



Photo credit: CODE/Peter Bregg, May 2019.

IMPACT REPORT

2019-2020



Celebrating 60 years
of excellence (1959-2019)

MESSAGE FROM OUR EXECUTIVE DIRECTOR



Dear Friends,

In my annual message rarely would I focus on what takes place at the close of the year, but as we all know, this past year ended like no other. The Covid-19 pandemic came in like a lion, and well, simply never left.

The impact on the global education system has been all encompassing, shutting down schools and colleges, sending home millions of students and teachers alike. CODE, like so many others, raced to keep up, shifting support to home schooling kits and distance learning opportunities.

In the many lessons learned to date, two stand out for me – those already disadvantaged by poverty and marginalization are being left even further behind as education inequalities increase and accelerate. Second, that access to quality education is key to every nation's ability to recover and build resilience to future crises. What it tells me is that CODE programming, our belief in quality education for all, is more important and more needed than ever.

But the year was certainly not one of crisis alone. We moved full steam ahead in executing the vision we laid out in our 2019-2022 Strategic Plan, launching programs such as the *Transforming Girls Education Program* aimed at improving reading and learning outcomes for vulnerable girls in upper-primary grades in Sierra Leone. In Liberia, we wrapped up the fifth and final year of the *Reading Liberia 20/20* program. In Mozambique new textbooks guiding teacher practice were published and put into use in teacher training institutes nation-wide while at the

same time an exciting program for student teachers was initiated to build their skills in the teaching of reading and writing through one-on-one mentoring of young learners. In Ghana, alone, we distributed 10,080 locally published books to children in need of quality and relevant reading materials.

We want to work with the best and the brightest in the international education space. *Our Context Matters* initiative for example supports a research agenda by and for Africans in language and literacy. Each year, up to five research grants of CAN \$10,000 are awarded to increase the effectiveness, efficiency and salience of K-12 education programming including teacher preparation and teacher.

Over the past year we have, together, reached 142,640 children through our literacy programs and have provided 3,913 teachers with professional development to help ensure their effectiveness in the classroom. We cannot accomplish all that we do without your generous support. On behalf of the staff, the board, our in-country partners, the children and the teachers we support, we appreciate the trust you put in us to help us make the world a better place helping us to strive to ensure every child can read and write.

Thank you,

A handwritten signature in blue ink that reads "Scott Walter".

Scott Walter,
Executive Director

MESSAGE FROM OUR BOARD CHAIR



I am thrilled to see the continued contributions and loyalty of CODE's donors and supporters. I know times are difficult, but you continue to support CODE and that means the world to us.

The past fiscal year was an exciting one for CODE; we celebrated our 60th Anniversary and set a solid foundation for establishing a country office in Sierra Leone, which we believe will lead to educational improvements across the country.

I am struck by the challenges to education created by the pandemic – with over 1.5 billion children out of school, the hard-won advances in access to quality education are at risk. The effects could be severe for children, especially girls, in developing and fragile countries.

CODE has been tackling the challenges of delivering quality education for over 60 years and the educational struggles faced globally now are well known to CODE. We helped to meet the needs of back-to-school in Liberia and Sierra Leone after the Ebola outbreak and we are committed to meeting the even greater needs now.

The solutions implemented during this crisis will need to be local ones, and "local" is a place where CODE really shines. Our long-term partnerships with local civil society organizations mean we can provide timely support to students, teachers and ministries of education throughout the process of rebuilding. We are committed to continuing operations, within responsible limits, and to delivering innovative programming during the pandemic and beyond.

It is easy to see that CODE's local strength has been built by you, our community of supporters, united in the shared belief of the power and promise of education. Our reputation and local connections are creating new opportunities. I am confident, that with your support, CODE will be able to maximize its impact toward realizing our shared vision of a world where every child can realize their full potential as literate, empowered and self-reliant citizens.

CODE is built for this. We are rising to the challenge, so thank you for joining us in this great opportunity to change lives!

Thank you,

A handwritten signature in blue ink that reads "Lynne Dean". The signature is fluid and cursive, with a long, sweeping underline.

Lynne Dean,
Chair

BOARD OF DIRECTORS AND LEADERSHIP TEAM

Thank you to our outstanding Boards of Directors whose professionalism and generosity of time and talent is central to CODE's achievements and the advancement of its mission.

BOARD OF DIRECTORS

- **Chair, Lynne Dean**
- **Vice Chair, Brian Traquair** Non-Executive Chairman, Asset Control UK and Deedster SE
- **Treasurer, Bruce Montador** Senior Public Servant, Ret.
- **John Bai** President & CEO, RBC Direct Investing Inc., Chair of CODE Foundation
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- **Wendy Saul** Professor and President, Board of the International Book Bank Ret.
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- **Andrea Helfer** Director of Fund Development and Marketing
- **Marc Molnar** Director of Finance and Administration
- **Hila Olyan** Director of Program Development and Innovation
- **Ivan Zenar** Director of Programs



OUR CODE

Together with our partners and supporters, over our 60-year history, we have helped more than 10 million children improve their literacy skills and gain access to a better quality of education in order to improve their lives and the lives of their families.

OUR VISION

CODE envisions a world where every young person can pursue their education and realize their full potential as a literate, empowered, self-reliant citizen.

OUR MISSION

CODE's mission is to enable student learning by increasing their access to qualified educators and locally-relevant, high quality learning materials.

OUR CORE VALUES

CODE's work is guided by five core values: human rights, accountability, transparency, fairness, and sustainability.



Photo credit: CODE/Peter Bregg, May 2019.



Photo credit: CODE/Peter Bregg, May 2019.

"I started in the humble beginning as a volunteer teacher and worked up to the rank of teacher training lecturer. I am proud to say I am a success story of CODE. I am a living testimony of what CODE has done. I am a product of CODE's intervention."

The Honourable Emily Gogra, former Deputy Minister of Education in Sierra Leone

THE CHALLENGE



MORE THAN HALF of children in the developing world will not learn to read and write properly.

(Source: More than Half of Children not Learning, UNESCO Institute of Statistics)

202 MILLION

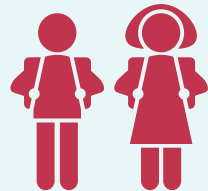
In sub-Saharan Africa, alone, **88% OF CHILDREN** (ages 6 - 14) – or 202 million – are not meeting minimum proficiency levels in literacy.

(Source: More than Half of Children not Learning, UNESCO Institute of Statistics)



17 MILLION qualified teachers are needed in sub-Saharan Africa to meet the UN's Sustainable Development Goal of universal access to primary and secondary school.

(Source: Fact Sheet, UNESCO Institute for Statistics)



274 MILLION primary school children worldwide are not learning basic foundational skills necessary to lead productive and healthy lives.

(Source: Calculated based on data in The Learning Generation, Education Commission)

CODE'S IMPACT IN 2019-20

Reached **142,640**
children through its literacy programs

Provided **3,913**
teachers with professional development opportunities

Distributed **68,438**
copies of books to schools and community libraries

Reached **1,497**
public schools in our countries of operation

Received support from **2,673**
caring Canadians representing all walks of life

Spent **79%**
of all donations on the development and delivery of its programs

Engaged **63,974**
people through website visits and on social media



LITERACY PROGRAMS

CODE works to ensure that every child, no matter where they live, can learn from well-trained teachers who have the confidence and know-how – and the access to quality, relevant reading and learning materials they need – to deliver the learning outcomes all children deserve.

We effect change by working in partnership with locally based organizations who ensure the sustainability of programs and who provide a local voice and local expertise. We facilitate community participation, including stakeholders such as Ministries of Education, parent teacher associations and academic partners.

CODE collaborates with partners to develop locally appropriate solutions and then works with governments and institutional funders to scale-up change to a national level.

Together with our partners, we have helped more than 10 million children gain access to better quality of education and benefit from reading and writing in order to improve their lives and the lives of their families.

CODE improves learning outcomes and educational opportunities for all girls and boys by working with like-minded organizations in three areas – Literacy Programs, Research Initiatives and Literary Awards.



Photo credit: CODE/Andy Powell, May 2019.

LITERACY PROGRAMS

SIERRA LEONE

This past year, CODE was pleased to formally establish a country office in Freetown to keep pace with new programming opportunities. CODE's Sierra Leone country office staff continue to work in close collaboration with our long-standing partner organizations The Association of Language and Literacy Educators (TALLE) and PEN-Sierra Leone.

On behalf of the Ministry of Basic and Senior Secondary Education in Sierra Leone, and funded by the World Bank's *REACH for Reading Research Fund*, CODE completed a research program to test the efficacy and efficiency of using variations of a Communities of Practice approach to teacher development.

In June, CODE launched the *Transforming Girls Education Program* aimed at improving reading and learning outcomes for vulnerable girls in upper-primary grades. This program is funded jointly with the Government of Canada through Global Affairs and includes an innovative new pilot initiative to fund 100 scholarships for aspiring female teachers.

This past year has also proven to be a productive one in book development. Several writers and illustrator workshops were held to develop eight new books for children focusing on gender responsive themes. These books will be published and distributed next year. Additionally, three new anthologies for students were published and distributed as part of the *REACH* program.

In February, we were delighted to have sailors from the Royal Canadian Navy aboard the *HMCS Glace Bay* and *HMCS Shawinigan* visit CODE project sites to share their love of reading with students.

BY THE NUMBERS (2019-2020)



14,760
Students reached

600

Teachers trained and mentored



7,200
Books distributed

132

Schools served



"I have faced a lot of challenges while going through secondary school. At an early age I gave birth to my first child – making me miss schooling for a while. Being a mother, now of two, has not killed my dreams of pursuing further studies. It is only education that can move me above this level."

Mariatu, scholarship recipient



LITERACY PROGRAMS

LIBERIA

With the generous support of many CODE donors and foundations - including the Turing Foundation, 60 million girls Foundation and International Book Bank - we successfully concluded the fifth and final year of the *Reading Liberia 20/20* program.

We held intensive workshops with 110 educators this past year and were pleased that 77% met the standard required to receive the Ministry of Education's C-Level teaching certificate, which our local partner organization the WE-CARE Foundation is accredited to grant.

We also saw very encouraging results in student learning. An aggregate review of reading assessments completed between 2016 and 2019 found that after nine months in the *Reading Liberia 20/20* program students performed substantially better than those in comparison schools. We welcome you to view the Impact Dashboard at www.code.ngo/Liberia_Impact

Our Girls' Accelerated Learning Initiative (GALI) continued to benefit 375 over-age girls at 25 schools. The program was designed to assist over-age girls in grades 1 through 3 to support academic success and accelerate them towards a more age-appropriate grade level, thereby reducing their vulnerability to dropping out. The program results were very positive with 75% of girls being promoted two grade-levels and 22% being advanced one grade.

We were delighted to obtain renewed pledges from the three aforementioned *Reading Liberia 20/20* funders whose support will allow us to launch a new phase of work in Liberia in the next fiscal year.

BY THE NUMBERS (2019-2020)



6,364
Students reached

225

Teachers trained and mentored



25,158
Books distributed

118

Schools served



Mrs. Eva is a Grade 3 teacher at H.Q. Taylor Public School, and a shining example of the kinds of motivated teachers we have the privilege of working with every day. Mrs. Eva (pictured) has recently earned her C-Level certificate (formal teaching qualification). She is sharing her new skills both with students in her classroom and participants in the Girls' Accelerated Learning Initiative.



LITERACY PROGRAMS

GHANA

Over the past year, CODE has worked closely with the Ghana Book Trust and our funding partner Asanko Gold to implement the fourth of our six-year *Reading Ghana* program.

Our collective efforts were focused on supporting students in eight new schools in the Esaase area of the Ashanti Region. We held a series of 5-day intensive training workshops with 64 educators and librarians focused on building competencies and capacity in new methodologies of literacy instruction and promotion.

Additionally, a total of 10,080 books were distributed to past and present *Reading Ghana* schools. The mobile library van visits organized in partnership with the Ghana Library Authority created much excitement at our program schools.

An analysis of student reading assessments conducted during the past three years of the *Reading Ghana* program showed positive impact on two key measures of literacy: oral reading accuracy and reading comprehension. Most notably, in oral reading accuracy, *Reading Ghana* primary students on average read 62% of the words correctly in paragraph reading compared to 49% at comparison schools. Amongst our junior high school participants, reading comprehension was more than two times greater than amongst students at comparison schools. We welcome you to view our Impact Dashboard at www.code.ngo/Ghana_Impact

BY THE NUMBERS (2019-2020)



1,053
Students reached

64

Teachers trained and mentored



10,080
Books distributed

8

Schools served



“A good teacher delivers her lessons to the whole class but a great teacher knows the individual needs of her students and delivers the lessons to each one.”

Elizabeth, teacher at Gyeninso Primary School

LITERACY PROGRAMS

MOZAMBIQUE

CODE's *Better Education Through Teacher Training and Empowerment for Results* (BETTER) program – jointly funded by Global Affairs Canada – is working toward long-term systemic change within Mozambique's education system.

In collaboration with our partner organization Associação Progresso and the Ministry of Education and Human Development (MINEDH), we are working to develop and strengthen teacher training curriculum at teacher training institutes in Cabo Delgado, Tete, Niassa and Maputo provinces.

This past year saw the culmination of significant effort on the part of many national and international subject matter experts as we published three new textbooks to complement the two published last year. These textbooks – the first of their kind in Mozambique – are now in use at 19 teacher training institutes and available as digital interactive formats on a dynamic new mobile learning platform.

Ongoing support is being provided to teacher trainers to familiarize them with the new textbooks, and to help them gain confidence in the use of the participatory and gender-sensitive strategies that they promote.

Building on the findings of our 2019 study of gender-equality in teacher training institutes, we gained political support to lead the development of a national policy to address gender-based violence in teacher education, in a joint effort with a multi-departmental working group from the MINEDH.

BY THE NUMBERS (2019-2020)



120,463
Students reached

3,024

Teachers trained and mentored



16,000
Books distributed

150

Schools served



"In our tradition, a woman cannot speak to the public because it can be considered as a lack of respect. But this Pedagogy Manual helps me to think differently, that both men and women have the same rights as well as duties."

Female pre-service teacher, Pemba

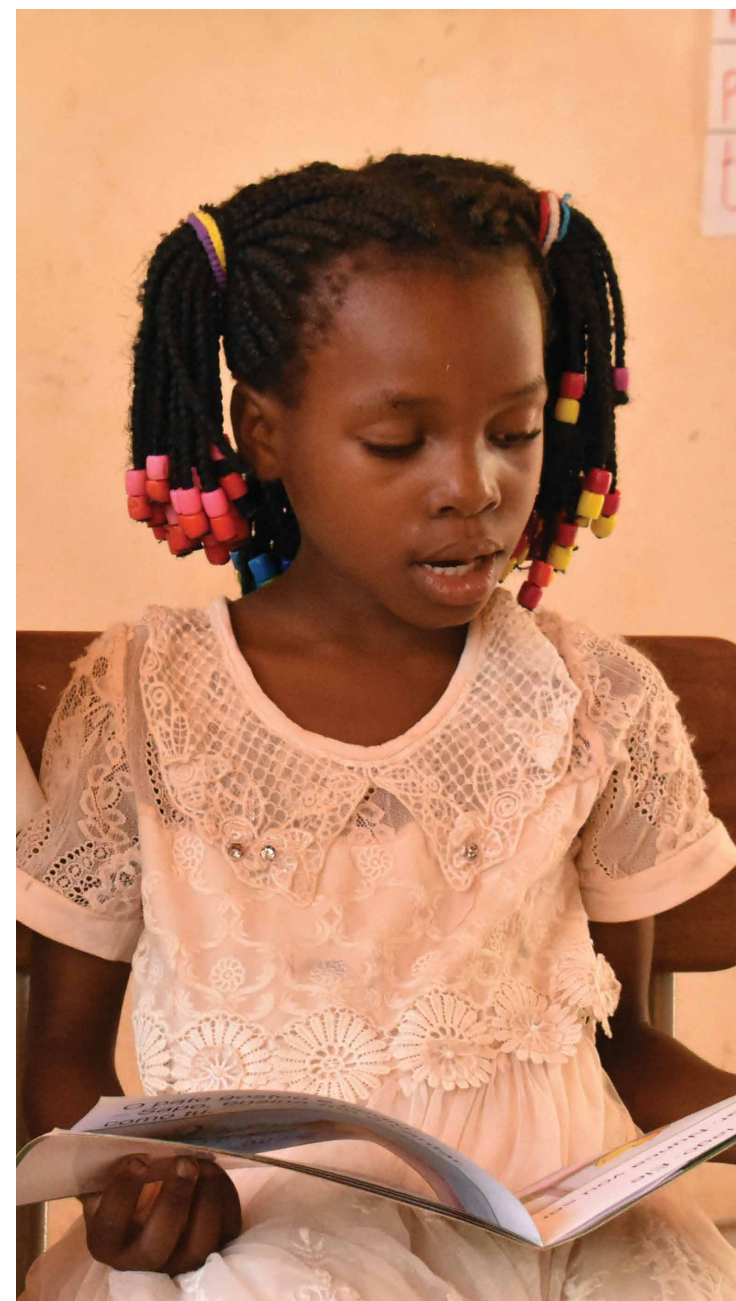




Photo credit: William Au, 2017.

“As an Indigenous person who is involved with movie making and book publishing, I am filled every single day with the knowledge that by seeing ourselves and our languages and our traditions in our Indigenous literature, it not only validates who we are as a people, but it inspires us to do our very best to represent our cultures, our traditions, our families, our communities, our Nations.”

Richard Van Camp, author and Tlicho Dene from Fort Smith, NWT

LITERACY AWARDS

THE CODE BURT AWARDS

The CODE Burt Award is a literary award and readership initiative that recognizes excellence in young adult literature for readers ages 12-18. The objective of the prize is to champion literacy, build language skills, and foster the love and habit of reading by ensuring that young people have access to high-quality, culturally relevant, and engaging reading materials. The Burt Award has been granted annually in Canada, Africa, and the Caribbean.

With the passing of the Award’s main benefactor – William “Bill” Burt – we regret that 2020 will mark the end of this important initiative. The final round of awards for the African and Caribbean program were announced in last year’s Annual Report, while the formal announcement of the winners of our Canadian award, including in a new Indigenous Language category, will be made in the coming year. Unfortunately, the announcement was delayed due to the COVID-19 pandemic.

Since 2008, we have celebrated the achievements of exceptional authors by awarding 142 individual titles and distributing 311,000 copies of winning titles to an estimated 2,600 schools, libraries, and community organizations annually.

We are deeply grateful to William Burt and the Literary Prizes Foundation (now Consecon Foundation), as well as to the many authors, publishers and allied organizations who have shared our vision for this program over the past 12 years.

BY THE NUMBERS (2019-2020)



10,000
Books distributed

1,089
Schools served



BURT AWARD FOR FIRST NATIONS, INUIT AND METIS YOUNG ADULT LITERATURE

Indigenous languages shortlisted titles for 2019:

- *Inconvenient Skin* by Shane Koyczan (Cree)
- *Those Who Run in the Sky* by Aviaq Johnston (Inuktitut)
- *Three Feathers* by Richard Van Camp (Slavey)

English language shortlisted titles for 2019:

- *The Case of Windy Lake* by Michael Hutchinson
- *Moccasin Square Gardens* by Richard Van Camp
- *Those Who Dwell Below* by Aviaq Johnston



CODE CELEBRATES 60 YEARS

In 2019, CODE celebrated its 60th Anniversary. From humble beginnings in a church basement, CODE has grown to become one Canada's leading international development agencies focused on advancing children's literacy.

On June 20, 2019 a reception was held at the Museum of Nature in Ottawa hosted by our ambassador Peter Mansbridge. CODE supporters, volunteers and staff gathered to honour the organization's achievements.

We wish to thank Peter Mansbridge; the Honourable Emily Gogra, the former Deputy Minister of Education in Sierra Leone; Fred Attakumah, Executive Vice President and Managing Director with Asanko Gold Ghana Ltd; and former board member, Gwynneth Evans who shared their reflections on CODE's impact over 60 years and the continued relevance of our work today. Thank you also to The Honourable Maryam Monsef, former Minister of International Development, for sharing her inspiring words.

The event served as an opportunity to recognize and acknowledge all the hard work of CODE volunteers, staff, board members and supporters past and present. We wish to thank everyone who has joined us on our journey and helped us empower children through education. You make CODE possible and for that we cannot thank you enough.

Thank you to the evening's sponsors:

Megaloid Laboratories Ltd., Quartet Services, CapCorp, Key Travel



Photo Credit: CODE/Lois Seigel, June 2019.

The Honourable Maryam Monsef shares a moment with the Honourable Emily Gogra while CODE's Executive Director Scott Walter looks on.



Photo Credit: CODE/Lois Seigel, June 2019.

John Walter, the former CEO of the Standards Council of Canada and President of the International Organization for Standardization, CODE Board Chair Lynne Dean and CODE Ambassador Peter Mansbridge.



TRAVELING PHOTO EXHIBIT TOURS THE COUNTRY

CODE marked its 60th Anniversary with the launch of the *Read. Learn. Live* traveling photography exhibit featuring the work of renowned Canadian photojournalist Peter Bregg.

Peter traveled to Sierra Leone with CODE in the spring of 2019 to document the learning crisis and CODE's charitable efforts. The exhibit made nine stops in six provinces at public libraries and other event spaces. We are deeply grateful for Peter's kind contribution to CODE's mission.

"Canada is proud of its long-standing partnership with CODE and pleased to celebrate their 60th Anniversary. Together, we have helped to improve access to quality education for hundreds of thousands of children. Education is key to advancing gender equality and breaking the cycle of poverty. By providing equitable quality education to boys and girls, we are empowering them to reach their full potential."

The Honourable Maryam Monsef Minister for Women and Gender Equality and Rural Economic Development and then Minister of International Development

THANK YOU

Your support means we can help children around the world fall in love with stories, express their creativity and become inspired as they discover new ideas. When they grow up they will become critical thinkers, problem solvers and life-long learners. Thank you for supporting CODE. By working together we will continue to promote every child's right to read!

WHILE WE ARE UNABLE TO RECOGNIZE EVERY DONOR, WE WISH TO GIVE A SPECIAL THANKS TO THE FOLLOWING:

Leaders in Literacy Gifts of \$1,000+

Mary Bacon

Chris Balkos

Suzanne Barber

David Brown

Christopher Bredt and
Jamie Cameron

The Casey Family

Christine M. Dahms

Lisa Dibarbora

Gwynneth Evans

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Jacqueline Hucker

Suzanne Johnson

Vitauts Kalnins

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Jacques Bérubé and
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Daphne McCulloch

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Maureen H. Thompson

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Scott and Olga Walter

Eric and Farah Webber

Man Wong

And 9 anonymous
donors

Legacy Leaders

Estate of
Winnifred M. Field

Estate of Ranjit S. Hall

Estate of Jean E. Marsh

Estate of
Cynthia D. Mooney

Estate of Ruth E. Styles

CODE GRATEFULLY ACKNOWLEDGES THE SUPPORT OF OUR TOP INSTITUTIONAL FUNDERS.



Global Affairs
Canada

Affaires mondiales
Canada



World Bank

CODE Foundation



International Book Bank



FINANCIAL REPORT FOR THE YEAR ENDED MARCH 31, 2020

We are recognized as a leading Canadian charity and are committed to being financially responsible and transparent. Your support means everything to us and we take great care in ensuring that every dollar you share with us works hard to advance literacy and education for children around the world.

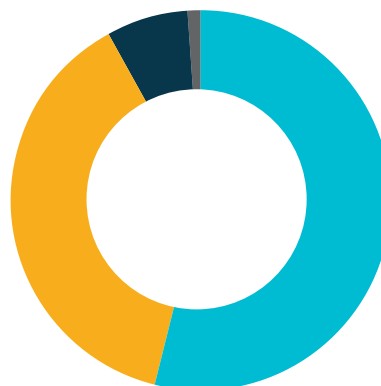
For more information you can view our audited financial statements on our website at code.ngo

OUR REVENUE

Global Affairs Canada - \$3,761,804	54%
Donations from our Supporters - \$2,714,990	39%
World Bank - \$451,720	7%
Miscellaneous - \$65,705	<1%

TOTAL \$6,994,219

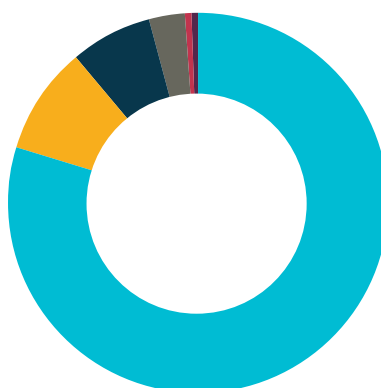
The value of in-kind contributions including both books and volunteer hours by CODE international literacy experts amounts to \$112,103 for the 2019-20 fiscal year.



HOW WE INVEST

Program Development and Delivery - \$5,518,326	79%
Fund Development - \$643,894	9%
General Administration - \$542,519	8%
Communications - \$255,488	3%
Amortization - \$24,073	<1%
Surplus - \$9,919	<1%

TOTAL \$6,994,219



In fiscal year 2019-2020 CODE generated a surplus of \$9,919, just ahead budget and forecast. The amount shown from Global Affairs Canada in *Our Revenue* includes an equal offsetting amount in the Program Development and Delivery section of *How We Invest*, which represents the fair value of in-kind contributions provided by CODE. The organization receives revenue from a variety of sources including Government of Canada, a contribution from the CODE Foundation and donations from committed individuals, organizations and private foundations.

WE ARE PROUD TO HAVE RECEIVED RECOGNITION FROM:



Recognized by
Money Sense Magazine



Listed in "Canada's Best Charities 2020: Top 100" by
Maclean's Magazine

Winner of the 2019 SDG Leadership Award by the Global
Compact Network Canada

WE ARE PROUD MEMBERS OF:



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Charitable registration #
11883 4878 RR0001



Celebrating 60 years
of excellence (1959-2019)