constructed in a cash-for-work program to hold back erosion, earn some income and stimulate the economy. On the rocky road, you can see children returning from school, not from fetching water.

Nearby is an arbor loo, a pit latrine used to grow a fruit tree when the pit is full. The fruit provides nutrition and also cash when sold. Next to the arbor loo, a hand-washing container—the size and shape of a coffee can—is evidence of hygiene education. A new beehive produces honey to sell. In the fields is a better variety of teff, the local grain. Farmers are diversifying, raising sheep and goats for milk, meat and money.

During the recent drought, a CRS-led consortium fed more than a million Ethiopians in a U.S. government-supported emergency food aid program. CRS continued working with Ethiopians to improve their resilience during periodic drought.

It is an approach seen at work through CRS wherever you are.

In Haiti, where many Catholics in the United States have partnered with local churches and organizations, CRS did not stop with emergency relief. We are supporting a sustainable, Haitian-led recovery to help Haitians better survive emergencies. In Pakistan, CRS' flood recovery efforts left behind organizations that will empower villagers for years. In drought-stricken Kenya, CRS followed up new water sources with peacebuilding efforts to ensure that conflict does not restrict access.

Sustenance—physical, social, political, intellectual and spiritual—is needed by the entire person. Catholic social teaching calls it *integral human development*. It is fundamental to all of CRS' work. And it is what your gift of relief makes possible.

“The Church I have belonged to for my entire life gave me pride in knowing that it was working for the neediest, for the poorest regardless of creed or race.”

— HECTOR MEDINA
LATINO MINISTRY COORDINATOR
DIOCESE OF OAKLAND, CALIFORNIA



your gift of **FOOD**



SUZY RAZAFINDRAFARA'S NEIGHBORS LAUGHED and said she didn't know what she was doing. She was planting her rice seedlings the wrong way at the wrong time. **Suzy ignored them and followed the advice of Catholic Relief Services partner Caritas Antsirabe in Madagascar.**

At harvest time, her fields yielded more than one and a half times the rice than her neighbors'. Suddenly, "they were no longer laughing," says Suzy.

CRS is feeding the hungry around the world and teaching communities to become self-sufficient by improving farming techniques, connecting farmers with suppliers and preventing the spread of crop disease.

With your support, CRS is helping poor farmers in Latin America become entrepreneurs. Profits and businesses are now growing. By building

Above: In Kenya, Rose Ouko, left, of the CRS-led Great Lakes Cassava Initiative records data about a cassava disease with field agent Joseph Ayikeo. 



bean-processing plants, farmers increase the value of their product and can sell their beans for 67 percent more than before. By installing drip irrigation systems, farmers are using 50 percent less water and 34 percent less fuel. By networking with global food distributors, farmers can now sell cocoa for higher profits.

CRS is also working to stop the spread of crop disease in six African countries. Diseases have devastated cassava plants, a staple food for many in central and east Africa. With your support, our Great Lakes Cassava Initiative is introducing disease-resistant crop strains to farmers.

In the West Bank, you helped feed families through the Urban Voucher program. Participants receive a card that is automatically credited each week with money to buy milk, cheese and bread at local stores. And, in several provinces in Burundi, you are making it possible for CRS to feed children under age 2 and expectant and nursing mothers as part of a program supported by the U.S. Agency for International Development.

In the Philippines, CRS teaches poor farmers to grow vegetables and market them to Jollibee, the country's leading fast-food chain. Farmers receive a fair price, which allows them to repay loans from microfinance institutions and grow their businesses.

Across the United States, thousands of people engage in programs like CRS Operation Rice Bowl and Food Fast to help our hungry global family.

Feeding our poor neighbors worldwide means more than simply handing out food. With your gift of food, you give sustenance—you keep crops healthy, improve farmers' harvests and create self-sustaining communities.

“I'm assured of a crop harvest even if the rains are bad.”

— JOYCE WAMBUA
KENYA

Clockwise from left: Gerson Fidel Ortiz Martinez feeds the chickens on the farm CRS helped his family establish in El Salvador. ■ With your support, women in India are growing high-quality potatoes. ■ The goat milk Claudia Romero Lopez drinks is improving her health. More than 50 percent of children in Guatemala under age 5 are chronically malnourished. ■ A drip irrigation system waters plants in Nicaragua.



your gift of **WATER**



A THIRSTY CHILD in the rugged Ghor Province of Afghanistan turns on a tap, drinks the fresh water deeply until satisfied, then runs off. A ready supply of clean water is a routine utility for us. For this child's village of Akhtakhana Bala, it is a remarkable achievement.

In the remote highlands of western Afghanistan, years of war and poverty have decimated the land and polluted scarce water resources. People desperate to provide for their families have cut down trees, pulled out shrubs and over farmed the land, which has contaminated the water.

Thanks to your generous support and to funding from the U.S. Agency for International Development, Catholic Relief Services launched an ambitious project to repair environmental damage and revive water

Above: Sand dams, which trap runoff that seeps through the sand into wells, are providing lifesaving water to drought-stricken Kenyans. [i](#)



Top: Vo Trung Grang adjusts valves on his community's water purifying equipment in Vietnam. Thanks to your support, residents no longer need to fetch their drinking water from a canal. ■ Bottom left: Volunteer teacher James Mwanganda helps students wash before a meal at the Lusubilo Orphan Care center, a CRS partner in Malawi. The center enforces hand-washing, which is critical to preventing disease. ■ Bottom right: Eulalia Salmeron washes food she will cook for students at a school in El Salvador. The potable water, provided by CRS through your generosity, has improved students' health. ■ Opposite page: Women pump fresh well water for their families in Afghanistan. In Ghor province alone, 5,280 people now use four CRS-built water systems that bring safe drinking water closer to their homes, thanks to you.

“We used to walk [1 mile] to reach the nearest river. But now, when we need water, we can find it right here. We owe our **thanks to CRS...for making this possible.**”

— FELIPA KANTUTA
BOLIVIA

systems in Ghor. We are training 1,200 people in techniques to restore damaged watershed areas and are providing seeds and seedlings to reestablish native trees, shrubs and grasses, plus fruit and nut trees that families can use for additional income. And community members we've hired are constructing simple structures to catch water and are building two dozen water systems that pipe clean water from a mountain stream to village faucets.

Around the world, you are helping CRS provide life-giving water to vulnerable people. But even the cleanest source of water is easily contaminated by dirty hands. That's why a vital component of our water programs is installing sanitation facilities and training people in proper hygiene techniques. In rural villages, a hand-washing station doesn't require advanced technology. A basin made from half of a plastic soda bottle works just fine.

And here in the United States, groups like the National Council of Catholic Women are supporting vital water projects overseas. Water for Life, a joint fundraising initiative of NCCW and CRS, has funded a Watershed Management project in Ethiopia. Activities like hillside terracing and land use planning help to control livestock grazing and naturally replenish exhausted water supplies.

With your gift of water, you help communities increase crop production and income, and improve their families' health.



your gift of **HEALTH**

DORICAH MWANSA and her 10-month-old daughter, Victoria, are living proof that we can stop HIV transmission from mother to child. Doricah, who is living with HIV, received prenatal care and support at Chamboli Clinic in Kitwe, Zambia. The clinic provides antiretroviral medicine to women and counsels them about preventing transmission of the virus. Thanks to these services, Doricah's daughter entered this world without the virus.

Your gift of health helps Catholic Relief Services support Chamboli Clinic, one of 19 satellite health facilities throughout Zambia that offer HIV care and treatment through AIDSRelief, a consortium funded by the President's Emergency Plan for AIDS Relief. Led by CRS, AIDSRelief



Inset: Through the President's Emergency Plan for AIDS Relief, CRS provides lifesaving antiretroviral therapy to more than 200,000 people living with HIV in nine countries, including Martina Bako of Nigeria, who is considerably healthier since she began taking the medication she is holding.



“We’ve been helped to treat patients as a human being like any other, not like someone who’s going to die.”

— CÉCILE MUJAWAYEZU
SENIOR NURSE FOR AIDSRELIEF PARTNER
BUNGWE HEALTH CENTER, RWANDA



has brought lifesaving care and treatment to nearly 700,000 people in 10 countries, including 97,000 in Zambia.

When AIDSRelief was launched in 2004 to stem the HIV pandemic with the latest drug therapy, many said it couldn’t be done—that not enough doctors and nurses knew how to treat HIV, that it would be too difficult to deliver antiretroviral medications in remote areas. So, the program trained medical professionals, built strong supply chains to reach remote locations and strengthened health systems to improve management.

AIDSRelief proved that HIV treatment is possible anywhere. And those strengthened health systems are now assuming ownership of AIDSRelief programs. HIV care and treatment in Zambia, South Africa and Rwanda are transitioning to the Christian Health Association of Zambia, Southern Africa Catholic Bishops Conference and the government of Rwanda, respectively.

This consortium is only one aspect of CRS’ work to help women and children live healthier, longer lives. Thanks to your gift of health, a program in East Timor encourages natural family planning using beads to help women space births. As a result, fewer mothers die in labor, and more newborns survive. And your generosity in Ghana helps CRS train traditional birth attendants to accompany women to the nearest health center, where trained midwives can safely deliver the babies.

The Catholic Health Association in the United States is assisting CRS, the Catholic Church in Haiti and the Haitian Ministry of Health in rebuilding St. François de Sales Hospital in Port-au-Prince. Badly damaged in the 2010 earthquake, it will become Haiti’s first teaching hospital, producing medical staff who can deliver quality health care.

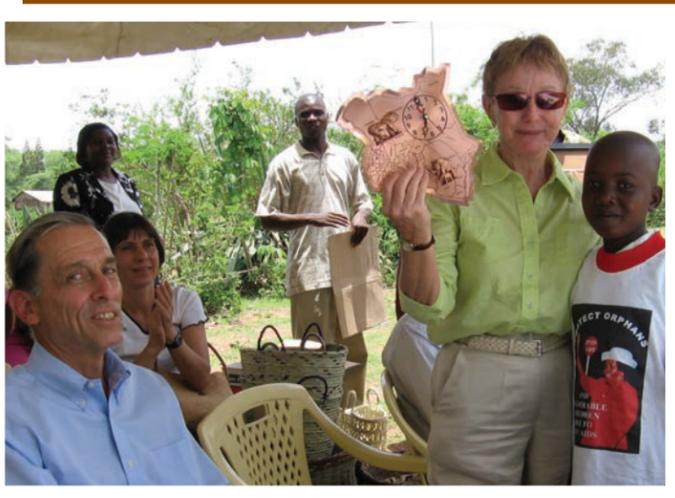
Thanks to your gift of health, babies and children, women and men are living healthier, stronger, longer lives.

Opposite page, top left: Nolan Hawke, a medical lab technician at a Guyana hospital, tests blood of people with HIV and AIDS. Through AIDSRelief, CRS has helped integrate HIV care into other health services to reduce the stigma of having the virus. ■ Right: Medical doctor Mallika Mootoo provides care to orphans and vulnerable children with HIV and AIDS in Guyana. CRS carries out AIDS programming in 62 countries across Africa and the hardest-hit regions of Asia and Latin America. ■ Bottom: AIDSRelief-supported community health care workers Tina Umar, left, and Agness Onydo, center, visit Caroline at her home in Nigeria. Caroline is doing well on medication. Her son, Nicholar Isiahys, does not have HIV.

“CRS recognizes that those affected by AIDS are also affected by **poverty and poor health.**

I’ve found this work to be the most satisfying, **inspiring involvement** we’ve had in our lives.”

—AL KANEB



A DONOR PROFILE

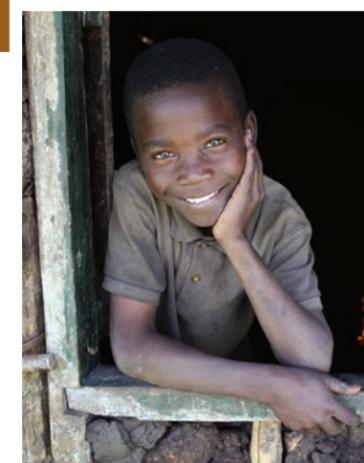
AL AND DIANE KANEB have long been committed to children affected by AIDS. Among the first to champion Catholic Relief Services’ work in AIDS orphan care and support, they traveled to rural Kenya, where CRS’ The Children Behind project provides 19,000 children with health care, an education and safe shelter.

“The dignity, strength and hope of people is remarkable,” says Al. “Once you give them a basic package of nutrition, health and education, their potential for supporting themselves is vastly better than before. They are changed forever.”

Above: Al Kaneb, in blue, and Diane Kaneb, in green, visit a CRS project in Kenya.



your gift to the **CHILDREN**



PEOPLE TEND TO THINK OF HIV as an adult illness, but those who bear its heaviest burdens are children. With their parents succumbing to AIDS, children and adolescents find themselves going it alone: working instead of attending school, caring for their siblings, and, for many born with HIV, grappling with how to safely grow up.

But thanks to your gift to the children, they are overcoming all odds. CRS provides a full spectrum of care that equips children with what they need to not only stay alive, but to thrive.

Opposite page, right: **The Lusubilo Orphan Care center, a CRS partner in Malawi, provides a safety net for nearly 9,500 children made vulnerable by HIV.**
■ Above: Victor Owino, who lost his parents to AIDS, receives medical care and school fees from CRS’ The Children Behind project in Kenya. 



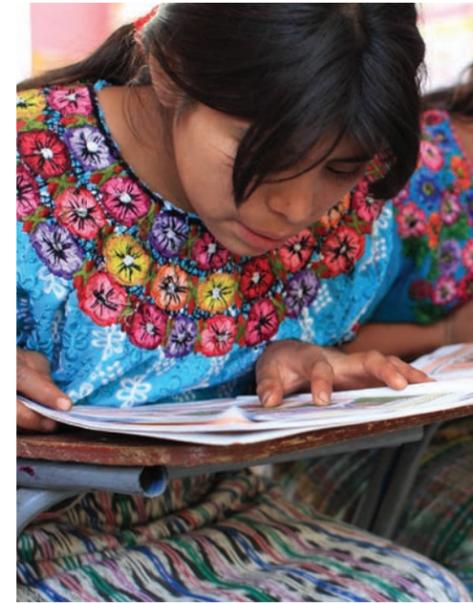
your gift of **OPPORTUNITY**



AN ELEMENTARY SCHOOL STUDENT filled with equal parts excitement and trepidation stands in front of a classroom in Afghanistan. It's a remarkable image for two reasons: The student is a girl and there's a classroom for her to stand in. Not that long ago, it was unheard of for girls to go to school there, and one rarely saw classrooms in rural parts of the country.

Now, thanks to your gift of opportunity, Catholic Relief Services and our partners have made education a dream come true for thousands of boys and girls in Afghanistan.

Above: Named after the French word for *rainbow*, CRS-supported Arcenciel is a nongovernmental organization in Lebanon that works to improve the lives of people with disabilities like this man, who helps produce orthotics. [i](#)



This page, top: Your support through a CRS-sponsored microbusiness group helps Maria Garcia Carrillo of Guatemala sell her handmade wares so she can become more self-sufficient. ■ Bottom left: CRS partners provide training to entrepreneurs like Samiha Chayya, who cans artichokes in Lebanon. ■ Center: In El Salvador, Jorge Vitelio Cerna is learning to become a baker, thanks to your generosity. ■ Right: Expelled from school, Amonitke Cameron, 15, got a second chance at an education through a CRS program that helps at-risk youths in Guyana learn trade and life skills. ■ Opposite page, left: With your support, CRS reduces the potential for child exploitation in El Salvador by providing education for young people and helping their families earn a living. ■ Opposite page, center: Elizabeth Roach, with the St. Maximilian Kolbe Catholic Church youth group from Pennsylvania, attends “Just Like You,” a CRS-sponsored fair trade leadership retreat, in Florida. ■ Opposite page, right: Children learn and play at a CRS partner-run center in Cambodia. Their mothers frequently put in 12-hour days under difficult conditions at a nearby garment factory.

“In July, we agreed to start saving 80 cents a week. In August, I received \$125 as my share. Today, even if CRS left, I know how to save.”

— MARGARET ATAYO GABRIEL
CRS SAVINGS AND INTERNAL LENDING
COMMUNITY MEMBER IN SOUTH SUDAN



CRS provides people around the world with opportunities to realize their dreams—of an education, a good job, or the freedom to live with dignity.

With your support, CRS works with partners in Lebanon to help people with disabilities find employment. CRS helped Elie, 25, land a plum position with an insurance company in Beirut. “I’m now appreciated as a person. My parents are glad that I’m building my own dream,” he says.

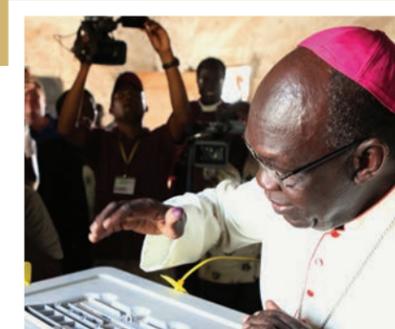
In Gaza, where almost half the population is unemployed, your gift of opportunity helps CRS run an internship program that provides temporary jobs to more than 800 college graduates. One woman, 24-year-old Bisan, turned her pharmacy internship into a full-time job. Most of her colleagues are still looking for work, but Bisan is realizing her dream of becoming self-sufficient, putting less of a burden on her family.

Unemployment is also a critical problem in El Salvador, where more than a quarter of people between the ages of 20 and 24 are out of work. Poor young people, in particular, have few opportunities to thrive. But a CRS-sponsored program in some of this country’s most violent neighborhoods has helped more than 400 young people find jobs since it started in 2010.

Opportunities come in different forms and from all over the world. By selling fair trade items, students at St. Maximilian Kolbe School in Pennsylvania create opportunities for the people who make some of the food we eat and the goods we use. And they witness how your gift of opportunity can lead to limitless possibilities for the people we serve.



your gift of **PEACE**



THEIR FACES ILLUMINATED BY CANDLELIGHT, children gathered around to sing “Happy Birthday.” But, this was no ordinary birthday party. Waving flags, these children were singing to celebrate the birth of their new nation, South Sudan.

This independence wouldn’t have been possible without a peaceful referendum 6 months earlier. After decades of civil war, independence was a long shot. *Against all odds and through your gift of peace, Catholic Relief Services worked with tribal leaders, Church leaders and community members to ensure a peaceful referendum.*

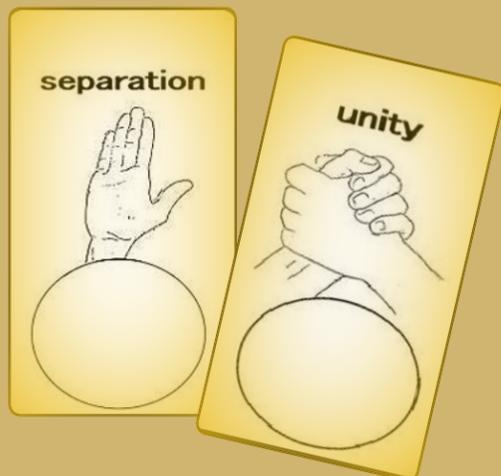
“People think of peace as cease-fire,” says Father Joseph Mawa of St. Patrick’s Church in Nimule, in South Sudan. “But peace is...absence of fear, absence of anxiety.”

Above: In Juba, Sudanese Archbishop Paulino Lukudu Loro casts his vote in the historic southern Sudan referendum on January 9, 2011. [i](#)

SUDAN → SOUTH SUDAN A PATH TO FREEDOM



Above: Many like this girl who had fled violence in Labado in South Darfur, Sudan, are beginning to return to that village. ■ Below: In the southern Sudan referendum, voters indicated their choice by placing their thumbprint on one of these two ballots. ■ Below right: In preparation for independence day celebrations, South Sudanese children rehearse a joyful dance.



1956 Sudan gains independence from Egypt and Britain; civil war begins.

1972 Catholic Relief Services begins work in Khartoum to help displaced people.

1983 Civil war resumes; CRS moves operations to south.

2004 CRS returns north to respond to crisis in Darfur.

2005 War officially ends with Comprehensive Peace Agreement promising referendum on secession of south in 6 years.

2009 As potential for violence grows, CRS launches largest privately funded peacebuilding program in agency history.

2010 CRS brings two delegations of Church leadership from Sudan to White House and United Nations to promote peaceful transition. With local partners, promotes "101 Days of Prayer" in support and solidarity with people of Sudan.

2011 The January referendum is peaceful. On July 9, South Sudan secedes from Sudan. CRS President Ken Hackett joins U.S. President Barack Obama's first delegation to the new country.



You responded. You prayed for peace, you contacted elected officials and you donated much needed funds. You helped lessen the fear and anxiety. To raise awareness of peace in that part of the world, University of Notre Dame students played a basketball tournament, and Villanova students held a prayer vigil.

And you make it possible for CRS to build sustainable peace beyond South Sudan's borders. In East Timor, we hired people from warring communities to build irrigation systems, meeting halls and volleyball courts together. "The tensions are there, but people can agree on the common ground," says Florentino Sarmento, a CRS staff member in that country. "What I like best is healing the broken relationships, bringing people together."



Above, left: In El Salvador, a former gang member stands in front of a mural painted by members of Youth Builders, a CRS-sponsored program that teaches young people job and life skills through community service. Your generosity is transforming this community into a more peaceful place. ■ Right: In Nigeria, peace rallies organized by the Church's Justice Development and Peace Commission and CRS work to encourage interreligious dialogue.

"I feel that the way to lead in the future is to help people become active participants in their community."

— RANA MASSADEH
FOUNDER OF CRS-SUPPORTED
CARITAS JORDAN VOLUNTEER PROGRAM

In Uganda, Sister Pauline Acayo, CRS' head of the country's office in Gulu, reintegrated a community of more than 5,000 child soldiers and 2,500 people abducted by the Lord's Resistance Army. For her courageous work, she received the Outstanding Leadership Award from the Association for Conflict Resolution.

Through CRS, you give street kids like Felix Antonio Sterling, a teen on the path to jail in the Dominican Republic, a new life. CRS supported the home where Felix lived, and he received counseling. Now a pitcher with the Cleveland Indians organization, he bought an apartment for his family and hopes to play Major League Baseball and pay for his sisters' education.

Peacebuilding—eliminating fear and distrust to promote peaceful, productive communities—can come in many forms, from building wells to providing jobs to giving troubled teens a chance. Your gift of peace leads us all as we walk in solidarity with our one human family.



“Operation Rice Bowl is a great reminder for all of us to **think** about those who are less fortunate than ourselves.”

— ANN McMAHON
SAN JOSE, CALIFORNIA 



your gift of **COMPASSION**



CATHOLICS IN THE UNITED STATES continue to assemble and fill their Operation Rice Bowls on behalf of our brothers and sisters in need around the world. Since 1975, it has been a Lenten tradition for boys and girls in Catholic school classrooms to raise money and awareness about global hunger. Families gather at the dinner table to reflect, pray, and count and send their blessings to communities in which people struggle to survive on less than \$2 a day.

Operation Rice Bowl opens minds and hearts to close the cultural and economic gaps between families oceans apart. In Catholic dioceses from Honolulu to Boston, communities share Operation Rice Bowl simple meals

Opposite page: CRS Operation Rice Bowl helps Catholics in the United States connect with our global neighbors. *For more about these photos, see inside back cover.* ■ Above: Father David Garcia, CRS senior advisor for clergy outreach, addresses participants at a Catholic Social Ministry gathering in Washington, DC.



Opposite page: CRS campus ambassadors bring students together at Villanova University in Pennsylvania to hold a candlelight vigil for peace in Sudan. ■ Above left: From left, Lucas, Chris, Sonia and Marina Arriola of California use Operation Rice Bowl to observe Lent from a global perspective. ■ Center: Thomas Awiapo, global solidarity coordinator for CRS Ghana, shares his story of survival at Food Fast, a CRS program for young Catholics that offers a journey of solidarity with poor people overseas. ■ Right: CRS Fair Trade ambassador Louise Johnson promotes a Work of Human Hands sale at Our Lady of Fatima in Modesto, California. ■ Bottom: CRS Global Fellows visit a family in Mali. Global Fellows engage Catholics in the United States in solidarity with the developing world, the global Church and the work of CRS.

“It touched me how children put rice in their pockets to give some to their siblings at home because they were also hungry.”

— **SISTER MARÍA REFUGIO VASQUEZ DE ANDA**
DOMINICANS OF THE CHRISTIAN DOCTRINE,
OAKLAND, CALIFORNIA

to experience the “taste” of sacrifice as they increase their compassion for those who must live without adequate food or income, or access to clean water. “When people don’t have enough food across the world, we show compassion for them by having a simple meal or giving up something we’re accustomed to,” says Ann McMahon, a parishioner at St. Martin of Tours, in San Jose, California.

Teens immerse themselves in the 24-hour Food Fast retreat to experience what it’s like to be hungry for a day and contemplate the lives of those who are hungry every day. Omar Luna, a teen participant at a CRS Food Fast in the Diocese of Stockton, California, says that the retreat “is a great way to communicate with God and...actually know or pay attention to the people that don’t really have food every night.”

Through Catholics Confront Global Poverty, Catholics in the United States bring the voice of the poor overseas into the halls of Congress. In 2011, Catholics mobilized to keep vital food aid flowing when

“Compassion is not just a dream. It happens through programming and planning and hard work, and that’s what CRS provides.”

— **DEACON STEVE HERRERA**
CRS GLOBAL FELLOW

threatened in the budget debate. They advocated for peace in the Holy Land. And they paved the way for the peaceful birth of Africa’s newest country, South Sudan, by shining a spotlight on the referendum vote with prayer vigils, rallies and letters to government leaders.

And your generosity makes it possible for CRS’ Global Fellows program to provide priests, deacons and seminarians an opportunity to connect with our brothers and sisters overseas. As Global Fellow Deacon Steve Herrera says, “I tell parishioners: This is the hard work of justice that’s done every day, year after year, not just emergency relief but also long-term development is done in impoverished countries by Catholic Relief Services because it is the U.S. Catholic Church working in the world.”

Thank you for your gift of compassion.

WE GRATEFULLY ACKNOWLEDGE those of you who supported the work of Catholic Relief Services in fiscal year 2011 with gifts totaling \$10,000 or more.

We also extend our deepest thanks to the thousands of other individuals, families and organizations—including the many Catholic dioceses, parishes, colleges, universities, schools, hospitals and religious orders in the United States—for your steadfast and continuous support. Each year, you have demonstrated your concern for others who are less fortunate by giving to the CRS Collection and to Operation Rice Bowl, and by continuously supporting our other programs.

Your generosity helps make it possible for us to ease human suffering and provide assistance to poor and vulnerable people in the world.

Catholic Relief Services recognizes the following donors for their gifts during fiscal year 2011 (October 1, 2010, to September 30, 2011).



Drought followed by a heavy rainfall destroyed many crops in Houn Kean's village in Cambodia. Now, with new agricultural techniques she learned from CRS and partners, Houn has increased her rice yield by 20 percent and can better adapt to changing weather conditions.

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Left: Your generosity and CRS-built wells bring fresh water and smiles to the people of South Sudan. ■ Center: When flooding ravaged northern Pakistan, CRS gave families essential supplies. ■ Right: Akula, who lost both parents to HIV, benefits from a CRS-supported program in Nigeria that provides health care.

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Marie Louise Johnson
Shirley Jones
Jane Judge
Josephine A. Kegel
Eileen Bodkin Kelly
Mary V. Kelly
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Lorenz Koerber
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Peter R. Romero
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Jerome C. Samberg
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Bernice M. Scheibel
Rev. James W. Scheuer
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James J. Schmidt
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Fr. Paul A. Schumacher
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Leo J. Semigan
Jayne Ann Servais
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Rev. Edmund J. Siedlecki
Kathleen Singer
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Raymond A. Smalsey
Alathea Smit
Fr. Donald R. Smith
Kenneth E. and Sophie
A. Sorensen
James L. Spratt
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Fr. Joseph Stanton
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Alice Swierkowski
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J. Trachta
Jack and Florence M. Turner
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Francis B. and Cecilia M.
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Milton H. Vanitvelt
Caroline Velasquez
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Fr. Raymond John Wagner
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Renee B. Weisbard
Margaret V. Welch
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Mary Ruth White
Mary Ann Wiczczak
Henry T. Wiggin
Susan Wright
Peggy R. Yancey
Emil Yoch
Deloris Ziltener
Marion L. Zimmerman



Opposite page: A temporary lab erected after the St. François de Sales Hospital was destroyed during the 2010 Haiti earthquake continues to bring relief to those in need of medical treatment. CRS is helping to rebuild the hospital. ■ Left: At a community center in Amman, Iraqi refugee Babeer Homood receives an eye exam as part of the medical services offered by CRS partner Caritas Jordan. [i](#)

FOUNDATIONS, CORPORATIONS AND ORGANIZATIONS

Anonymous (40)
 Academy of Our Lady of Lourdes
 Ace Hardware #8349 C
 Adrian Dominican Sisters
 Alternative Gifts International
 Archdiocese of St. Paul Council of Catholic Women
 Argidius Foundation
 Association of Marian Helpers
 Bank of America Charitable Gift Fund
 Barnard Construction Co., Inc.
 The Beatitude Foundation, Inc.
 Bethany Community
 Blue Cloud Abbey
 BMI-Rupp Foundation
 Bon Secours Health System
 Boston College
 Bread for the World Inc.
 Brown Helicopter Inc.
 The Gertrude H. Buchek Charitable Fund
 Howard G. Buffett Foundation
 Mary Catherine Bunting Foundation
 California Community Foundation
 Catholic Charities (6)
 Catholic Charities Foundation
 The Catholic Community Foundation of the Archdiocese of St. Paul and Minneapolis
 Catholic Daughters of the Americas
 The Catholic Foundation for the Diocese of Green Bay
 Catholic Foundation of the Archdiocese of New Orleans
 Catholic Healthcare West
 Catholic Health Initiatives
 Catholic Health Partners
 Catholic Social Services of Southern Nebraska
 Central Indiana Community Foundation
 Charity Buzz
 The Charles Englehard Foundation
 The Chicago Community Trust
 Christian Charities USA
 The James and Loretta Colotto Foundation Inc.
 Community Foundation for the Fox Valley Region, Inc.
 Community Foundation of Acadiana
 Community Foundation of Greater Atlanta
 Community Foundation of New Jersey
 Congregation of St. Joseph
 Congregation of the Sisters of Charity
 Congregation of the Sisters of St. Agnes
 The G. L. Connolly Foundation
 Continuum
 Cornell University Foundation
 The Cottrell Foundation
 John C. Coughlin Family Charitable Lead Annuity Trust
 Credit Suisse Foundation
 Cummins Allison Corporation
 Custom Event Group
 Danellie Foundation
 John R. and M. Margrite Davis Foundation
 Dayton Foundation
 The Dayton-Phoenix Group
 Delaco Steel Corporation
 Michael & Susan Dell Foundation
 Diamantine Family Foundation
 The Joseph Diehl Family
 Dignity Health
 Dominican Sisters of Peace
 The Mary J. Donnelly Foundation
 Dugas Family Foundation
 ECF of Boeing California
 Employees Charity Organization (ECHO) of Northrop Grumman
 Equal Exchange, Inc.
 Fabick Companies
 Falmouth Toyota Scion, Inc.
 The Father's Table Foundation
 Finnegan Family Foundation
 Howard Fishel Family Trust
 Foods Resource Bank
 Ford Foundation
 Fort Belvoir Consolidated Chaplain
 Foundation of the Roman Catholic Church of Northern Colorado
 Four State Corp
 Franciscan Missionary Union
 Franciscan Sisters of Christian Charity
 Fred B. Snite Foundation
 Fund for the Poor, Inc.
 The Robert and Mary Louise Gamero Revocable Trust
 Bill & Melinda Gates Foundation
 GHR Foundation
 GlaxoSmithKline
 The Graham Family
 The Greater Cincinnati Foundation
 Greater Kansas City Community Foundation
 The Greater Milwaukee Foundation Inc.
 Great Lakes Christian Foundation
 Green Mountain Coffee Roasters
 GRM International
 Chuck and Ellen Haas Foundation
 Quentin and Sally Heimerman Family Charitable Fund of the Catholic Community Foundation
 The Hildebrand Foundation
 Conrad N. Hilton Foundation
 The Hirst Family Charitable Fund
 Holiday Automotive Foundation Inc.
 Terri and Verne Holoubek Family Foundation, Inc.
 Holy Spirit Italian Social Group
 Houston Christian Foundation
 Howkins Charitable Fund
 Igee Inc.
 Illinois Tool Works Foundation (ITW)
 Jesuit Community of Creighton University
 Joerger Family Charitable Foundation
 The Donald P. and Byrd M. Kelly Foundation
 Kelly Gang, Inc.
 Keith V. Kiernan Foundation
 Kirk Williams Co., Inc.
 The Thomas and Dorothy Leavey Foundation
 Levi Strauss Foundation
 L. M. Sales Associates
 Edward F. & Alice M. Lirette Charitable Trust
 Little Creek First Landing Chapel Offering Fund
 Little Flower Foundation
 Lorden Charitable Foundation
 Love of Christ Foundation, Inc.
 LTM Foundation
 Lyskawiowski Victoria Memorial
 Manhattan College
 The Manna Charitable Trust
 The MasterCard Foundation
 McCurdy Family Trust
 The McDonald Family Foundation
 The Catherine J. McGinnis Family Foundation
 John P. and Anne Welsh McNulty Foundation
 The McPhee Foundation
 The Meneilly Family Fund
 Mercy Health Partners
 Merrill Lynch
 Moccasin Lake Foundation
 The Mooney Reed Foundation
 The Mudd Charitable Foundation
 National Christian Foundation-Houston
 The National Christian Foundation Inc.
 National Council of Catholic Women
 National Fraternity of the Secular Franciscan Order
 The National Heritage Foundation
 The New York Community Trust
 The Niner Foundation
 Northern Trust
 The Nurse Care of North Carolina
 Oak Tree Philanthropic Foundation
 W. O'Neil Foundation
 William J. and Dorothy K. O'Neill Foundation
 Orange County Community Foundation
 Orchid Island Juice Company
 Order of Malta, New York City Area
 Orlando Christian Foundation
 Oshkosh Area Community Foundation
 PAIS Foundation, Inc.
 The P&G Fund of The Greater Cincinnati Foundation
 John C. and Carolyn Noonan
 Palmer Private Foundation
 Parishioners of Immaculate Conception, Irvington
 The Pasquelli Foundation
 Paul M. Noll and Son Inc.
 Pawlowski Family Foundation
 The Pax Christi Catholic Community
 Performance Services Inc.
 Personal Development Fund Inc.
 Petunia Foundation
 Pfizer Foundation
 P. K. Tool and Manufacturing Company
 The Powers Family Fund
 Providence Health and Services
 Province of St. Mary of Capuchin Order
 The Quick Family Foundation
 Leslie C. Quick Jr. and Regina A. Quick Charitable Trust
 Foundation
 Ramstein Chaplain Fund
 Randolph Air Force Base
 Raskob Foundation for Catholic Activities
 Mark and Karen Rauenhorst Family Foundation
 Redmond Family Foundation
 ReedSmith LLP
 Religious of the Sacred Heart of Mary
 Renaissance Charitable Foundation Inc.
 The Thomas A. Rodgers, Jr. Family Foundation
 Roviario Foundation
 Ryan Memorial Foundation
 Safari Circuits Inc.
 Lawrence A. Sanders Foundation
 Schmidt Family Foundation
 SC Ministry Foundation
 The Harold C. Schott Foundation
 The John and Kathleen Schreiber Foundation
 Scott Air Force Base Chaplain Fund
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 Seven Eleven Stores LLC
 The Shaughnessy Family Foundation
 Sieben Foundation
 Silicon Valley Community Foundation
 Sisters of Charity Blessed Virgin Mary
 Sisters of Charity of St. Elizabeth

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 University Research Company LLC
 U.S. Freedom Charitable Trust
 Vista Hermosa Foundation
 Waccamaw Community Foundation
 Warmenhoven Family Foundation
 Water 1st International
 Waterfall Foundation
 Watersheds Foundation
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 Weingartz Family Foundation
 Weston Solutions, Inc.
 The Winston Salem Foundation
 Y and H Soda Foundation
 Zathyus Networks, Inc.
 The Sisters of the Immaculate Conception
 Sisters of Notre Dame
 Sisters of St. Joseph of Orange
 Sisters of the Sorrowful Mother
 St. Francis Sharing Fund
 St. John's University
 The St. Paul Foundation
 St. Victor's Church, West Hollywood
 Standard Process Inc.
 Stop World Hunger
 The Strelchun Family Trust
 Sudan Aid Fund
 Teras Cargo Transport
 Thoman Family Foundation
 Charlie Tippmann Foundation
 The Mary Cross Tippmann Foundation
 The UBS National Philanthropic Trust
 UBS Optimus Foundation
 United Industries, Inc.

PUBLIC DONORS

Catholic Relief Services selectively pursues funding opportunities from a variety of governments and intergovernmental donor agencies to achieve our program strategies and maximize our ability to serve those in need. CRS gratefully acknowledges the financial and in-kind resources received from the organizations that follow.

Embassy of Taiwan
 European Union
 GAVI Alliance
 Global Fund to Fight AIDS, Tuberculosis, and Malaria
 Government of Australia
 Government of Bosnia
 Government of Cameroon
 Government of Czech Republic
 Government of East Timor
 Government of Ecuador
 Government of Haiti
 Government of Honduras
 Government of Ireland
 Government of Lesotho
 Government of Liberia
 Government of the Netherlands
 Government of Niger
 Government of Peru
 Government of Spain
 Government of Switzerland
 Government of the United Kingdom
 Humanitarian Innovation Fund
 Inter-American Development Bank
 International Criminal Court
 Trust Fund for Victims
 International Organization for Migration
 United Nations Children's Fund
 United Nations Development Programme
 United Nations Office for the Coordinator of Humanitarian Affairs
 United Nations Office of the High Commissioner for Refugees
 United Nations World Food Programme
 United States Agency for International Development
 United States Department of Agriculture
 United States Department of Health and Human Services
 United States Department of Labor
 United States Department of State
 World Health Organization
 World Bank

MATCHING GIFT COMPANIES

Catholic Relief Services appreciates the generous contributions made by the following corporations and by their employees whose gifts have been augmented through these matching gift programs.

American Express Foundation
 Ameriprise Financial Employee Gift Matching Program
 Bank of America Matching Gifts Program
 BP Matching Gift Programs
 Catholic Youth Camp Inc.
 Chevron Humankind Employee Matching Funds
 ConocoPhillips
 EnCana Oil and Gas (USA) Inc.
 GE Foundation Matching Gift Program
 Google Matching Gifts Program
 Hewlett Packard Company
 International Monetary Fund
 McMaster-Carr Supply Company
 Merck Employee Giving Campaign Matching Gifts
 Microsoft Matching Gift and Giving Campaign Program
 Morgan Stanley Smith Barney Global Impact Funding Trust Inc.
 The Prudential Foundation Matching Gift Program
 Tyco Employee Matching Gift Program
 World Bank Community Connections Fund



CRS works with U.S. government and Church partners to support a program that helps Ethiopians survive food shortages during dry weather.

AMBASSADORS OF HOPE

Catholic Relief Services established the Ambassadors of Hope Circle to recognize our most generous patrons. The extraordinary philanthropy of Ambassadors of Hope Circle members is a testament to the power of sharing God's bounty of love with those in greatest need around the globe.

Anonymous (35)
 Argidius Foundation
 Better Way Foundation
 Mr. and Mrs. William Brown
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 Ms. Mary Catherine Bunting
 Ms. Marylane T. Burry
 Mr. Robert L. Cahill
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 William R. Fry
 GHR Foundation
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 Mr. and Mrs. Dennis Tippmann
 Vista Hermosa Foundation
 Msgr. Raymond J. Wahl
 Mary Ann and Art Wigchers
 Agnes N. Williams



Above left: After losing their homes to flooding in 2010, Pakistani families like this one now have a place to live and work, thanks to transitional shelters provided by CRS. ■ Center: Ermilda Sanchez of Honduras counts money at a meeting of her community savings group. Such CRS savings-led models of microfinance enable members to pool their contributions until a member needs to take a loan. ■ Right: Celestina Estana, 70, holds a food voucher she received from CRS that will help her feed her family, which was left homeless by the Haiti earthquake in 2010.

STATEMENT OF ACTIVITIES

For the Years Ended September 30, 2011, and September 30, 2010 (In thousands)

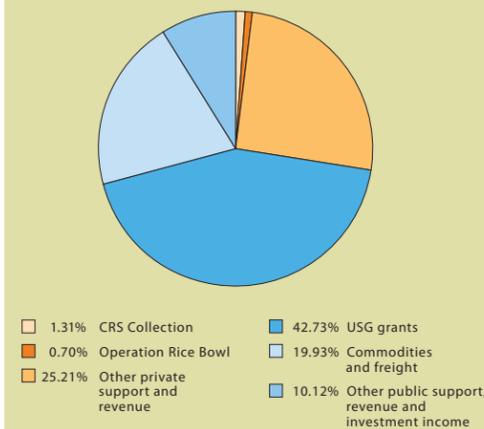
	UNRESTRICTED FUNDS	FY2011 RESTRICTED FUNDS	TOTAL ALL FUNDS	FY2010 TOTAL ALL FUNDS
OPERATING REVENUE				
CRS Collection	\$ 10,756	—	\$10,756	\$12,133
Operation Rice Bowl	—	5,740	5,740	5,652
Other private support and revenue	151,252	56,298	207,550	276,502
Public support and revenue	589,551	3,214	592,765	618,617
Investment and other income	3,493	2,640	6,133	6,046
Net assets released from restrictions	68,510	(68,510)	—	—
TOTAL OPERATING REVENUE	\$823,562	(\$ 618)	\$822,944	\$ 918,950
OPERATING EXPENSES				
PROGRAM SERVICES				
Agriculture	\$ 133,913	—	\$ 133,913	\$ 126,941
Education	52,095	—	52,095	56,979
Emergency	287,088	—	287,088	272,766
Small enterprise	8,743	—	8,743	8,411
Health	83,740	—	83,740	87,253
HIV and AIDS	151,562	—	151,562	166,818
Peace and justice	27,361	—	27,361	26,572
Welfare	28,091	—	28,091	34,376
TOTAL PROGRAM SERVICES	\$772,593	—	\$772,593	\$ 780,116
SUPPORTING SERVICES				
Management and general	\$ 20,229	—	\$ 20,229	\$ 17,870
Public awareness	6,662	—	6,662	4,673
Fundraising	20,583	—	20,583	20,386
TOTAL SUPPORTING SERVICES	\$ 47,474	—	\$ 47,474	\$ 42,929
TOTAL OPERATING EXPENSES	\$820,067	—	\$820,067	\$ 823,045
Change in net assets from operations	\$ 3,495	(\$ 618)	\$ 2,877	\$ 95,905
NON-OPERATING REVENUE AND (EXPENSES)				
TOTAL NON-OPERATING REVENUES AND EXPENSES, NET				
	(\$ 8,622)	(\$ 400)	(\$ 9,022)	\$ 673
Change in net assets	(\$ 5,127)	(\$ 1,018)	(\$ 6,145)	\$ 96,578
Net assets, beginning of period	\$ 41,241	\$144,540	\$ 185,781	\$ 89,203
Net assets, end of period	\$ 36,114	\$143,522	\$ 179,636	\$ 185,781

CATHOLIC RELIEF SERVICES—USCCB FINANCIAL SUMMARY

THROUGH CAREFUL STEWARDSHIP OF RESOURCES, Catholic Relief Services makes sure the funds you have so generously entrusted to us go where they are desperately needed. As one of the most efficient international humanitarian organizations in the world, we carefully plan programs that make a lifesaving difference overseas.

In the interest of stewardship, CRS has decided to include only summary financial information in the Annual Report. A complete copy of these financial statements, including notes, on which our auditors have issued an unqualified opinion, are available at: crs.org/about/finance/pdf/2011-finance.pdf or by request at 1-888-277-7575.

FOR THE YEAR ENDED
SEPTEMBER 30, 2011



OPERATING REVENUE (In thousands)

PRIVATE SUPPORT AND REVENUE

CRS Collection	\$ 10,756	1.31%
Operation Rice Bowl	5,740	0.70%
Other private contributions	133,522	16.22%
Foundation and other private grants	55,661	6.76%
Bequests	16,772	2.04%
Private in-kind gifts	1,595	0.19%
TOTAL PRIVATE SUPPORT AND REVENUE	224,046	27.22%

PUBLIC SUPPORT AND REVENUE

U.S. government grants	\$ 351,625	42.73%
Commodities and freight	164,039	19.93%
Other public grants and contributions	69,160	8.40%
Public in-kind gifts	7,941	0.97%
TOTAL PUBLIC SUPPORT AND REVENUE	592,765	72.03%

OTHER

Investment and other	\$ 6,133	0.75%
----------------------	----------	-------

TOTAL OPERATING REVENUE \$ 822,944 100.00%

OPERATING EXPENSES (In thousands)

PROGRAM SERVICES

Emergency	\$ 287,088	35.00%
HIV and AIDS	151,562	18.48%
Agriculture	133,913	16.33%
Health	83,740	10.21%
Education	52,095	6.35%
Welfare	28,091	3.43%
Peace and justice	27,361	3.34%
Small enterprise	8,743	1.07%
TOTAL PROGRAM SERVICES	772,593	94.21%

SUPPORTING SERVICES

Fundraising	\$ 20,583	2.51%
Management and general	20,229	2.47%
Public awareness	6,662	0.81%
TOTAL SUPPORTING SERVICES	47,474	5.79%

TOTAL OPERATING EXPENSES \$ 820,067 100.00%

COUNTRY AND REGIONAL LEADERSHIP

ASIA

KEVIN HARTIGAN

Regional Director

AFGHANISTAN
Matt McGarry (CR)
Lorraine Bramwell (CR)
BANGLADESH
Snigdha Chakraborty (CM)
CAMBODIA
Gregory Auberry (CR/SR)
CHINA
MONGOLIA
NORTH KOREA
OCEANIA
THAILAND
Kathleen Merkel (ROM)
Gregory Auberry (SR)
EAST TIMOR
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Sanda Rihtman (ACR)
Heather Campbell (ACR)
KAZAKHSTAN
KYRGYZSTAN
TAJIKISTAN
UZBEKISTAN
Sangita Bhatia (ROM)
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INDONESIA
Yenni Suryani (CTL)
JAPAN
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MYANMAR
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Kathleen Merkel (ROM)
Gregory Auberry (SR)
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Robin Contino (OM)
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Jack Byrne (CR)
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Joe Curry (CR)
SRI LANKA
Mehul Savla (CM)

VIETNAM

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Gregory Auberry (SR)

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CAMEROON
Christophe Droeven (CR)
Lori Kunze (CR)
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CHAD
Carla Fajardo (HOO)
DEMOCRATIC REPUBLIC OF THE CONGO
REPUBLIC OF THE CONGO
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NIGERIA
Don Rogers (CR)
RWANDA
Jennifer Smith Nazaire (CR)

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ERITREA
SOMALIA
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Lane Bunkers (CR)
KENYA
Pulickal Jose (CR)
SUDAN
Darren Hercyk (CR)
Carolyn Fanelli (CR)
SOUTH SUDAN
Andrew Rosauer (CR)

TANZANIA

Conor Walsh (CR)
UGANDA
Jack Norman (CR)

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LESOTHO
Chandreyee Banerjee (CR)
MADAGASCAR
Christopher Bessey (CR)
MALAWI
Amy Rumano (CR)
MOZAMBIQUE
NAMIBIA
SÃO TOMÉ
Mary Hodem (RD)
BOTSWANA
SOUTH AFRICA
SWAZILAND
Karel Zelenka (CR)
ZAMBIA
Dane Fredenburg (CR)
ZIMBABWE
Paul Townsend (CR)

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TOGO
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Christophe Droeven (CR)
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Bangre Moussa
Dominique (CR)
GHANA
Lisa Washington-Sow (CR)
GUINEA
Davide Bernocchi (CM)
Felix Ndikumana (ACR)

LIBERIA

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MALI
Timothy Bishop (CR)
NIGER
Saba Hamilton (CR)

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BRAZIL
CHILE
COLOMBIA
ECUADOR
PERU
Brian Goonan (SAZR)
COSTA RICA
NICARAGUA
Hugh Aprile (CR)
CUBA
Lynn Renner (CM)
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GRENADA
GUYANA
JAMAICA
ST. LUCIA
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EL SALVADOR
Erica Dahl-Bredine (CR)
GUATEMALA
Anne Bousquet (CR)
HAITI
Scott Campbell (CR)
Luke King (CR)
HONDURAS
Juan Sheenan (CR)
MEXICO
Lynnette Asselin (CM)
Anne Bousquet (CR)

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SERBIA
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EGYPT
Jason Belanger (CR)
Hani El-Mahdi (ACR)
BULGARIA
Mark Schnellbaecher (RD)
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JORDAN
SYRIA
TURKEY
Sleiman Saikali (ROM)
JERUSALEM, WEST BANK AND GAZA
Mathew Davis (CR)
LEBANON
Davide Bernocchi (CR)
Melinda Burrell (CR)
MOLDOVA
Michael McKennett (HOO)

KEY
ACR Acting Country Representative
CM Country Manager
CR Country Representative

CTL Country Team Leader
HOO Head of Office
OM Outreach Manager
RD Regional Director

ROM Regional Outreach Manager
SAZR South America Zonal Representative
SR Subregional Representative

U.S. OPERATIONS REGIONAL OFFICES

MIDWEST

MADELEINE PHILBIN
Regional Director
Chicago, Illinois

STATES

Illinois
Indiana
Iowa
Kansas
Michigan
Minnesota
Missouri
Nebraska
North Dakota
Ohio
South Dakota
Wisconsin

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MAUREEN McCULLOUGH
Regional Director
Philadelphia, Pennsylvania

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Delaware
Maine
Maryland
Massachusetts
New Hampshire
New Jersey
New York
Pennsylvania
Rhode Island
Vermont
Virginia
Washington, D.C.
West Virginia

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Regional Director
Atlanta, Georgia

STATES

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Florida
Georgia
Kentucky
Louisiana
Mississippi
North Carolina
South Carolina
Tennessee

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Regional Director
San Antonio, Texas

STATES

Arizona
Arkansas
Colorado
New Mexico
Oklahoma
Texas
Utah
Wyoming

WEST

JAMES DeHARPPORTE
Regional Director
San Diego, California

STATES

Alaska
California
Hawaii
Idaho
Montana
Nevada
Oregon
Washington

THE ROLE OF THE FIVE DOMESTIC REGIONAL OFFICES

is to inform and engage Catholics in the United States about the work of global solidarity. Regional staff members are the primary points of contact with Catholic Relief Services for diocesan and parish structures, Catholic schools, universities, faith-based groups, religious communities and others.

The regional offices support Catholics in the United States as they live their faith in solidarity with their brothers and sisters around the world through involvement in CRS programs and advocacy. The regional offices work collaboratively with the CRS Charitable Giving and Overseas Operations divisions to provide resources and opportunities to pray, learn, act and give.

CATHOLIC RELIEF SERVICES EXTENDS OUR DEEPEST THANKS

to our Diocesan Directors for helping Catholics in the United States live out their faith in solidarity with our brothers and sisters around the world. Through your efforts, CRS is able to advance the Church's global mission and vision: to advocate on international issues and provide updates on the agency's activities to U.S. archdioceses and dioceses.

Diocesan Directors help the agency to alleviate human suffering and foster charity around the world by educating Catholics about Catholic social teaching, social justice, and CRS efforts overseas on behalf of the Church in the United States. The Diocesan Directors' knowledge of our work helps to engage the faithful in international concerns through programs such as CRS Operation Rice Bowl, Food Fast, Fair Trade, and through global partnerships and outreach to young people, including students on college campuses around the country.

CRS appreciates the efforts of Diocesan Directors in coordinating the diocesan response to international emergencies and collaborating with other diocesan offices to advance global solidarity.



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Above: CRS staff member Fidelis Chasukwa Mgowa holds a child at a Lusubilo Orphan Care center in Malawi. The CRS-supported project serves children and families affected by AIDS in 66 communities, providing assistance including home care, child care centers, community gardens and agricultural training to orphan-headed households.



Father Christopher Bransfield of St. Martin of Tours parish in San Jose, California, and Judy Swazey, liturgy director, hold a banner promoting CRS Operation Rice Bowl, which offers Catholics in the United States a way to reflect about poor people overseas during their Lenten observances of prayer, fasting and almsgiving.

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St. Camillus Catholic Church in Silver Spring, Maryland, encourages parishioners like Carol Coaxum to pray and practice global solidarity with their brothers and sisters overseas.



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Thank you for bringing help and hope to people in **96** countries

“Catholic Relief Services is an **extraordinary** organization that says, ‘Regardless of where you live, what your circumstance is, what language you speak, what religion you are, we are here as **humanitarians** to help and act as Christ did—to feed the hungry, to clothe **those in need**, to build shelter.’ ”

— **SONIA ARRIOLA**
CRS OPERATION RICE BOWL SUPPORTER
SAN JOSE, CALIFORNIA



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 - Sudan
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 - Tanzania
 - Togo
 - Uganda
 - Zambia
 - Zimbabwe

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 - Cambodia
 - China
 - East Timor
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 - Japan
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 - Laos
 - Mongolia
 - Myanmar
 - Nepal
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 - St. Lucia

“One way God works in our lives is he sends us people. That is what I have found at CRS: wonderful people who have long understood we are all here as **partners in God’s creation.**”

— DR. CAROLYN Y. WOO
PRESIDENT & CEO

OUR LEADERSHIP

CRS EXECUTIVE LEADERSHIP TEAM



KEN HACKETT
PRESIDENT, 1993-2011

“We are all part of CRS, whether you are putting a quarter in an Operation Rice Bowl box or money into a savings program CRS sponsors. Whether you are drinking water from a well CRS helped build or getting together on college campuses to raise awareness of the world’s needs. Whether you are in a new house in Haiti that you and CRS built or are in touch with your elected officials to ensure that the poorest people in the world continue to receive aid from the richest of the world’s nations.”



SEAN CALLAHAN
EXECUTIVE VICE PRESIDENT,
OVERSEAS OPERATIONS

“It is now time for those of us blessed with enough food to sustain our children to ensure that our brothers and sisters throughout the world have this same opportunity. As believers in a religion in which ‘breaking of bread’ calls us to sacred Communion, we cannot rest if our one human family does not have the ‘bread’ to sustain their children’s lives.”



MARK PALMER
EXECUTIVE VICE PRESIDENT
AND CHIEF FINANCIAL OFFICER

“In keeping with the guiding principle of stewardship, Catholic Relief Services justly, equitably and responsibly uses resources, including financial ones. This principle underscores our commitment to ensure both the highest cost-efficiency as well as the highest program quality and benefit to those we serve.”



DAVID PIRAINO
EXECUTIVE VICE PRESIDENT,
HUMAN RESOURCES

“CRS is about people and developing right relationships and true partnerships with those we serve and with whom we collaborate. We must develop approaches and opportunities that allow each person to contribute his or her talents and resources that promote and result in dignity, respect and love, as reflected by Catholic social teaching.”



JOAN ROSENHAUER
EXECUTIVE VICE PRESIDENT,
U.S. OPERATIONS

“The Gospel tells us we will be judged by how we treated the least among us. CRS enables Catholics in the United States to act on this call by responding to human needs and working for justice and peace in the world’s poorest communities.”



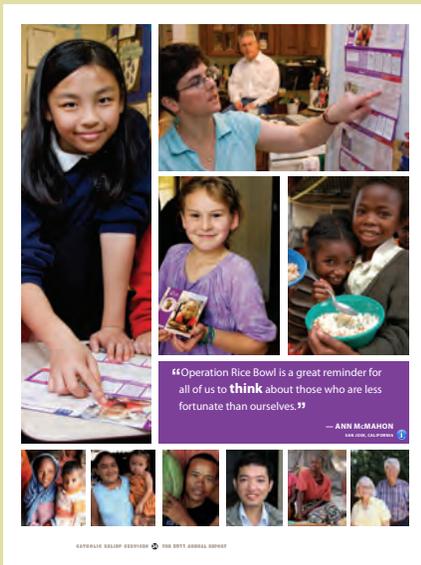
CHRISTINE H. TUCKER
CHIEF OF STAFF

“Our identity as a Catholic organization gives us a foundation of moral courage to strengthen relationships, to build peace and reconciliation, and to live compassionately with the poor and vulnerable.”



MICHAEL WIEST
EXECUTIVE VICE PRESIDENT,
CHARITABLE GIVING

“Catholic Relief Services is an expression of the love and heartfelt concern of Catholics in the United States who support its efforts through prayer and charitable giving. This expression of love manifests itself through programs intended to save lives, reduce suffering and promote just, peaceful and prosperous societies.”



PAGE 34—FULL CAPTION

Top four photos, clockwise from left: Each Lent, Catholic school students, parishioners and families from more than 13,000 communities in the United States use a calendar and symbolic rice bowls to guide their prayer, fasting and learning. ■ Ann and Sean McMahon of California are among many in the United States who use CRS Operation Rice Bowl activities to teach their children about cultures in places where people live on less than \$2 a day. ■ In Madagascar, children benefit from nutritious food provided by CRS. ■ Mairead McMahon builds a rice bowl at her church in San Jose, California. ■ Bottom row, left to right: Shabnam, 2, held by her sister Gulsana, left, gained weight thanks to monitoring by a CRS-trained health worker. ■ CRS water and sanitation projects in El Salvador bring clean water to families like María Idalia Serrano and her four children. ■ CRS helped farmer Robin Rasamimanana improve his harvest in a dry region of Madagascar. ■ Your support of Operation Rice Bowl helps disabled children like Hiew of Vietnam to walk and read. ■ Microfinance programs made possible through your generosity helps women in poor communities in Zambia support their families. ■ A portion of Operation Rice Bowl funds go to Feed My Sheep, an emergency food assistance program in Virginia. Margaret and Dale Foreman volunteer at the organization's food pantry.

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Catholic Relief Services is the official international humanitarian agency of the Catholic community in the United States. We alleviate suffering and provide assistance to people in need in nearly 100 countries, without regard to race, religion or nationality.

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ON THE COVER: Your gifts to those in need help transform the lives of women in Guatemala, who learned, with guidance from CRS and our partner, how to turn chilis into a sauce they can sell to help support their families.



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FRONT COVER PHOTO BY SILVERLIGHT FOR CRS.