

**C O D E**  
*1998-99*  
**C O D E**

*Annual Report*



*CODE (Canadian Organization for Development through Education) is a Canadian charitable organization that promotes literacy and education in Africa and the Caribbean.*



A three-year strategy program began on April 1, 1998. During this period, CODE and its partners have agreed to focus their efforts and resources on the shared goal of increasing the capacity of children to learn. This focus is a logical refinement of CODE's previous strategies and is based on 40 years of experience in the developing world, successful models, evaluations and lessons learned. An increased capacity to learn means children will develop literacy skills and can use these skills to educate themselves, both in the classroom and in everyday life. CODE and its partners will work in this direction with primary school-aged children, and the program's success will be measured by increased educational achievements and improved information-seeking skills. During the three-year period, several of the partners will move closer to self-sustainability and some will require changes to their programming strategies.

In the past year, CODE completed its partnerships with the Rural Library and Resource Development Program in Zimbabwe and the Belize Book Bank. Meanwhile, in support of its current partners, CODE held a number of workshops to enhance their human resource capacity.

## KEYS TO SUCCESS

Three workshops sponsored by the Canadian International Development Agency (CIDA) and CODE, and attended by both staff and board representatives of



CODE partners from Mozambique, Mali and Senegal review their presentation at the results-based management workshop.

CODE and its partners, were keys to the success of the current program. These workshops, on results-based management, sustainability and gender equity, provided opportunities to network, to learn, and to gather and share information.

The results-based management workshop in Ottawa provided the partners with an understanding of the management tools and terminology needed to achieve greater efficiency and impact. Partners had identified short-term, medium-term and long-term results, which have been incorporated into CODE's plans for the 1998-2001 programming cycle.

After four days of intensive discussion on sustainability at the workshop in Zimbabwe, the partners realized that there is no magic formula for achieving financial independence. However, they did identify diversification, decentralization, results-oriented programs, partnerships and communication as key elements to increase the chances of a program's survival, if a major donor ends support.

At the gender equity workshop in Malawi, the partners observed that gender issues are universal and that in Africa, in particular, traditions play a major role in perpetuating gender imbalance. They noted that the workshop had demystified gender issues, and they each left with a hands-on plan for increasing gender equity in their programs.

## OTHER DEVELOPMENT HIGHLIGHTS

- In Cabo Delgado, Mozambique, where CODE has been supporting a child-focused project since 1991, the pass rate from grades 1 to 2 has increased from 55% to 65%. At the same time, studies and evaluations clearly indicate that there has been an improvement in the supervisory skills of education officials; that teachers are using their new skills in the teaching of reading; and that the pass rate even among children in grades 3, 4 and 5 has increased by 7.5%.
- In Senegal, CODE's partner, Bibliothèque-Lecture-Développement (BLD), focuses on reading and library development at the primary school level. Among the children of the target schools, BLD reported a 10% increase in library registration during the school year and a 13% increase in pass rates at the national examinations.
- On Valentine's Day, thousands of children in 482 schools and community groups across Canada participated in Project Love, CODE's award-winning global education program. Thousands of kits of basic school supplies were shipped to children in Mozambique and Zambia. Each Project Love kit includes a pencil, eraser, ruler and exercise book, plus a personal greeting to a child overseas.



The Honourable Diane Marleau, Minister of International Cooperation and Minister responsible for la Francophonie, and Bruny Surin, Olympic gold medalist and spokesperson for International Development Week, assemble Project Love kits with two Ottawa-area students at the official launch of International Development Week 1999.

# Accomplishments in Fundraising

**CODE** raised more than \$850,000 for international literacy this year. Many loyal supporters of CODE – including individuals, foundations, institutions, corporations, provincial governments, service clubs, schools, churches and professional associations – contributed generously to our literacy projects. These projects in Africa and the Caribbean benefited greatly from the contributions.

CODE's largest single source of funding and support is CIDA. We value this support, just as CIDA appreciates its long and successful partnership with us.

Fundraising for international development now operates in a highly competitive environment, and

CODE is proud of its achievements. We will continue to strive for more sources of support to achieve our goal of promoting sustainable literacy in the developing world.

We are pleased to announce the appointment of Patti Davis as Director of National Fundraising. Most recently,

Patti was the National Fundraising Manager with the Liberal Party of Canada. She is currently busy meeting our donors and preparing a strategic fundraising plan for the future. "This is both an exciting and a meaningful venture for me – a great opportunity!" remarks Patti.

## CODE DONORS

CODE values its donors. Donors are the heartbeat and lifeblood of a charitable organization such as ours. People who care about international literacy and appreciate the significant contribution we make to international development have been generous in their monthly donations and annual contributions. Many substantial gifts are received from estates of donors, providing a legacy for international literacy. In addition, donations from our *Leaders in Literacy* – loyal contributors of \$1,000 or more to CODE – make a world of difference to children in Africa and the Caribbean who want so much to learn to read and write and to gain an education.

## PLANNED GIVING

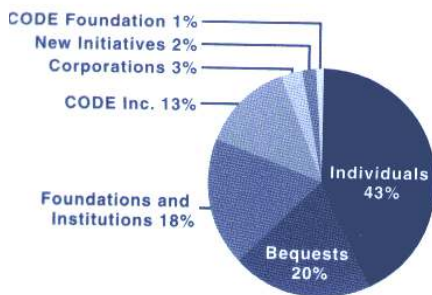
Many donors who have supported CODE over the past 40 years are remembering CODE and continuing their commitment with a gift of a lifetime. CODE launched a new Planned Giving Program this year. Planned giving by both individuals and corporations will help us fill the gap left by years of government cutbacks. Bequests accounted for 20% of CODE's overall donations this past year.

CODE offers a variety of informative guidebooks about planned giving that are available from our national office. Literacy is a gift of a lifetime.

"Planned giving, very simply, is gift planning. It is the process of designing charitable gifts so that the donor realizes philanthropic objectives while maximizing tax and other financial benefits."

*Planned Giving for Canadians,*  
2nd Edition, 1997,  
F. Minton and L. Somers

*Donations for  
Fiscal Year 1998-99*



## FOUNDATIONS

CODE has been generously supported by several Canadian foundations, including the following:

La Fondation Internationale Roncalli has been a committed and highly regarded supporter of CODE for 10 years, funding a variety of projects in Africa and the Caribbean. It has focused on assisting in the development of publishing industries and the provision of books for children – providing the essential infrastructure for strong, independent individuals and communities.

The Maytree Foundation and CODE share similar values, a long and productive history, and an understanding that literacy and education are fundamental to individual, social and economic development. The Foundation has used its resources, skills and experience to encourage change, and has strengthened individuals, communities and organizations by providing tools that are critical to learning.



## IN PRAISE OF VOLUNTEERS

Our volunteers have made a significant contribution to the overall success of our operation. Every week, we welcome a number of talented individuals, including recent graduates, newly retired people and others who want to help out. They know there is much work to be done, and we are thrilled to have them on the CODE team.

through international literacy projects – but no charitable organization is successful without caring volunteers.

Iain Grant is a retired CIDA project officer who has been instrumental in pulling together CODE's corporate fundraising activities. Rossana Zanoni helps us with our large mailings to donors. Mollie MacCormac, a retired high school teacher, helped enormously on the planning committee for CODE's 40th anniversary celebration at the Governor General's residence. Elaine Lund, once an editor at the *Winnipeg Free Press*, spent many months researching and writing the history of CODE.

CODE would like to thank all our volunteers for their support and commitment – including the thousands of Canadian children, teachers and their supporters who are involved each year with Project Love to provide school supplies to their counterparts overseas. We would also like to thank the many individuals in our recipient countries who share their time and belief in CODE, and who are working hard on our behalf to improve literacy among their own people.

Thank you.

CODE Incorporated was established in 1987 as an affiliate of CODE and, subsequently, has earned a reputation for efficiency and reliability in providing a wide range of specialized services to companies, non-governmental organizations and government agencies working in developing countries. Dividends from all these operations are used to support literacy-related development projects undertaken by its parent company, CODE.

### CODE Incorporated Board of Directors

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### President and CEO

Robert Dyck

## Auditors' Report

To the Members of CODE:

We have audited the balance sheet of CODE as at March 31, 1999, and the statements of revenue and expenses, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of CODE's management. Our responsibility is to express an opinion on these financial statements based on our audit.

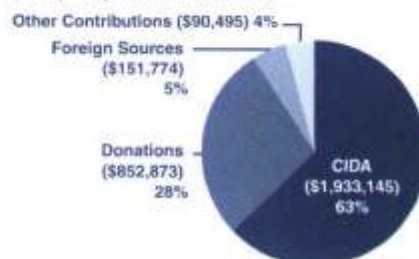
We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of CODE as at March 31, 1999, and the results of its operations and the changes in its cash flows for the year then ended in accordance with generally accepted accounting principles. As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

*Deloitte & Touche*

Deloitte & Touche LLP  
Chartered Accountants  
May 7, 1999

### Summary of Revenues



### Summary of Expenses



### Distribution of CIDA-Funded Overseas Program Expenditures



Improving the quality of life for all individuals around the world – regardless of age, race, religion or economic background – is a mission we should all actively promote. CODE has proven its dedication to providing the materials and resources necessary to achieve its ultimate goal of world literacy. Our pledge to contribute to the ongoing success of established literacy programs, to provide much-needed educational training, and to maintain scholastic excellence is an objective to which I am passionately committed.

During the past year, I was fortunate to have the opportunity to visit Harare, Zimbabwe. This experience gave me the hands-on ability to observe the momentous accomplishments that CODE has achieved by giving children the chance to go to school. By giving these children the power to read and write, we are investing in their future and the country's future. In a nation that suffers from an unemployment rate of 50% and an equally high crime rate, education is an essential step in improving the standard of living and achieving prosperity. CODE's work in Zimbabwe was recognized by the Minister of Education, Sport and Culture when he pronounced CODE a "world champion" in helping children learn to read and write.

Commendations such as these would never have been a reality had it not been for the hard work and dedication of our volunteers, Board members, donors and staff. It is their devotion and loyalty that make it possible for CODE to fund our partners, enabling them to support 14,000 libraries in schools and rural communities in countries like Zimbabwe. I am honoured to be part of a team that provides hundreds of thousands of

books to schools and libraries in 12 countries every year, bringing children hope and independence.

One of the greatest gifts of all is the gift of time, which our volunteers donate on a regular basis. Forty years ago, a small group of volunteers began the work of CODE, and the significant contribution of all CODE's volunteers over the years has expanded the overall success of our operation. We would like to thank all our volunteers for their support and commitment.

The impact of our development efforts is apparent as, this year alone, 777,848 children and adults directly benefited from CODE programs; 337,765 North American books were shipped, while 100,000 local- and national-language books were bought; and 2,700 teachers, librarians, literacy workers and education officials were trained. This year, through CODE's Canadian development education program, Project Love, 482 Canadian schools and community groups put together thousands of school supply kits for students overseas.

Through CODE, I have gained a greater understanding and appreciation of the international development issues that affect our world. I am very privileged to have had this opportunity to serve CODE as its Chair on the Board of Directors, and would like to thank all those who made it possible.



J. René Courchesne  
Chair, Board of Directors

#### **CODE Board of Directors**

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# IBB Report

The International Book Bank (IBB) provides educational resources to support learning and encourage self-reliance through the development of literacy and education. IBB's operations are based in Baltimore, Maryland, with CODE as the sole member representative.

The operating configuration for IBB has the flexibility required to make adjustments in a changing and fast-paced environment.

Customer satisfaction and equality of service are integral to the operations of IBB. Organizations select books based on educational levels, subjects and titles, as well as quantity.

This year, CODE sent 21 containers (each 20 feet long and holding approximately 20,000 books) to CODE partner organizations in Africa and the Caribbean. Other clients arranged with IBB to send another 33 containers, totalling 54 containers and 744,480 books.

The generous support of the publishing industry, education communities, foundations and institutions, and international development organizations and

agencies enables IBB to continue its important work as an advocate for literacy and education.

#### IBB Board

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Russ Notar

Brenda S. Townsend

Thomas E. Warth

#### Manager

Al Turner

#### Executive Director

Susan Winter

#### THE CODE FOUNDATION

The CODE Foundation was established for donors who wish to make a planned gift to literacy. Typical donations to this endowment fund include bequests, life insurance, annuities or stocks. The Foundation manages and invests the gifts, and each year donates the investment income to CODE's work.

This is a way of perpetuating the commitment to world literacy by donors who have designated the Foundation as a recipient. Gifts arranged in memory of someone also provide a lasting tribute to that person's interest in literacy and international development. The impact on the lives of young children who are anxious to read and write can be immense. For information on the CODE Foundation, please contact the President of CODE, Susan Winter.

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Prakash Burra

Amy Casey

Ian Isbester

Dennis Medaglia

Diane B. Wolfenden

#### President and CEO

Susan Winter

#### Honorary Chair

Pamela Wallin



WE THANK OUR MAJOR DONORS  
*We thank our major donors for their support:*



Canadian International Development Agency / Agence canadienne de développement international

THE MAYTREE FOUNDATION

CODE Foundation

Scotiabank



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