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### A letter from the **President and CEO**

Dear Compassion community,

This past year, I travelled to El Salvador to visit some of our Compassion staff, local church partners and program participants. This trip was significant because it was the first time my two daughters had the opportunity to join me. On that trip, we met Iris, a grandmother who has sparked generational change for her family with her faith, resolve and life-changing choice to register her daughter Jamie in Compassion's Survival program when Jamie became pregnant with a daughter of her own, Hazel.

It was profound for me to stand in Iris' home alongside my two daughters and experience their love and joy, hear about their plans for the future and be reminded of the power of connecting resources and relationships across borders to spark whole-life transformation.

Reflecting on another year of impact is both humbling and motivating. Globally, Compassion is now serving over 2.3 million children, youth and their families. This past year, we marked three years since the onset of the global pandemic that brought on challenges that continue to resound today. One of those challenges is the global food crisis. This urgent need became a significant focus for us as an organization this year, as the number of people experiencing hunger around the world rose sharply to 828 million. In the face of this, so many of you rallied to meet the urgent needs of children and families living in poverty. You gave generously and advocated boldly to put food on tables and build food resiliency around the world.

The global food crisis proved once again what we have come to know is true: in order to meet growing global needs and release more children and youth from poverty in Jesus' name, we can't only do more of the same. Globally, our priority is to scale our ministry to advance life outcomes with more children and youth more guickly. To do that, we need to be innovative, lean into new possibilities and make bold and strategic investments. This year, we shared the exciting news of our expansion into four new program countries, just one example of our deep conviction to release more children from poverty in Jesus' name.

Here in Canada, we are doing our part to contribute to these significant global goals. Important investments in things like technology, brand awareness and digital innovation will build our organization's capacity to invite more people across Canada into the mission and release more children from poverty in Jesus' name! We are building new ways to partner and engage with our mission, giving more people more ways to give and make an impact. Lastly, we are working to enhance the experience of our current partners and supporters, continuing to enable your unique and important contribution to the cause.

As you read about these efforts and your impact in this report, I hope you also continue to see our unwavering commitment to our Christ-centred, child-focused and church-driven model and our focus on whole-life transformation in the lives of children and families. The mission of releasing children from poverty in Jesus' name is the foundation on which all our plans and priorities are built.

Why is this important? Because we see the complex and changing needs of the one billion children worldwide who are experiencing multi-dimensional poverty. We know their names—Iris, Jamie, Hazel and we know that there are dedicated leaders and local church partners ready to respond when they are equipped, empowered and resourced to do so.

None of this happens without you—each member of the Compassion Canada community, be it sponsor. volunteer, donor, partner, fundraiser or staff. With humility and an ever-growing motivation to increase our impact, I say thank you.

In Christ,



**ALLISON ALLEY** President and CEO, Compassion Canada



### A letter from the Board Chair

Dear friends of Compassion.

Thank you for your continued dedication to Compassion's mission of releasing children from poverty in Jesus' name.

Earlier this year, the board and I had the opportunity to see your impact up close on our board trip to Colombia—our first trip together as a board in almost five years. And although it might seem counterintuitive, one of the most significant ways we saw that impact was in communities where Compassion is exiting. Let me tell you about it.

At first, it's tempting to ask, "Why would Compassion leave these communities?" But we saw clearly that is not the perspective of the pastors at these long-time local church partners. Instead, they speak with gratitude about how Compassion came alongside them as they came alongside their own neighbours. They speak about seeing young people who grew up in poverty become professionals who are now investing back into their community through businesses, volunteering and giving. Most significantly, they speak about the local resources and capacity they now have to continue effectively serving and reaching out to their community without Compassion's support. These pastors are now planting sister churches to reach new communities expanding their reach into neighbouring communities, or blessing Compassion to partner with new churches in new communities where the needs are greater.

What I want you to hear is this: Your investment in this ministry truly does make a long-term sustainable impact. We are seeing lives and entire communities transformed!

We also saw very clearly that the needs of children in poverty remain great. Because of this, Compassion has a global multi-year priority to scale the organization to advance life outcomes with more children and youth more quickly. With that comes a commitment to ongoing transformation efforts in our program countries and a commitment to ongoing transformation efforts here in Canada, which is a significant focus of the board as we work alongside Allison and her executive leadership team.

As Compassion Canada's board, our role is to direct and protect the organization as we pursue these important goals, managing short-term stability and long-term viability. It's a role that each one of us takes very seriously because we know how significant the impact of this ministry is for millions of children and families experiencing poverty around the world—not just today, but also for the millions we are hoping and preparing to reach tomorrow.

Over the past few years, Compassion Canada was blessed to accumulate an operating surplus in part due to the sale of property and, of course, thanks to the sustained generosity of our supporters. Now, we are on a multi-year plan to draw down this surplus, putting these accumulated funds to work building the capacity and capabilities we need to expand our reach and impact—which you will see reflected in this report. Both the board and executive team are committed to leading the organization through this multi-year plan with a strength of conviction, sound strategic planning and an ongoing commitment to our organizational values of integrity, discernment, dignity, stewardship and excellence.

As you read this report and reflect on the impact you were a part of in the 2022-2023 fiscal year, we pray that you will be encouraged and inspired anew to join us in this mission. The needs are urgent, but I believe God has prepared His people to urgently respond. Thank you again for your faithful support.

In Christ,



MARK FLETCHER

Chair, Board of Directors, Compassion Canada



### **Meet the board**

COMPASSION CANADA IS GOVERNED BY A VOLUNTARY BOARD OF DIRECTORS WITH UNIQUE SKILLS AND EXPERIENCE, UNITED FOR THE PURPOSE OF RELEASING CHILDREN FROM POVERTY IN JESUS' NAME.



**Mark Fletcher** 

**CHAIR** 

Halifax, Nova Scotia

Vice President of Construction Teng Inc.



**Clark Kassian** 

VICE CHAIR

Calgary, Alberta

Partner, Dentons Canada LLP



**Leighton Reimer** 

SECRETARY

Caronport, Saskatchewan

EVP & CFO Briercrest College & Seminary



**Len Hummel** 

Toronto, Ontario

Executive Director, Pentecostal Financial Services Group and PAOC Pension



**Dr. Andrew Johnson** 

Calgary, Alberta

Clinical Associate Professor, Department of Medicine, University of Calgary



**Ian Lawson** 

Lethbridge, Alberta

Itinerate Teaching Pastor



### **Dr. Jennifer Adkins**

Langley, British Columbia

Vice President, Inclusive Excellence, Trinity Western University



### **David Burton**

Dartmouth, Nova Scotia

Regional Director General
- Atlantic, Department of
Canadian Heritage



**Dr. Marie Geschwandtner** 

Ottawa, Ontario

Chiropractor, Body Garage

### **Meetings**

#### ANNUAL GENERAL MEMBERS MEETING

September 16, 2022 November 18, 2022

#### **BOARD MEETINGS**

September 15-16, 2022 November 17-18, 2022 February 23, 2023 June 8-9, 2023

#### NOMINATING & GOVERNANCE COMMITTEE

November 7, 2022 February 1, 2023 May 31, 2023

#### FINANCE & AUDIT COMMITTEE

September 8, 2022 May 24, 2023

Countries raising awareness and support





**Countries delivering**program





THANKS TO YOUR SUPPORT AND GENEROSITY, IN 2023, COMPASSION IS SERVING 36,037 MORE CHILDREN AND YOUTH AND 3,702 MORE SURVIVAL PROGRAM PARTICIPANTS COMPARED TO 2022.

## The faces of Compassion's ministry around the world



Without a clean water source, Egodine experienced the health and social impact of scarce resources. Compassion supported her community with a borehole, providing immediate access to clean water.

### Holman, 15, and Joseph, 8, Nicaragua:

When Holman and Joseph's roof began to leak heavily and their parents couldn't afford to fix it, everything felt impossible. The boys found encouragement in their sponsor's letters—and practical help in a generous gift.















With flash foods, Bobita's village was cut off from food supplies. The Compassion centre immediately distributed emergency food packs to her community, ensuring Bobita can attend school.



When Deinner's mother passed away after giving birth, the Compassion Survival program supported his grandmother Bridis in taking him in by providing food, supplies and resources to earn an income.













### **Partnerships**

CANADIANS CONTRIBUTE TO THE LIFE-CHANGING MISSION OF COMPASSION IN A VARIETY OF WAYS, INCLUDING GIVING THEIR TIME AND TALENTS, PLATFORMS AND INFLUENCE, AS WELL AS THROUGH FINANCIAL GIFTS. WE CALL THESE PARTNERSHIPS.

Here's just a snapshot of our partnerships in 2022-2023:



93,238

supporters gave time, talent and financial gifts.



1,038

active supporting churches and church networks.



individuals and organizations gave financially.



volunteers in communities across Canada.

### Words from our supporters

"Compassion is faithful and effective in their stewardship, professional as an organization, responsible in their spending and live out their faith."

#### - Brett Wellman, Donor, Calgary, AB

"I really believe that Compassion is just exceptional in terms of stewarding resources. If I look at the numbers, - Phil and Karen Huizing, Sponsors, Osler, SK more than 80 per cent goes right to the work. Compassion is unbelievable in terms of money that is used on the ground. So, if people ask me why I choose to give to Compassion, that's my personal reason."

#### - Ian Ardill, Donor, Richmond Hill, ON

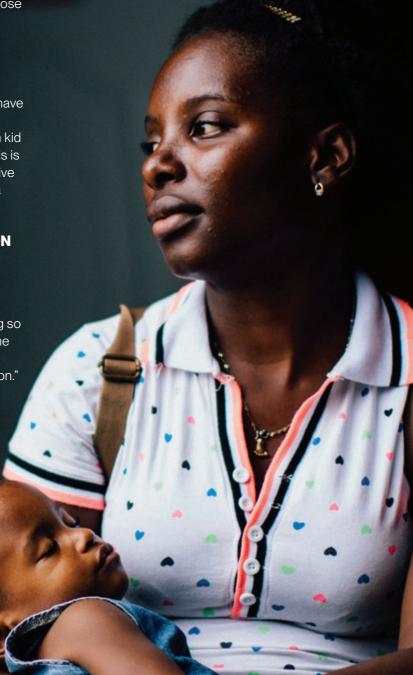
"Compassion is an organization that we as a family have supported for a long time... We started with one Compassion child and then took the leap, and each kid selected a child to sponsor. It was a way to say, 'This is important to us as a family.' It was gratifying to receive letters and watch them grow up and graduate. It's a beautiful opportunity to bless people."

#### - Kate Rock-Thompson, Sponsor, London, ON

"Supporting Compassion's mission to release the impoverished in Jesus' name is an incredible opportunity. Relieving poverty is amazing, but doing so while sharing the bread of life and eternal hope is the ultimate pairing, and so to be able to partner with Compassion is literally a blessing for our organization."

- Dan Bartels, Donor, Ancaster, ON

"We have heard about and experienced Compassion's impact, and it is truly huge! We are now fully captivated by the work Compassion is doing, and we will be sharing [with others] Compassion's love, loyalty and desire for holiness, faith and obedience to God and His word, and their holistic, humble and kind service to lift children out of poverty in Jesus' name."





### Survival



FOR MOMS AND BABIES LIVING IN POVERTY, THE FIRST YEAR OF A CHILD'S LIFE IS CRITICAL FOR SURVIVAL. COMPASSION'S SURVIVAL PROGRAM PROVIDES SUPPORT FROM PREGNANCY THROUGH TO A CHILD'S FIRST BIRTHDAY.

#### Life Stages:











YOUR IMPACT THIS YEAR ALONE:

2,012



moms and babies supported through Compassion Canada.

139

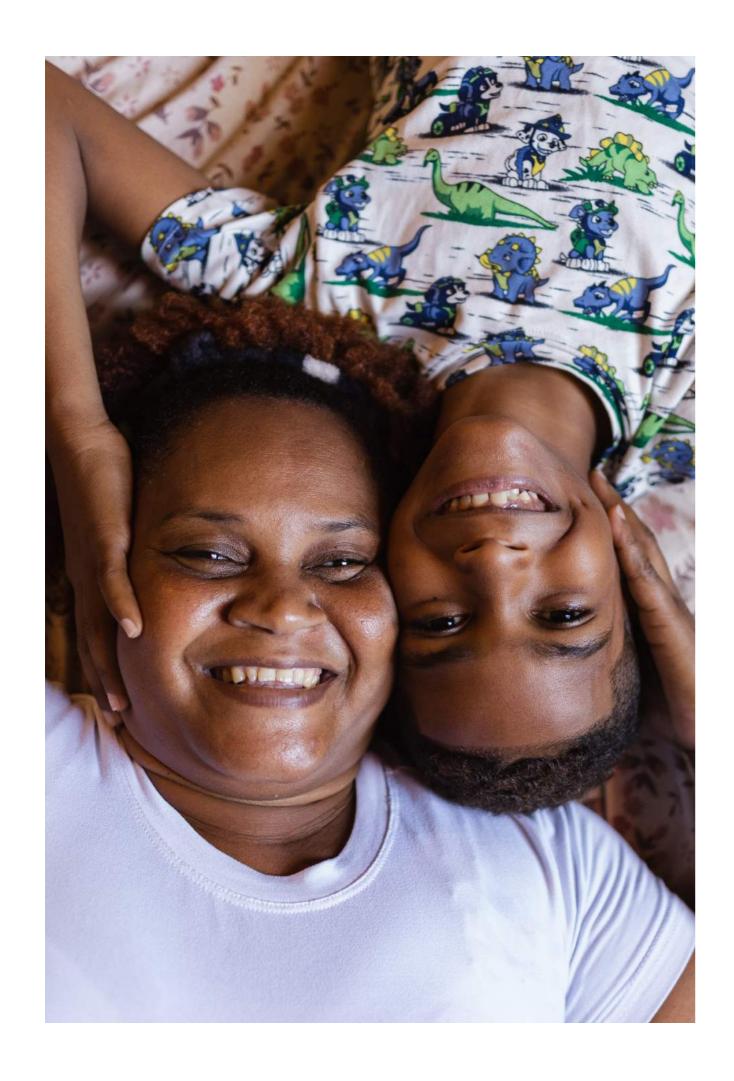


Survival programs funded by Canadians.

30,760



moms and babies supported globally through Compassion's Survival programs.



### Lifechanging medical care and skills

As a baby, Geremy was constantly falling sick. When things didn't seem to get better, Yenny took him to the doctor, only to receive the devastating news that her son was suffering from parasites.

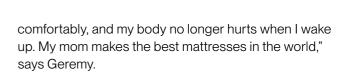
To give her sons a chance at a better life, Yenny had to put her faith in God to do the impossible. And God did. Yenny was registered in the Survival program at the local Compassion centre.

"At Survival, I learned how to manage my baby's hygiene, and I was sure I took good care of him... From transportation, studies, analysis, consultations, medicines, special food for him and the family, emotional support and so many things, the centre was always there with me. Literally, without Survival, Geremy would not be alive today."

Yenny also got the opportunity to learn new job skills at the Compassion centre.

"I always liked to create, design and repair things. So, this was the perfect opportunity to learn a new skill that would help me to do all of that. Besides, they told me that I could get income from the work of my hands," says Yenny. Yenny took on an upholstery course and became a mattress maker.

Now nine years old, Geremy is a strong student and loves to play with his friends at the centre, as well as with his older brother, Jeremias. "Now I can sleep



"The only thing I want is for my children to study, to be good men and to serve the Lord," says Yenny.

#### **READ THE FULL STORY AT**





compassion.ca/blog/ job-skills-training-for-





## Child and Youth Development



POVERTY LOOKS DIFFERENT FOR EACH CHILD. COMPASSION'S PROVEN HOLISTIC CHILD DEVELOPMENT MODEL MEETS THE UNIQUE NEEDS OF EACH CHILD, PROVIDING RESOURCES AND RELATIONSHIPS TO HELP THEM BREAK FREE FROM POVERTY.

#### **Life Stages:**



YOUR IMPACT THIS YEAR ALONE:

102,316



children sponsored by Canadians.

110,107



letters sent from Canadian sponsors to the children they sponsor.

2,322,285



children sponsored through Compassion globally this year.



### **Dreaming** of literacy to build a brighter **future**



Best friends, Nawmuenawpho, 11, and Nawdalerpaw, 9, live in Powley, Thailand. Far from urbanization, there are no hospitals and no schools and opportunities are scarce.

The children dream of attending college together and becoming nurses. "I always easily get sick, and I have a problem with my left eye. So, I want to be a nurse when I grow up," says Nawmuenawpho. "I want to be a nurse when I grow up, too—so when my friend is sick, I can fix her," says Nawdalerpaw.

Their community's school could only offer classes up to grade four. The girls, currently in grade four, were frightened that this would be their last year of schooling.

"I love to go to school so much because there I can learn many things and be with my friends. I love using my imagination when I read storybooks at school and I can dream," says Nawmuenawpho.

In search of a solution, Compassion centre staff contacted a school nearby and the school agreed to help the children of Powley continue their literacy training through grades five and six!

"It was the best day of my life when I heard I could go to school for grade five. And I don't have to be far away from my family," says Nawdalerpaw.

Once the children finish grade six, the Compassion centre and church will discuss education options with their parents. With each step forward in faith, the children of Powley are continuing to see what once felt impossible become possible.

**READ THE FULL STORY AT** 





compassion.ca/ blog/thai-bordervillage-keeps-literacydreams-alive





## **Complementary Interventions**



**EVERY COMPASSION CHILD WILL, AT SOME POINT, REQUIRE OBSTACLES TO A CHILD'S DEVELOPMENT.** 

YOUR IMPACT THIS YEAR ALONE:

59,603

children and youth impacted by Complementary Interventions funded by Canadians, including:

34,154



benefitting from Water, Hygiene and Sanitation interventions.

6,131



benefitting from Stability interventions.

2,752



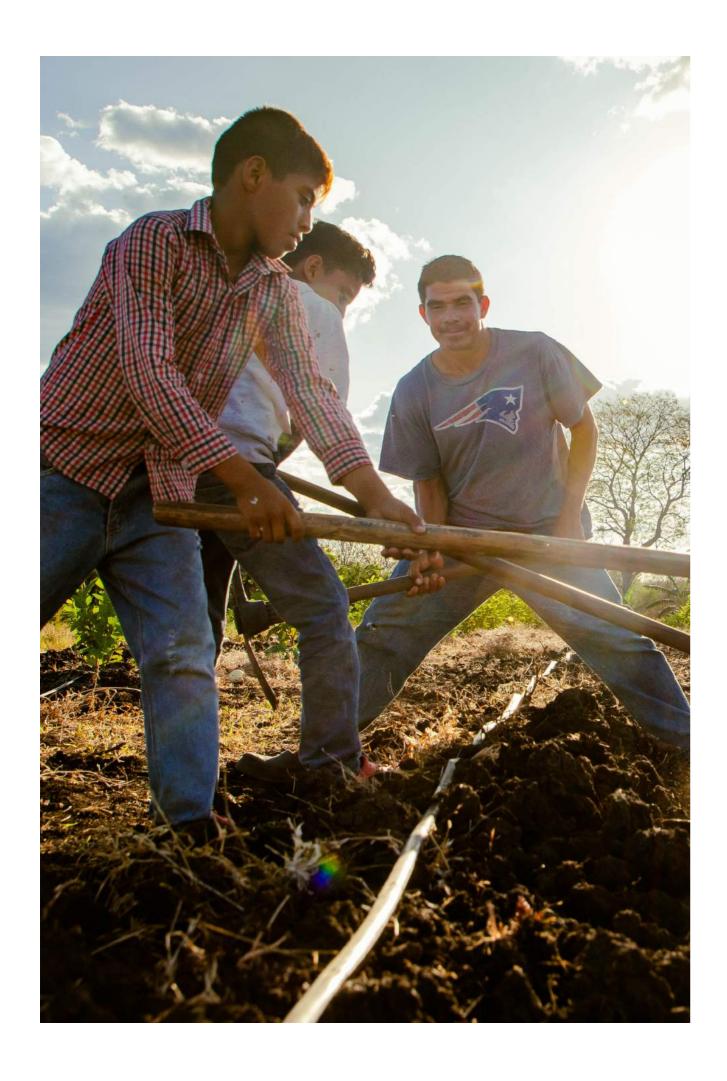
benefitting from Education interventions.

16,566



benefitting from Health interventions.

communities impacted by Complementary Interventions funded by Canadians.



### How farming is transforming a community

"I want to be a good example for [my children]," says Nuri. "I want them to see that change can happen if we trust in the Lord and put in the work, creativity and effort necessary to make it happen."

READ THE FULL STORY AT





compassion.ca/blog/ vegetable-seeds.

In the midst of the COVID-19 pandemic, a new Compassion centre opened its doors to the children of Las Mojarras. "Many parents came to ask for help because they couldn't feed their children," says Andres, the centre director. "At that time, we received the food packages for the families, and that helped a lot, but all the time, I kept thinking, 'What can we do to help them generate income?"

After brainstorming with Compassion centre staff, they decided to start a special project. To start, Andres talked to parents who had previous experience with agriculture, including Donald and Nuri.

Donald always dreamed of turning his acres of overgrown land into a flourishing garden. "My house is four blocks from the river, but I did not have the resources to create a watering system," Donald says. "When the centre saw this, they provided me with the necessary materials to connect the pipes to the land where the crops would grow."

Although Nuri had never worked the land before, she was willing to learn. "I asked the Lord for wisdom so that with every new skill I learned, I could teach the other families." Nuri came to Andres with a new idea. She hoped to start a small greenhouse to teach others how to grow new seeds. Her team grew spinach, lettuce and cabbage.



## **Strategic priorities** HERE'S WHAT WE BELIEVE: WE HAVE A RESPONSIBILITY TO STRATEGICALLY STEWARD AND INVEST OUR RESOURCES TO MAXIMIZE IMPACT TODAY AND FOR THE FUTURE. Globally, Compassion has a multi-year priority to scale our ministry to advance life outcomes with more children and youth more quickly. Rooted in our unwavering Christ-centred, child-focused and church-driven foundations, Compassion is making strategic investments globally and domestically to achieve this important multi-year priority.

### What that looks like around the world

Compassion's teams around the world are working hard to operationalize a robust theory of change and ambitious program transformation efforts. Our goal is to advance evidence-based outcomes with more children and youth more quickly.

See examples of evidence-based outcomes under Evidence of impact on page 34.



An approach to program that empowers local church partners to implement highly contextualized programs while continuously learning, improving and achieving outcomes.



New country launches that will enable Compassion to reach hundreds of thousands more children living in poverty.



Expansion into areas of greater need within the countries where we currently work to ensure our investments are making the greatest possible impact.



New and innovative program models to ensure maximum effectiveness in each context where we work.

### What that looks like in Canada

Compassion Canada's organizational planning starts with our foundations, including our mission of releasing children from poverty in Jesus' name. From our foundations, we pursue our multi-year goals:



#### **Steward our** resources:

Maximize organizational effectiveness and efficiency through learning, innovation and a posture of continual improvement.



### **Love our** neighbours:

Deepen supporter and partner engagement and impact through meaningful and personalized connections to the mission.



#### **Expand our** reach:

Grow and diversify our supporter base and revenue through targeted efforts to reach and engage new individuals and institutions in Canada.

### **Evidence of impact**

AS WE SEEK TO ADVANCE EVIDENCE-BASED OUTCOMES WITH MORE CHILDREN AND YOUTH MORE QUICKLY, COMPASSION IS MAKING INVESTMENTS IN MONITORING AND EVALUATING PROGRAM OUTCOMES TO ENSURE YOUR GENEROSITY HAS THE MOST IMPACT POSSIBLE.



Here are just a few examples of the encouraging outcomes we are seeing around the world in these four areas:



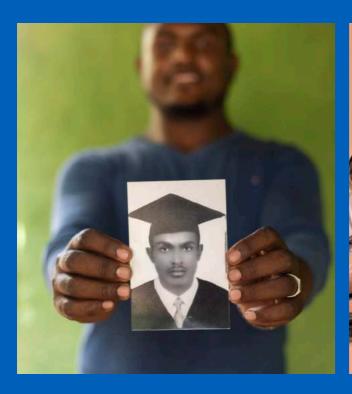
### Capacity for economic self-sufficiency:

In Ethiopia, youth in Compassion's program are 26% more likely to complete a higher level of education and 25% more likely to be able to use an incomegenerating skill than youth who are not Compassion program participants.



### Youth agency:

In Ghana, youth in Compassion's program are 96% more likely to have attended leadership training than youth who are not Compassion program participants.





### Our Global Outcomes Framework is focused on four areas in the lives of children and youth:

- Capacity for economic self-sufficiency: Having motivation, skills and education to economically support themselves and others.
- Youth agency: Having vision, skills and character to positively influence their context.
- Spiritual development: Growing in their spiritual relationships and contributing to and engaging with the community.
- Well-being: Being physically and mentally healthy as well as having a positive self-identity and relationships.



### **Spiritual development:**

In Ecuador, youth in Compassion's program are 25% more likely to serve their church or community than youth who are not Compassion program participants.

In Indonesia, youth in Compassion's program are 20% more likely to study the Bible in a group than youth who are not Compassion program participants.



#### **Well-being:**

In Ecuador, youth in Compassion's program are 14% less likely to have missed school due to illness than youth who are not Compassion program participants.

In Indonesia, youth in Compassion's program are 13% more likely to have an adult role model than youth who are not Compassion program participants.





# How learning drives continued improvements to child development: Compassion's Program Cycle

Seven decades of serving in holistic child development have shown us that continual learning helps us ensure the best possible outcomes for the children and youth we serve. We continue to learn how local churches and communities understand best what will help them thrive. Since each community's context and needs are different, it is important each Compassion church partner has the information they need for decision-making that benefits program participants in their communities.

For example, if a local church partner was focusing on hand-washing education to prevent illness, did it work? Did children learn and begin washing their hands properly? Did it have an impact on health outcomes? If not, what should we adapt or change to improve future outcomes? What learnings can be shared in other communities and countries?

This learning posture is part of the role of Compassion's Program Cycle, a process that empowers frontline workers to prioritize proven interventions as they respond to their most pressing local issues.

Interventions fall under one of our four outcome areas: Capacity for economic self-sufficiency, youth agency, spiritual development and well-being. Together, these outcome areas are aimed at the long-term goal of young people fully developing their God-given potential and making a difference in their context. Interventions will be tracked over time and play a critical role in helping us continue to learn and improve.

### **How the Program Cycle works**

Besides promoting greater program effectiveness, the goal of the Program Cycle is to create a culture of continuous learning among our local church partners and, as part of our common Global Outcomes Framework, empower church partners to customize their programs to address the unique needs of the children and youth in their community.

The cycle begins with the church partner analyzing robust data on the needs of children and youth in their community. With support from Compassion staff, they design and contextualize a relevant program, drawing on a global catalogue of evidence-informed interventions.

The church will then carry out the interventions, monitoring challenges and successes to inform learning along the way. Evaluating results with Compassion staff, the frontline church determines whether the interventions achieved their goals. Together they celebrate strengths and identify opportunities, with new knowledge and learning to inform adjustments that may be needed as the cycle begins again.



### The financials

OVER THE PAST FEW YEARS, COMPASSION CANADA WAS BLESSED TO ACCUMULATE AN OPERATING SURPLUS IN PART DUE TO THE SALE OF PROPERTY AND OF COURSE, THANKS TO THE SUSTAINED GENEROSITY OF OUR SUPPORTERS. NOW, WE ARE ON A MULTI-YEAR PLAN TO DRAW DOWN THIS SURPLUS, PUTTING THESE ACCUMULATED FUNDS TO WORK BUILDING THE CAPACITY AND CAPABILITIES WE NEED TO EXPAND OUR REACH AND IMPACT.

### Revenue

REVENUE	2023	2022	2021
Program Revenue			
— Child and Youth Development	\$ 63,347,397	\$ 62,567,114	\$ 63,192,836
— Complementary Interventions	\$ 7,057,957	\$ 8,184,138	\$ 4,656,725
— Survival	\$ 2,643,128	\$ 2,605,441	\$ 2,093,322
— Disaster	\$ 837,662	\$1,278,980	\$ 3,980,610
Total Program Revenue	\$ 73,886,144	\$ 74,635,673	\$73,923,493
Other Revenue			
— Investment Income	\$ 684,975	\$ 9,997	\$ 327,993
— Other Revenue	\$ 11,496	\$ 27,645	\$ 1,104,856
Total Other Revenue	\$ 696,471	\$ 37,642	\$ 1,432,849
TOTAL REVENUES	\$ 74,582,615	\$ 74,673,315	\$75,356,342

### **Expenditures**

EXPENDITURES	2023	2022	2021
Program Expenditures			
— Child and Youth Development	\$ 54,745,678	\$ 50,923,219	\$ 52,039,749
— Complementary Interventions	\$ 5,646,366	\$ 6,797,311	\$ 3,729,326
— Survival	\$ 2,114,502	\$ 2,084,353	\$ 1,674,658
— Disaster	\$ 670,130	\$ 2,203,874	\$ 3,184,488
Total Program Expenditures	\$ 63,176,676	\$ 62,008,757	\$ 60,628,221
Operating Expenditures			
— Fundraising	\$ 8,617,341	\$ 7,037,871	\$ 6,262,803
— Administration	\$ 5,432,608	\$ 5,896,223	\$ 4,518,685
Total Operating Expenditures	\$ 14,049,949	\$12,934,094	\$ 10,781,488
TOTAL EXPENDITURES	\$77,226,625	\$74,942,851	\$ 71,409,709
Excess of Revenue over Expenditures	\$(2,644,010)	\$(269,536)	\$3,946,633

FISCAL YEAR END IS JUNE 30

### **Ratios**

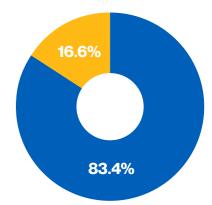
RATED AS ONE OF CANADA'S BEST CHARITIES FOR FINANCIAL INTEGRITY

RATIOS	2023	2022	2021
Annual			
— Program	83.4%	83.9%	84.2%
— Fundraising	9.8%	9.5%	9.6%
— Administration	6.8%	6.6%	6.2%

Ratios are reported based on a rolling 5-year average

## **Stewarding your resources**

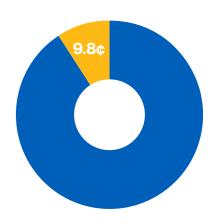
Rated one of Canada's Highest Rated Charities by Canada's charity watchdog, Compassion Canada is committed to handling the finances entrusted to us with the utmost integrity. When you give, **83.4 per cent** of funds are used for program activities benefiting the children we serve and **16.6 per cent** are used for operating expenses to serve our supporters and invite more people in Canada to join the mission.



### The cost of fundraising

Of every dollar we spend, just 9.8¢ is used for fundraising efforts.

This pays for our fundraising staff, print and media advertising, printing and distribution costs for our mailings, fundraising events and online activities. We take privacy, security and integrity seriously in all our operational activities, keeping donor information secure and ensuring all funds are spent in alignment with our high standards of financial integrity.



#### **Networks and associations**

Compassion Canada is proud to be a member or affiliate of the following networks and associations:















#### **COMPASSION CANADA**

PO Box 5591 STN B, London, ON N6A 5G8
TEL: 1-800-563-5437 | Email: info@compassion.ca
compassion.ca