

MCC Canada
Annual Impact Report
2024/2025 Appendix

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MCC Strategy Blueprint

What guides us?			
Mission: MCC, a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice.			
Vision: MCC envisions communities worldwide in right relationship with God, one another and creation.			
Our Opportunity: This is the moment for MCC to be a more Jesus-centered, youthful, and diverse Anabaptist organization that embodies learning, innovation, and equity to grow our work with vulnerable people.			

Our Approaches (Broadly speaking, how do we promote impact?)			
1. We address poverty, conflict, and injustice.	2. We accompany partners and the church.	3. We build bridges to connect people and ideas across divides.	4. We care for creation.

Our Strategic Directions (Our Big Goals) We seek to renew our identity and mission and deepen MCC's spiritual grounding by carrying out our work as a public witness to God's love for all people.			
Strengthen Our Mutual Capacity Increase the capacity of the church and other partners as they support and equip vulnerable people, especially people who have been uprooted and displaced.	Deepen Church Relationships Increase responsive engagement across the full range of Anabaptist churches and beyond, with an increased focus on audience-based communications, fundraising and recruitment efforts with a new generation.	Integrate Peacebuilding Increase peacebuilding as a key component in all of our relief and development work and expand our efforts for justice and peace.	Respond to Climate Change Design and assess MCC's program and operations in light of our commitment to care for God's creation and accompany marginalized communities harmed by climate change.
What are the key outcomes we expect for each direction?			
More churches are collaborating with MCC on program delivery.	More young adults under age 40 are invited and respond to participate in MCC support and service opportunities.	Peacebuilding partners are connected to broader networks of practice and funding.	Increase the number of projects, investment, and advocacy focused on climate change adaptation in U.S., Canada and IP;
More partners are able to successfully manage increased programming and can scale current programming.	MCC donors are inspired to increase their support significantly year over year.	Partners and churches are equipped to incorporate peacebuilding approaches in their work.	There is a significant increase in the accompaniment of communities harmed by climate change to ensure meaningful, contextual adaptation is supported.
Partners are able to diversify their funding streams to become less dependent on MCC as a sole source.	Deepen engagement with the full range of Anabaptist churches, including Anabaptist churches of color and Anabaptist churches and denominations whose support of MCC is at risk.	Integration of peacebuilding activities and outcomes into relief and development initiatives are comprehensive and complete.	MCC has reduced its net greenhouse gas emissions.

Both MCC and partners are seen as trusted, effective organizations in program delivery.	People who have served with MCC in the past (alumni) are invited to engage in ways that are meaningful to them.	Strengthened, healthy, and flexible internal conflict transformation policies and practices are in place and training is supporting their widespread adoption.	
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What are our key measures for each of these directions?			
<ul style="list-style-type: none"> # of annual (or more frequent) partner gatherings as spaces of mutual learning, exchange, and accountability. # of churches in Canada and the U.S. MCC collaborates with or provides resources to support, expand, or strengthen their program outreach. 	<ul style="list-style-type: none"> # and % of program partners or collaborators that are Anabaptist or Anabaptist-related; # and % other church-related (non-Anabaptist). # and % of churches engaged from each Anabaptist denomination at the congregational, conference, and denominational level (e.g., speaking at church meetings, presence at denominational meetings or engaging church groups in MCC events and activities including MR, relief sales, etc.). # of MCC speaking engagements and recruitment events at both Anabaptist and other Christian schools, universities, and seminaries. Annual year-to-year % change (quarter compared to quarter) in donations and donors. Year-to-year donor retention rate. # increase of all young adult (under age 40) participation as volunteers, programs, staff, boards, and donors. # of applicants and % who are successfully placed in young adult programs. 	<ul style="list-style-type: none"> # of MCC staff trained in conflict transformation practices to better address routine workplace conflict. % of MCC staff responding positively (very satisfied and satisfied) to a workplace survey. # of all relief and development programs or projects that integrate peacebuilding outcomes.. 	<ul style="list-style-type: none"> # increase in participants reached by climate change adaptation projects. # of educational, experiential, and advocacy campaign activities related to climate change, along with # of supporters involved in those activities. # of supporters engaging in advocacy toward policymakers about climate change using MCC advocacy tools.
What are the overarching (global) measures that show progress towards the accomplishment of God's mission through MCC?			
Total # of people served (lives impacted)	Total # of projects (geographic reach)	Total # of supporters mobilized (gathering attention)	Total \$ dollars raised (generosity tapped)

What are the operational enablers that will help ensure the Strategic Directions are well supported?			
People and Culture	Revenue	Marketing and Communications	Systems
<ul style="list-style-type: none"> We describe our center as Anabaptist, Jesus-centered, and welcoming of the full range of Anabaptist churches; As a professional faith-based organization, MCC will have a clear structure of decision making that is understood and respected. We celebrate the strengths of our diversity and address barriers of racism that prevent equity and inclusion. We eagerly engage the full range of Anabaptist churches, including Anabaptist 	<ul style="list-style-type: none"> Knowing our supporters better results in better retention, increased legacy giving, intelligent moves management, and more monthly donors. Increase our investment in donor relations in particular with staff who have specialized skills. Engage with supporters outside Canada and the United States to increase revenue. Diversify our revenue streams through innovation and experimentation, with special 	<ul style="list-style-type: none"> Increase our investments in marketing and communications to learn, deploy, and mobilize the best mechanisms for sharing with existing and new audiences. Develop a more deeply understood and embraced marketing culture in MCC that is also informed by our values and principles Invest in decolonized, authentic, localized, and professional story-telling and story-tellers. Strengthen segmented marketing to specific 	<ul style="list-style-type: none"> Strengthen existing policy emphasis for staff care, whistleblower processes, and reporting abuses of power. Strengthen and resource supervisors in performance appraisal, feedback mechanisms, and culturally sensitive oversight. Develop practices to strengthen inter-MCC collaboration. Invest in new ways to ensure clear decision making processes.
<p>churches of color and Anabaptist churches and denominations whose support of MCC is at risk.</p> <ul style="list-style-type: none"> Trust building and internal staff investments require more attention because it leads to healthy relationships and purposeful work. 	attention to Thrift.	<p>groups in the three main languages of MCC.</p> <ul style="list-style-type: none"> Initiate a special focus on communicating to under-40s across the U.S. and Canada. 	
What are the culture enablers and new behaviors that will help ensure good execution of this plan?			
<p>We Always See Possibility</p> <p>As a 100-year-old organization, we want to foster a culture of entrepreneurship, always perceiving, testing, and realizing the next opportunities for service.</p> <p>We have an entrepreneurial spirit, pursuing change instead of waiting for it.</p>	<p>Reducing Suffering Includes Accountability for Results</p> <p>The high bar for showing impact and change in the communities we accompany applies to all our programs, in Canada, the United States, and abroad.</p> <p>We care about mutual transformation.</p>	<p>Professionalism is Good Stewardship</p> <p>When we hire skilled people, support them well, and set high expectations, we are not neglecting stewardship - we are embodying it.</p> <p>We are conscientious stewards of our supporters' generosity.</p>	<p>Effective Decision Making Requires Clarity and Collaboration</p> <p>A well-functioning organization is clear about lines of communication, authority, and responsibility.</p> <p>Our leaders work to develop trust and staff are encouraged to talk with leaders about their questions and concerns.</p>
Cross-MCC Initiatives			
<p>In addition to the MCC-wide strategic directions named above, there will continue to be large, significant initiatives that implicate multiple MCC entities, initiatives that MCC boards will want to track. Examples include the ongoing implementation of MCC's digital transformation roadmap and finalizing and implementing a new compensation model for MCC's international program.</p>			

LINCZ Project Overview

Locally-Led Indigenous Nature-based Solutions for Climate Change Adaptation in Zimbabwe

Project overview

- Global Affairs Canada (GAC) has awarded MCC Canada up to CAD \$15 million for the project titled: *Locally Led Indigenous Nature-based Solutions for Climate Change Adaptation in Zimbabwe (LINCZ)*. The project will be implemented between November 2023 and March 2027.
- **The LINCZ project aims to support climate change-affected people in Binga, Gwanda and Mwenzi districts in Zimbabwe as they adapt to climate change, while also improving biodiversity and strengthening gender equality.** All three districts have experienced significant biodiversity and ecosystem loss, are highly impacted by climate change due to increased frequency of drought and unpredictable weather patterns, and experience high levels of food insecurity.

The LINCZ project works to address climate change impacts on communities and ecosystems by:

1. **Increasing adoption of nature-based solutions** (such as conservation agriculture and land restoration) that integrate Indigenous knowledge and address the different needs and realities of women and men. This includes increasing community engagement in governance of natural resources and environmental policies.
 2. **Strengthening climate resilient livelihoods** through increased access to resources and skills development – particularly for women – in climate resilient agricultural production, sustainable harvesting of forest resources, and creation of value-added products. An important part of this work is building capacity within communities and households in equitable decision-making and control over household and community resources.
- MCC is partnering with three Zimbabwean civil society organizations to implement the LINCZ project: Brethren in Christ Compassionate Development Services (BIC-CDS), Kulimambobumi Training Centre (KMTC) and Score Against Poverty (SAP).
 - A Learning and Research Hub provides a platform to engage academic and international development communities and share project learnings, with researchers from Canada and Zimbabwe collaborating with partner staff to engage with local communities in research. The Learning and Research Hub is made possible through partnerships with Canadian Mennonite University (CMU), the National University of Science and Technology (NUST) and the Global Biodiversity Information Facility (GBIF) housed at Bindura University of Science Education (BUSE) in Zimbabwe.

Project update *(key activities, outputs and results as of March 31, 2025)*

- To date, a total of 17,765 people have directly participated in project activities (10,730 women and girls, 7035 men and boys), with 79,372 people indirectly benefiting from the project (47,460 women and girls, 31,912 men and boys).
- **Land restoration and water management:** 15,275 trees were distributed and planted by community members on school grounds, homesteads, as part of agroforestry initiatives, near beekeeping sites, and in areas under farmer-managed natural regeneration practices (FMNR). Implementing partners are working together with communities and local government to start rehabilitating eroded gully areas, wetlands, and community water infrastructure.
- **Training on nature-based solutions:** 121 learning centres, demonstration plots and farmer field schools have been formed for experiential learning on conservation agriculture, farmer-managed natural regeneration (FMNR) and other sustainable practices. 756 community members (422 women, 334 men) are participating in community groups or as community champions to further promote conservation agriculture, demonstrate FMNR techniques, and support management of forest, water and other environmental and community resources.
- **Livelihoods:** 289 participants (151 women, 138 men) have been trained on beekeeping and 7,243 farmers (4581 women, 2662 men) have been trained on conservation agriculture practices. Participants are also receiving training and support on honey harvesting and processing, post-harvest management for small grains, and marketing to enhance income opportunities from the sale of crops and honey products.
- **Gender equality:** 3934 community members (2248 women, 1686 men) have participated in community gender dialogues and events to promote positive masculinity, address harmful practices and gender norms, and promote gender equality within households and communities. Women whose husbands have participated in project gender activities share experiences of how their spouses now assist them with household chores. For example, in Binga district approximately four out of every ten men attending gender dialogues are now involved in tasks that were once considered exclusively women's responsibilities. In Mwenezi district, women whose husbands participated in the Men Can Cook gender program noted improvements in sharing household tasks, especially gathering firewood and fetching water.
- **Policy awareness:** After taking part in consultations and awareness sessions about environmental policy and governance, community members in Mwenezi report that they have started more actively voicing their concerns to their local leaders. Local leaders highlight how the project has helped them clarify and understand governance and administrative structures so that they can more effectively contribute to decision-making. 81% of participants surveyed in Mwenezi report a significantly improved ability to participate in key civic or policy activities.
- **Research:** 5 research projects were carried out in Zimbabwe to investigate climate change adaptation governance and policy, psychosocial dynamics related to resilience, community conflict resolution and transformation processes, climate change adaptation within agro-processing, and biodiversity within project areas. To date, 17 different researchers and academics from CMU, GBIF and NUST have participated in research data collection, story and photo gathering in project sites, developing research proposals or creating content for the Learning and Research Hub website (www.lincz.ca).

Project challenges and learnings

- **Drought:** Extended dry conditions over 2023/2024 had widespread and severe impact on crops, water resources and pastures across Zimbabwe. Communities in all districts experienced increased food insecurity in 2024 as compared to 2023. The effects of the drought have also been observed on forest resources including mopane worm populations and colonization of beehives. Although delayed, rainfall improved over the 2024/2025 agricultural season leading to overall improvements in environmental conditions.
- **Youth engagement:** The high mobility of youth (ages 18-35) presents a challenge for youth recruitment and participation in project initiatives. The project is experimenting with new ways to generate youth interest in project activities and in environmental protection, including through sporting events to share awareness messaging on climate change issues, deliberately targeting young women for beekeeping initiatives as they are more likely to remain in rural areas, and using intergenerational dialogues to identify issues and generate support from local leaders to involve youth in community activities.
- **Gender equality:** Women still face barriers affecting their full control over resources and involvement in decision-making. Gender norms also affect men: for instance, men have highlighted the lack of safe spaces where they can share their feelings, leading to suffering in silence or gender-based violence. To address these dynamics, the project will continue engaging community members and influential leaders, and facilitating separate male and female dialogues to more effectively discuss and address the root causes of gender inequality and gender-based violence.



In partnership with:



Introduction to MCC's FYE2025 Outputs and Outcomes Report

MCC's annual Outputs and Outcomes report is one way of quantifying the results of MCC's activities on a global scale. Project staff set outcomes as measurable goals for the change that the project is intended to achieve. Outcomes are outlined during the project design phase, with corresponding indicators of what project staff will measure to get a picture of how successfully the project is meeting its goals over time. Outputs are the measurement of tangible, immediate results of activities. Counting outputs and reporting on outcome indicators are some of many ways that MCC can transparently measure how we are responding to basic human needs and working for peace and justice in the name of Christ.

Global Challenges

MCC envisions communities worldwide in right relationship with God, one another and creation. Many of the ways that MCC is working towards these global goals align with the 17 Sustainable Development Goals (SDG) that the United Nations adopted in 2015. MCC's work is divided into five (5) sectors that address global challenges at a local, sustainable level. MCC's strategic directions for the coming years include strengthening its work with displaced peoples, accompanying churches and other locally rooted organizations in building their capacities, deepening MCC's peacebuilding efforts; and expanding its climate change adaptation work.

Measuring Outcomes and Outputs: Methodology

As part of our commitment to localization and decolonizing aid, MCC does not require standardized project *outcomes* and *outcome indicators*, looking to MCC's community-based partners and the communities in which they operate to identify those outcomes and indicators.

For project *outputs*, MCC expects that all projects include at least one global standardized output in their report planning so that these projects are included in the annual snapshot of MCC's activities around the world. Project staff measure the outputs during the life of the project by tracking numbers of unique participants in activities, items distributed, structures built, and so on. Every year, MCC staff compile these numbers from biannual reports according to standardized, predetermined categories that we actively track. The outputs and outcomes report only includes verified numbers of unique participants that are not duplicated across activities; the numbers are always a lower estimate than the actual number of participants that could not be accurately counted due to various project circumstances.

Deeper, not wider: MCC's work beyond output numbers.

MCC's projects are designed primarily by our partners and address local concerns first from a local perspective. MCC's partner-led approach enables MCC to support culturally relevant ways to address the global impact of climate change, poverty, violence and hunger, drawing on local knowledge, traditions and resources. MCC's partners set their own targets according to their local context, which means that MCC does not set global targets for outputs.

MCC is committed to a collaborative relationship with partners that is open to changing project activities according to learnings discovered throughout the life of each project. Some projects are more experimental in nature, which might result in lower outputs numbers; sometimes project outputs numbers change dramatically as partners adapt their activities according to what we have learned. MCC does not want partners to focus on increasing outputs at the expense of the project quality and innovation.

FYE2025 Sector Summaries

Humanitarian Assistance

Humanitarian Assistance projects work towards reducing hunger, preventing and responding to humanitarian crises. These projects contribute towards the SDG goals of zero hunger by getting food where it is needed most, gender equality by increasing female participation in decision-making, and reduced inequality by responding to disasters from a local, gender-sensitive and conflict-sensitive lens.

68 Projects

395,254 Participants

26 Countries

Output Highlights

- 304,646 Individuals received food assistance
- 9,814 Individuals provided temporary shelter services
- 20,080 Individuals received financial support, cash transfers or rent assistance
- 915 Staff and volunteers trained in psychosocial support and/or trauma-informed approaches to humanitarian response
- 38,235 MCC [comforters](#) shipped
- 21,401 MCC [relief kits](#) shipped
- 8,351 MCC [dignity kits](#) shipped
- 899,280 Pounds of MCC canned meat shipped

Ukraine – Emergency food, hygiene and other comprehensive assistance to IDPs and residents in the Dnipropetrovsk region affected by Russian invasion –Partner: New Life

Nikopol city and district have suffered from constant artillery shelling since the invasion in 2022. This project provides comprehensive humanitarian assistance to internally displaced persons and their host communities in three regions in Ukraine. This one-year disaster response project provided food and hygiene assistance, medical and medicine support, temporary shelter, evacuation services, social services, document restoration, legal assistance and psychosocial support for 10,852 people in FYE2025.

- 9,598 participants received food assistance in FYE2025.
- 49,137 hot meals have been served to 483 participants since the beginning of the project.
- All participants who obtained restored documents through the project have reported that their socio-economic situation improved as a direct result.
- In FYE2025, 59 participants successfully defended their rights through the project.

**Zambia – Food and material resources assistance for Pure Hope Children’s Home and vulnerable persons in Meheba refugee settlement camp
–Partner: Brave Heart Zambia**

This project responded to the needs of refugees and vulnerable persons in Meheba Refugee Settlement Camp in northwest Zambia. Meheba Resettlement Refugee Camp is populated by 39,499 refugees as of August 2023, who come from different countries such as Burundi, Democratic Republic of Congo, Rwanda, Angola, and Somalia. New arrivals continue to arrive from DR Congo. Severe reduction in protein-rich foods accessibility and the lack of access to essential basic need supplies have overwhelmed vulnerable persons in Meheba Refugee Camp.

- In 2025, the project distributed 2,536 comforters, 6,151 lbs of laundry soap, 1,007 lbs bath soap, 2,000 dignity kits, 3,200 hygiene kits, 1,596 relief kits, 2,200 school kits, 677 infant care kits, 72 sewing kits, 54,720 lbs of canned meat to 14,678 participants.
- 3,456 project participants (1,990 females who received dignity kits and 1,466 females who received relief kits) expressed a high degree of satisfaction with their ability to manage their period safely and with dignity.

Education

Projects in the **Education** sector work towards providing quality education and reducing inequalities by improving school facilities, training teachers, assisting children and youth with school fees, and distributing necessary educational supplies. Participants in education projects include children from all abilities and from preschool, primary school, and secondary school levels. Projects also youth vocational education.

85 Projects **99,936 Participants** **33 Countries**

Output Highlights

- 31,685 Children and youth participated in K-12 formal education
- 2,179 Children participated in early childhood education
- 15,894 Children and youth participated in non-formal education support program
- 1,410 Teachers participated in professional development
- 214 Teachers' and educators' salaries paid fully or partially by the project
- 13,866 Parents/care givers participated in workshops/meetings related to parenting and child development
- 2,789 Children received scholarships or tuition support
- 2,742 Youth received vocational training
- 61,287 Children and youth received educational supplies
- 56,986 Children received food through a school feeding program
- 31 Schools received improvements or upgrades to learning facilities
- 51,920 MCC [school kits](#) shipped

Lebanon – Providing educational and psychosocial support to vulnerable Syrian and Lebanese children – Partner: House of Light and Hope

This project aims to support the education of Syrian refugee and vulnerable Lebanese school-aged children who have limited access to educational services. The project also works to contribute to protecting these children against all types of violence and exploitation. MCC's partners, House of Light and Hope and Dar Al Amal, provided literacy classes and psychosocial support for 140 vulnerable Syrian and Lebanese children. The project also includes recreational events, case management and family guidance to parents. Unfortunately, operations were severely affected by the war from September to November 2024, when Israel bombed the part of Beirut where the project operates, and nearby schools were closed. The project pivoted to new activities; the center served as a temporary shelter for some families and continued to provide remedial classes through both remote and face-to-face learning. MCC's partners expanded the project's psychosocial support sessions for children and mothers to include additional displaced families.

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- 78% of the children enrolled in school successfully completed the school year in FYE2025.
 - 84% of the children not enrolled in school showed educational improvement thanks to project activities and supports.
 - 92% of the participating children increased their ability to protect themselves against sexual violence and 85% showed increased resilience (higher self-esteem, stronger bond with friends, family and teachers, with a belief they can make a positive change in their lives)
 - 97% of mothers report having used a positive parenting technique and 89% reporting improved behavior of their children at home.

Bangladesh – Multi-lingual education preschools – Partners: MAASAUS, SHALOM

This project celebrates and preserves children’s first languages while preparing preschool children to enter mainstream primary schools. During this four-year project, 17 multilingual education preschools have been established (12 in Santal and 5 in Mahali communities). With MLE education, children begin literacy and school-based education in their mother tongue before adding the national language, helping them be more confident and successful when they enter mainstream primary schools.

- 57 children (male 28 and female 29) graduated from the preschools in December 2024 and enrolled in primary schools for the 2025 school year.
 - Teachers from the primary schools report a significant change: indigenous students were “previously not valued or well accepted but are now well prepared, confident, and performing well.” In addition, their parents are “more engaged and giving their input for the betterment of the schools.”
 - MCC's partners, in collaboration with MCC Bangladesh, recently completed formal publication of their Santal MLE curriculum (year one curriculum) and signed agreements with other organizations (Bangladesh Bible Society) who will be using the curriculum to launch their own multi-lingual education preschools in new communities, expanding impact even further.
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Food Security and Livelihoods

The **Food Security and Livelihoods** sector works towards reducing hunger and poverty, countering economic injustice by addressing gender and social inequalities and increasing incomes and economic opportunities. Climate change adaptation and mitigation strategies are integrated at the core of all MCC agricultural projects. These projects include work that supports the life on land goal by restoring, protecting and promoting sustainable terrestrial ecosystems through advocacy, sustainable agriculture techniques, planting and researching indigenous plants and mobilizing local communities to patrol protected forests and waterways. MCC projects work towards zero hunger through standardized and increased consumption of nutritious foods; gender equality; and economic growth through vocational training, improved agricultural techniques and savings and loans groups.

95 Projects

96,799 Participants

36 Countries

Output Highlights

22,742	Individuals attended training in climate appropriate agriculture practices
22,995	Individuals trained to produce agricultural inputs through integrated agriculture methods
7,862	Individuals attended training in improved animal production and management methods
34,548	Individuals received nutrition training
6,687	Adults received vocational, business skills, and income generation training
16,951	Individuals received agricultural or income generation inputs
65	Number of events held to connect farmers with suppliers, purchasers, and other market actors
16,781	Individuals participated in savings and loans groups
1,800	Number of individuals connected to government programs and supports they are eligible for
77	Water harvesting structures for irrigation constructed or repaired
28,227	Trees planted

Burundi – Improved food security for rural Burundi – Partner: Help Channel Burundi

This 5-year project funded by Canadian Foodgrains Bank and MCC builds on the successes of a prior project in the region by scaling up farming extension services and agricultural trainings in 12 new villages in Burundi. The project supports 144 community-based groups with village savings and loan associations, post-harvest management trainings, and conservation agriculture trainings. The project holistically addresses other threats to food security through gender empowerment strategies, nutrition training, installing soil conservation systems and contributing to rural road rehabilitation. The project also promotes kitchen gardens and improves access to community-owned granaries and food processing units.

Information within this document is current as of June 27, 2025, and includes data from projects active during MCC fiscal year 2024-2025 (April 1, 2024, to March 31, 2025).

- The percentage of participants with an acceptable food consumption score (FCS) for both female and male headed households increased by 11% from 83% to 94% in FYE2025.
- 100% of participating farmers reported that they have reduced post-harvest losses (from the baseline of 82.5%).
- The reported number of income-generating activities and small businesses in the area increased by 39% in FYE2025.

Bolivia – Sustainable farming and climate change adaptation in rural communities - Norte de Potosi – Partner: Programa de Desarrollo Integral Interdisciplinario (PRODI)

This project works with approximately 250 rural farming families on sustainable agriculture practices in response to the impact of climate change. The project aims to increase agricultural yields and improve food security for the families through agro-ecology trainings. The families are accompanied as they implement strategic short-term strategies to improve food security and set up long-term solutions to food production. 35 people are being trained as leaders to encourage municipal governments to set up similar responses that will strengthen the entire region of Norte de Potosi, Bolivia.

- Yields (quintal per hectare) for carrot, cabbage and potato increased by 122%, 25% and 35%, respectively.
- 14% increase in families reporting “a lot of improvement” in their income in FYE2025 compared to previous year.
- 22% more families in FYE2025 than in FYE2024 report that they are much better able to cover their agricultural expenses thanks to the project activities.

Health

Health (including water, sanitation, and hygiene, or WASH) projects contribute to good health and well-being through increasing access to psychosocial services, clinical healthcare and medication. Health projects reduce inequality by providing educational campaigns on health, gendered health needs and vulnerabilities, and hygiene awareness and by reducing stigma of physical and mental illnesses. The Health sector also tackles innovation and infrastructure with WASH projects that provide and maintain sustainable clean drinking water, wells and sanitation infrastructure in communities that need them.

59 Projects

142,644 Participants

27 Countries

Output Highlights

44,240	Individuals received direct clinical care	59,227	Individuals attended health information sessions
5,135	Individuals received home-based health care	36,430	Individuals received water, sanitation or hygiene training
25,185	Individuals received psychosocial support services	29,888	Individuals attended mental health/psychosocial support information sessions
68	Community-based trauma support groups ongoing	29,796	Number of individuals received information on children's nutrition and childhood feeding practices
3,124	Individuals trained as health care workers, community health promoters and at home care givers.	390	Latrines and sanitation facilities constructed or repaired
9,300	Individuals received access to a new or improved latrine or sanitation facility	14,511	Individuals provided access to an improved water source
148	Drinking water systems constructed or repaired	86,809	Individuals received hygiene items, including feminine hygiene items

South Sudan – Sustainable access to water, and improved sanitation and hygiene behavior in Kapoeta East – Partner; ACROSS South Sudan

Due to ongoing droughts and insufficient water infrastructure, this project is improving access to clean drinking water for 1,354 people. The project is rehabilitating seven boreholes in FYE2025 that have fallen into disrepair and is training women as pump mechanics to maintain the boreholes. Men and women are participating on the management committees. The project is also promoting good sanitation and hygiene behaviors. Initially, MCC's partner only planned to rehabilitate two boreholes this year, but the droughts increased the urgency to scale up the project.

- More community members have gained skills to repair the pumps and have agreed to be on call to maintain the pumps; in the second half of FYE2025, an additional ten people more than originally planned were successfully trained.
- 5% increase of households using improved sanitation techniques in FYE2025, while 16% more of school-aged children are washing their hands consistently than the baseline.

Kenya – Community maternal and child health using a care group model in Mathare – Partner: KMC Centre for Peace and Nationhood

This project addresses the high rates of infant and maternal mortality in Mathare by promoting good maternal nutrition and improving access to health care services. More than 2,000 mothers and their children are being reached through home-based health care and a care group model. The project is training community-level healthcare workers and the care groups. Since the start of the project, more mothers have received antenatal care and have improved their overall health.

- This project has improved the use of essential health services by mothers, pregnant women, newborns, and children under 2 years.
- 83% of participating pregnant and breastfeeding parents in the population now consume a diverse diet of nutrient rich foods according to standardized guidelines.
- 80% of participant women with live birth attended eight or more antenatal care visits.
- 8% more participating children under 2 years old have up-to-date immunization records in FYE2025 than in FYE2024.

Peacebuilding

MCC's **Peacebuilding** projects promote sustainable, just peace in over 40 countries around the world. MCC projects encourage mediation, develop youth leadership through peace clubs and peace education, train communities to know their rights, advocate against injustice, and support communities and individuals traumatized by violence. MCC-supported peacebuilding training and advanced education address nonviolent communication, dispute resolution, mediation, conflict management, conflict prevention and restorative justice.

92 Projects 86,276 Participants 42 Countries

Output Highlights

- 27,865 Individuals received community-based training in peacebuilding
- 1,092 Individuals received advanced education and/or equipped as peacebuilding trainers, mediators, non-clinical trauma workers or restorative justice practitioners
- 6,757 Individuals trained in non-clinical trauma awareness and resilience
- 12,500 Individuals received training in human rights
- 7,397 Individuals participated in activities to promote community trust-building or social resiliency
- 5,932 Individuals participated in dialogues
- 23,099 Individuals participated in peace education, including peace clubs
- 287 Active peace clubs

Malawi – Creating a restorative justice and peacebuilding unit for prisoners in Malawi prison facilities – Partner: Malawi Prison Services

Prisoners in Malawi experience ongoing conflicts and violence. In addition, once they are released, ex-prisoners experience isolation, stigma and discrimination associated with their criminal convictions and incarceration. This project works with a Restorative Justice and Peacebuilding Unit for 11,900 prisoners in the Eastern, Central, Northern and Southern regions of Malawi in 31 prisons. This project aims to improve the reintegration process of ex-prisoners by providing peacebuilding education in prison facilities and restoring relationships among prisoners who have caused harm and those they harmed by carrying out victim offender reconciliation programs and facilitating the reintegration of ex-prisoners in their communities after incarceration.

- 390 inmates/offenders were involved in restorative justice cases in 29 prison facilities with 611 resolved cases in FYE2025.
- 67 facilitators (prison officers) are managing 29 peace clubs that are meeting at least three times per month and facilitating victim offender reconciliation processes.

Iraq – Community civic education for peacebuilding in Dohuk – Partner: Youth Speak

The project promotes peace among youth by fostering a shared sense of community rooted in civic education, rights, and responsibilities to overcome issues of tribalism, rural urban divide, and division among the different components of society in Duhok, Iraq. The project aims to foster a strong sense of collective identity and reduce tensions caused by fractured identities rooted in tribal, ethnic, religious, or residential status. Youth are trained in advocacy and community participation and supported in activities that they care about. Alumni from the training program continue to stay engaged, eventually becoming facilitators and mentors for other young people.

- In FYE2025, 78% of participants believe they can make a positive difference in their community.
- 89% of participants report utilizing tools that promote a greater sense of “Duhoki” culture and civic responsibility.
- 83% of participants report they have engaged a peacebuilding or social change initiative from October 2024-March 2025.

FYE2025 Outputs Comparison by Sector

Humanitarian Assistance

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	Comments
Individuals received food assistance	158,021	161,046	169,603	208,149	299,458	304,646	MCC has responded to drought in South Sudan with increased food assistance and scaling up nutrition programs. MCC's partners in Gaza continue to distribute food when shipments are able to enter the region. Unfortunately, food assistance to Democratic Republic of the Congo (DRC) halted due to the escalation of the war; MCC partners responded to the security situation by switching to cash transfers.
Individuals received financial support, cash transfers, or rent assistance	1,182	1,194	2,555	4,003	11,805	16,883	MCC scaled up cash transfers in response to security situation in the DRC, Syria and Ethiopia.
Individuals received repairs to home or reconstruction of home	215	1,231	1,255	1,552	202	0	No homes built/ or repaired in FYE2025 since most projects in the past have taken place in Palestine.
Pounds of canned meat shipped	849,024	550,440	491,940	574,560	650,870	899,280	
Blankets shipped	47830	45,787	37,222	59,277	52,440	38,235	

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Education

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	Comments
Children participated in K-12 formal education	20,552	13,816	15,754	19,685	25,674	31,685	This output level has nearly returned to pre-pandemic levels of participation (average of 36,000 students per fiscal year), with new large projects started in Myanmar, Palestine and Zimbabwe. However, participant numbers are expected to drop sharply this coming fiscal year, as reporting indicates that education projects in the DRC and Lebanon have been disrupted by conflict.
Children participated in early childhood education	4,806	2,575	3,160	3,682	2,274	2,179	FYE2025 is consistent with FYE2024.
Youth who participated in vocational training	3,143	1,314	3,593	2,442	1,953	2,742	FYE2025 is consistent with the ebb and flow of the past five fiscal years.
Teachers participated in professional development	3,191	1,768	1,414	1,301	2,323	1,410	FYE2025 is consistent with previous years. The decrease is due to the completion in March 2024 of a large peacebuilding project in Honduras that trained 1,100 teachers in safeguarding, rights of the child and positive discipline strategies.
Children received scholarships or tuition support	4,510	2,238	1,518	2,264	1,330	2,789	The increase is due to a new project in Mozambique that supports a sliding-scale of parental contribution towards school tuition. One of the stated goals of this project is to support the participating schools in becoming more self-sufficient and affordable, establishing various ways to cover students' tuition sustainably and justly.

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Children and youth received food through school feeding program	4,486	2,685	2,423	21,570	4,283	56,986	This large increase is due to MCC's response to famine caused by climate change. Over 50,000 children were fed through school feeding programs in South Sudan in FYE2025 as part of two short-term disaster response projects. Other schools partnered with MCC in Zimbabwe and Zambia have also responded to drought this year and made changes to their original project plans, incorporating sustainable meal programs for staff and students and planting school vegetable gardens.
School kits shipped	94073	51,549	91,218	89,369	80,520	51,920	Most school kits go to schools, but a few are distributed to MCC-supported peace clubs in prisons in Zambia.

Food Security and Livelihoods

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	Comments
Individuals attended agricultural trainings	58,075	61,791	43,253	44,654	58,452	56,700	FYE2025 is consistent with previous years.
Individuals received agricultural inputs	22,302	28,468	32,820	39,158	26,850	16,951	This significant reduction is due to winding down many agricultural projects in Bangladesh, which are on the same government-mandated registration cycle and end at the same time. Some FYE 2025 participant figures have not yet been reported on. These numbers are expected to go back up in FYE2026 when the new projects begin. Two projects in Kenya also concluded in FYE2024 that reduced the number of input distributions by approximately 3,500 annual participants.
Individuals attended nutrition training	35,948	13,061	3,903	7,332	16,750	34,548	MCC continued to scale up nutrition training in FYE2025; most trainings were designed for families of young children and pregnant parents.
Adults received vocational and income generation training	12,073	12,594	7,834	8,983	7,835	6,687	MCC has slightly changed how we track this input. Starting in FY2024, we are counting leadership and management skills training separately. The slight decrease in FYE2025 is due to the April 2024 conclusion of a large livelihoods project in Haiti.
Number of individuals trained in organizational leadership and management skills	N/A	N/A	N/A	N/A	5,489	2,795	In FY2024, MCC began tracking individuals who received training in management and leadership skills. The drop in FYE2025 is due to two CFGB projects in Cambodia and India that completed all planned organizational leadership trainings in FYE2024.
Number of individuals attended gender equality workshops/sessions	N/A	N/A	N/A	N/A	9,295	19,250	The significant increase is due to more standardized measurement of this specific output across the MCC international program. Additionally, partners in Rwanda and Burundi have scaled up gender equality sessions.

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Health

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	Comments
Individuals attended health information sessions	144,936	121,613	100,594	68,081	75,360	59,227	Several large projects in Nigeria, India and Syria, were completed in FYE2024 and were not renewed, contributing to this reduction.
Individuals received nutritional assistance through health or nutrition programs	7,521	9,708	10,069	10,112	7,627	10,210	FYE2025 is consistent with patterns in previous years.
Individuals screened for medical condition	N/A	N/A	N/A	N/A	19,771	12,138	The decrease in FYE2025 is due to the conclusion of a large-scale mental health practitioner training project in Haiti, which was completed in FYE2024. The new project with the same partner focuses on providing more in-depth, specialized mental healthcare to a smaller group of patients.
Individuals received direct clinical health care	41,484	37,450	41,979	38,055	38,836	44,240	The slight increase is consistent with the scaling up of mental health clinical treatments across MCC international projects.
Individuals received home-based health care	9,826	7,346	19,028	23,103	1,843	5,135	Existing projects from FYE2024 scaled up home-based healthcare in FYE2025. There were no new projects offering these services in FYE2025.
Individuals received psychosocial support or trauma counseling	12,069	15,079	12,310	18,625	29,333	25,185	The slight decrease is consistent with the conclusion of a short-term emergency project in Ukraine that included trauma counseling for 9,000 patients. MCC continues to scale up mental health support and treatment in international program.
Individuals received water, sanitation or hygiene training	46,914	79,419	30,033	43,046	40,092	36,430	Unfortunately, due to the security situation in the area, a large hygiene awareness campaign intending to reach 10,000 participants in Ethiopia was suspended in FYE2025. Instead, the project reallocated resources for formally training and equipping 9 community volunteers to provide ongoing informal training.

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Individuals provided access to improved water source	48,065	18,638	68,680	55,568	46,247	15,846	Various large water projects in Nepal, Democratic Republic of the Congo and Nicaragua concluded in FYE2024. One of the largest well drilling and maintenance projects moved into a phase of hydrogeology research, infrastructure maintenance and scouting for good groundwater sources in FYE2025. One project in Nicaragua was delayed due to government regulatory changes.
Individuals received hygiene items, including feminine hygiene items	89,649	118,933	143,844	159,429	116,125	86,809	With the winding down of multiple large WASH projects at the end of FYE2024, this output has decreased.
Latrines or facilities repaired or constructed	1,743	1,951	4,683	3,224	2,371	390	The significant drop is due to the conclusion of projects in Mozambique, Nepal, India and Zimbabwe in FYE2024.
Hygiene kits shipped	63,560	77,240	41,700	52,280	79,500	39,365	
Relief kits shipped	21,724	21,792	22,496	32,285	28,583	21,401	

Peacebuilding

	FYE2020	FYE2021	FYE2022	FYE2023	FYE2024	FYE2025	Comments
Individuals trained in conflict transformation, peacebuilding, or mediation	22,951	15,441	29,365	30,246	21,316	27,718	FYE2025 is consistent with the patterns from previous years.
Individuals trained in trauma awareness and resilience	6,273	1,731	3,432	4,312	12,530	8,490	A large peacebuilding project in the Democratic Republic of the Congo wrapped up psychosocial support workshops that trained 4,000 people in trauma awareness in FYE2024 and moved into a new phase of peacebuilding activities in FYE2025.
Youth and children (under age 18) participated in peace education	21,768	9,528	17,518	15,210	18,746	23,099	Partners report that peace club and peace education participation continues to grow steadily in the same projects that supported peace education in FYE2024.
Active peace clubs	426	162	275	399	485	287	The reported number of peace clubs supported by MCC projects in FYE2025 is lower, but participation is higher than in FYE2024.

Learnings and Shifts

- Total number of unique participants of all 458 active projects in shared international program: 804,795.
- In November 2025, the MCC Canada and MCC U.S. boards approved the MCC Strategy Blueprint for FYE 2026-FYE 2030. MCC programs in Canada, the United States, and around the world then proceeded to develop multi-year action plans to implement the blueprint's core strategic directions, including strengthening MCC's mutual capacity with its partners, deepening church relations globally, integrating peacebuilding across MCC's programs, and responding to the climate crisis and caring for creation.
- MCC published four issues of *Intersections*, highlighting learnings from MCC's relief, development, and peacebuilding projects around the world. Topics addressed this past year included [commitment to the way of peace](#), [humanitarian standards](#), [the "triple nexus" of humanitarian relief, development and peacebuilding](#), and the [MCC-Mennonite World Conference relationship](#).
- Providing humanitarian relief to people facing war and other disasters in partnership with churches and community-based organizations remained an essential part of MCC's work this past year. So, for example, as conflict continues to impact Ukrainians, particularly those in the eastern areas of the country, MCC provides funding for local partners and church organizations responding to the needs of displaced Ukrainians. In FYE 2025, MCC allocated USD\$2.5M towards emergency food, shelter, and hygiene items for displaced people, along with education support for children and mental health services, with a further \$350K allocated from MCC's account at CFGB towards food response. In FYE 2026, MCC anticipates a slightly smaller response to the ongoing needs based on the designated donations available.
- The humanitarian crisis in Gaza has intensified since March 1, when the Israeli military imposed a humanitarian and commercial blockade on Gaza. As of this writing, Israeli authorities have let a miniscule amount of humanitarian aid into Gaza, after more than two months of no food or critical supplies entering Gaza. If humanitarian aid continues to be completely blockaded, tightly restricted, or distributed through militarized mechanisms, the United Nations anticipates that half a million people in Gaza will face starvation by the end of the summer. In February 2025, prior to the full blockade going into effect, MCC facilitated a shipment of 4,000 food boxes and material resources into Gaza, along with local purchase of 1,000 additional food boxes for distribution to families in North Gaza through local partners Al Najd Developmental Forum and the Holy Family Catholic Church. In FYE 2025, MCC provided food items to over 40,000 people in Gaza through MCC and CFGB funding (USD\$750K). In early May 2025, MCC supported Al Najd in purchasing 700 cooking gas canisters locally for distribution. MCC is dedicated to continuing to support local partners in Gaza and the West Bank through this crisis.

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- The ongoing crisis in Eastern DR Congo has taken a significant toll on MCC staff, local partners, churches, and people throughout the region. MCC is coordinating closely with other global Mennonite church agencies on an ongoing basis as Congolese Mennonite churches mobilize to provide emergency assistance to their neighbors. MCC directed significant resources from its humanitarian assistance fund (HAF) to Congolese partners responding to humanitarian need through cash assistance and livelihoods recovery in FYE 2025 (USD\$200K). MCC also supports ongoing food and livelihoods initiatives in DR Congo, funded through its account at CFGB (CAD\$538K) as well as through a significant grant from Global Affairs Canada that will support hygiene activities and cash transfers to an estimated 9,000 people over the next two years (CAD\$4.7M).
- Following the devastating earthquake in Myanmar on March 28, MCC has closely consulted with its four active partners in the country as they respond to humanitarian needs. Myanmar's political instability and difficult-to-navigate banking system create a challenging environment for humanitarian response. MCC has remained committed to supporting partners in Myanmar, with USD\$95K in funding for food assistance projects in FYE 2025 with further response to the March earthquake planned for FYE 2026 (approximately USD\$100K).
- The humanitarian assistance fund (HAF), part of MCC's core budget, programmed USD\$1.5M in FYE 2025 in response to lower-profile humanitarian emergencies in Latin America, Africa, Asia, and the Middle East. In addition to the larger responses in Myanmar and Eastern DRC, MCC partners undertook significant humanitarian responses in Ethiopia, Zambia, Zimbabwe, and Burundi as well as flooding responses in Afghanistan, Nepal, Brazil, and Kenya.
- From May through September, an external consultant carried out an evaluation of MCC's integrated peacebuilding work. This evaluation consisted of an assessment of the strengths, challenges, and gaps in MCC projects that aim to contribute to peacebuilding outcomes alongside humanitarian assistance or development outcomes. The evaluator met with MCC and partner staff along with project participants in DR Congo, Uganda, and Colombia and reviewed project documentation from integrated peacebuilding projects from several other MCC programs. The evaluator assessed whether there was a difference in project cohesiveness when peacebuilding activities were added to core humanitarian and development outcomes compared to when humanitarian or development outcomes were added to peacebuilding outcomes. The evaluator also examined what theories of change informed the inclusion of peacebuilding activities within humanitarian and development projects and looked at the distinctive contributions of faith communities in integrated peacebuilding. MCC has formed a staff working group to lead the process of addressing and implementing recommendations from the evaluation.
- A staff working group formed in fall 2025 to develop an action plan for responding to and implementing recommendations from the MCC-commissioned evaluation of its partner capacity strengthening efforts. The action plan includes reviewing and updating MCC's partner capacity strengthening framework, with an emphasis on how MCC and its partners learn from one another and strengthen each

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other's capacity; reviewing and streamlining MCC's partner assessment tools (for financial management, safeguarding, and capacity strengthening more broadly); and providing clearer guidance about building capacity strengthening activities into partner project plans.

- Constantly shifting security realities in DR Congo, Ukraine, Gaza, Lebanon, and Syria required responsive adaptability from MCC and its partners, with a need sometimes to cancel planned projects and a readiness to rethink project design in light of rapidly changing contexts.
- Across this past year, more ecological activities were integrated into MCC's work beyond agriculture-focused food security and livelihoods initiatives, with reforestation activities and ecological advocacy incorporated into peacebuilding projects and environmental protection components added to health projects.
- MCC has formed an internal community of practice for staff accompanying partners globally on mental health and psychosocial services (MHPSS) provision. The community of practice is a virtual space in which MCC staff from across MCC programs share learnings and resources with one another about MCC-supported MHPSS provision. MCC has also formed internal communities of practice for staff accompanying partners globally on education and peacebuilding initiatives to foster cross-program learning.

Appendix: Outputs Definitions

The following table lists the standard global outputs that MCC uses to keep track of its activities globally:

Humanitarian Assistance

Individuals received locally purchased non-food items or MCC material resources (including kitchen utensils, heaters/heating fuel, blankets, tarps, bedding, mattresses, etc.)	Individuals provided temporary shelter services	Children/youth received food through a school feeding program (including a regular breakfast, lunch or snack)
Individuals received emergency food assistance (in-kind, cash and vouchers, including canned meat)	Schools/hospitals/clinics/community buildings repaired or rebuilt	Individuals receive nutritional assistance (supplementary feeding) through humanitarian, health or nutrition programs
Individuals received financial support (including multi-purpose cash transfers and rent assistance)	Individuals received training in disaster risk reduction and risk management	Staff and volunteers trained in psychosocial support/trauma informed approaches to humanitarian response
Households received repairs to home or reconstruction of home (including reconstruction supplies)	Individuals participated in safety-net programming (Cash For Work or Food For Work)	Individual applications processed (migration)
Individuals resettled (refugees, IDPs, migrants)	Support groups or coalitions formed among migrants/IPDs/refugees	Individuals attended orientation/planning meetings with migrants/IPDs/refugees

Education

Children/youth participated in early childhood education (including pre-school and daycare programs)	Children/youth received tuition support	Schools received improvements to learning facilities
Children/youth participated in primary and/or secondary education	Children/youth received food through a school feeding program (including a regular breakfast, lunch or snack)	Schools received furniture (desks, chairs, etc.)
Youth participated in vocational training	Teachers participated in professional development	Children/youth received school uniforms

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Children/youth participated in non-formal education support program (after school-tutoring, camps)	Number of person-hours of professional development training	School management committees supported
Children/youth participated in programs for students with disabilities	Teachers'/educators' salaries paid fully or partially by the project	
Children/youth received educational supplies (including MCC school kits and locally purchased items)	Parents/care givers participated in workshops/meetings	

Food Security and Livelihoods

Individuals attended training in climate appropriate agriculture practices (including conservation agriculture, agro-forestry, soil and water conservation, and other agro-ecological approaches)	Number of VSLA groups created	Number of individuals received poultry training
Individuals attended training in improved animal production and management methods (including livestock production or poultry rearing)	Trees planted	Number of individuals received beekeeping training
Individuals received agricultural and income generation inputs (including seeds, livestock, vaccinations, poultry, beekeeping supplies, aquaculture, livestock insemination, tree seedlings, fertilizer, equipment etc.)	Individuals provided access to improved potable water source, including piped water system, water filtration/treatment system, borehole or community water facilities (schools, hospitals)	Number of events held to connect farmers with suppliers, purchasers, and other market actors (conferences, workshops, meetings, etc.)
Water harvesting structures for irrigation and livestock constructed/repared (including ponds and diversion-based systems)	Number of cooperatives established	Number of individuals trained on food and crop storage to minimize loss
Potable water structures/systems constructed or repaired	Number of small businesses established	Number of individuals received training on vegetable or kitchen gardening

Individuals participated in safety-net programming (Cash For Work or Food For Work)	Number of individuals received loan or startup funding to start small business	Number of plots with land development completed (contouring, ditching, ridging, or erosion prevention structures)
Individuals attended nutrition training	Number of individuals attended gender equality workshops/sessions	Number of individuals trained in organizational leadership and management skills
Adults received vocational, business skills (including marketing and value addition), and income generation training	Number of individuals connected to government programs and supports they are eligible for	Number of individuals trained to produce agricultural inputs through integrated agriculture methods (fertilizer, seeds, feed/fodder, bedding, fencing, pesticides, etc.)
Individuals participated in savings and loans groups	Number of individuals received aquaculture training	Number of community veterinarians trained and provided medical supplies

Health

Individuals received psychosocial support services	Staff and/or volunteers trained in psycho-social support or trauma informed approaches (mental health)	Individuals provided access to improved water source, including piped water system, water filtration/treatment system, borehole or community water facilities (schools, hospitals)
Health facility received improvements (including renovations or improved equipment)	Individuals received home-based health care	Potable water structures/systems constructed or repaired
Number of individuals received information on children's nutrition and childhood feeding practices	Individuals receive nutritional assistance (supplementary feeding) through humanitarian, health or nutrition programs	Latrines and sanitation facilities repaired or constructed
Number of infants/children screened for malnutrition	Individuals received MR infant care kits	Individuals received hygiene items, including feminine hygiene items (includes both MR hygiene and relief kits and locally purchased items)
Number of infants/children treated for malnutrition	Individuals received direct clinical health care (mental health, physical health, medication provision, etc.)	Health facility received improvements (including renovations or improved equipment)

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Individuals screened for medical condition	Individuals received training as health care workers, community health promoters and at home care givers.	Number of toilets built at school
Individuals attended health information sessions (preventive health and risk reduction, disease management, HIV/AIDS, sexual and reproductive health, gender-based violence, mental health, and stigma reduction)	Individuals attended care-for-caregiver workshops	Number of hand washing facilities near toilets
Individuals participated in preventative activity (exercise, cooking class)	Individuals received access to new or improved latrine or sanitation facility	Volume of safe water
Individuals attended mental health/psychosocial support information sessions (mental health, stigma reduction, relaxation techniques, resilience building)	Individuals received training in SGBV (awareness and prevention)	Number of students reached with WASH education
Individuals received psychosocial support services	Staff and/or volunteers received capacity building training in SGBV or trauma (clinical)	Number of community members reached with WASH education
Individuals participated in recreational activities for the purpose of stress management and improving mental wellbeing (exercise, recreation)	Individuals received water, sanitation or hygiene awareness or training (formal or informal)	Number of community WASH committees trained

Peacebuilding

Individuals received community-based training in peacebuilding (includes nonviolent communication, dispute resolution, mediation, conflict management, conflict prevention, etc.)	Individuals received training in human rights (including gender, child, electoral, or land rights)	Institutions adopted a new policy that advances peace and justice issues (i.e., police department, church infrastructure, government ministries, etc.)
Individuals received advanced education and/or equipped as peacebuilding trainers or meditators (i.e., attending peace institutes, universities, professional certificates, etc.)	Community-based trauma support groups formed (new in last six months) (non-clinical)	Civil society organizations accompanied and mentored through peace and justice networks (includes alumni networks, church and inter-religious networks, student networks, etc.)

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Dialogues carried out/year	Community-based trauma support groups ongoing (non-clinical)	Meetings with policymakers to address conflict issues and promote peace
Individuals participated in dialogues	Individuals received community-based training in trauma awareness and resilience (non-clinical)	Mobilization/advocacy actions taken/year
Peace clubs operating/year	Individuals received advanced education and/or equipped as community-based trauma trainers/workers (non-clinical)	Individuals acted in a peace or justice campaign (i.e., social campaigns, advocacy actions, etc.)
Peace committees operating/year	Restorative justice cases engaged/year (victim offender mediation, restorative circles, etc.)	National initiatives/forums engaged (i.e., national ecumenical peace conferences, NGO networks working on a specific policy agenda, etc.)
Mediations cases resolved/year	Individuals received community-based training in restorative justice	Individuals participated in activities to promote community trust-building or social resiliency (i.e., cultural, music, arts events, etc.)
Youth and children (under age 18) participated in peace education (i.e., peace clubs, peace camps, sports for peace, arts for peace, etc.)	Trainers received advanced education and/or equipped as restorative justice facilitators/practitioner	Initiatives carried out to build trust and promote social cohesion
Forums and community meetings carried out to discuss community concerns/security issues (i.e., election violence prevention, local resource management concerns, etc.)		

Financial Statements of

MENNONITE CENTRAL COMMITTEE CANADA

And Independent Auditor's Report thereon Year ended March 31, 2025



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INDEPENDENT AUDITOR'S REPORT

To the Members of Mennonite Central Committee Canada

Opinion

We have audited the financial statements of Mennonite Central Committee Canada (the "Entity"), which comprise the statement of financial position as at March 31, 2025, the statements of operations, changes in fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Entity as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "***Auditor's Responsibilities for the Audit of the Financial Statements***" section of our auditor's report.

We are independent of the Entity in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Entity's ability to continue as a going concern, disclosing as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Entity's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.



- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, stylized font. Below the signature is a long, horizontal, slightly wavy line.

Chartered Professional Accountants

Winnipeg, Canada

September 19, 2025

MENNONITE CENTRAL COMMITTEE CANADA

Statement of Financial Position

March 31, 2025, with comparative information for 2024

	2025	2024
Assets		
Current assets:		
Cash	\$ 17,323,156	\$ 17,342,236
Accounts receivable (note 3)	8,018,302	8,452,106
Prepaid expenses	1,828,401	1,878,281
Inventories (note 4)	1,103,214	1,274,906
Investments (note 5)	32,784,013	30,308,052
	61,057,086	59,255,581
Long-term grants receivable	7,588,808	10,909,736
Investment in Canadian Foodgrains Bank Association Inc.	6,962,548	6,778,133
Capital assets (note 6)	3,881,692	3,531,568
	\$ 79,490,134	\$ 80,475,018

Liabilities and Fund Balances

Current liabilities:		
Accounts payable and accrued liabilities	\$ 9,517,077	\$ 8,804,415
Payable to MCC U.S., non-interest bearing	167,483	150,336
Payable to service workers	578,852	776,792
Deferred revenue	2,137,775	2,072,751
	12,401,187	11,804,294
Fund balances:		
General Funds:		
Unrestricted - Operating	10,727,973	9,596,179
Internally restricted (note 9)	31,162,632	33,267,458
Restricted Fund - International (schedule B)	25,198,342	25,807,087
	67,088,947	68,670,724

Commitments and contingencies (note 13)

\$ 79,490,134	\$ 80,475,018
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See accompanying notes to financial statements.

On behalf of the Board:

Dir 

 Director

MENNONITE CENTRAL COMMITTEE CANADA

Statement of Operations

Year ended March 31, 2025, with comparative information for 2024

Operating	General Fund		Restricted Fund		Total 2025	Total 2024
	2025	2024	International 2025	2024		
Revenue (note 11):						
Contributions:						
General	\$ 20,787,961	\$ 18,741,799	\$ —	\$ —	\$ 20,787,961	\$ 18,741,799
Designated:						
CFGB	610,117	688,040	4,083,093	4,604,576	4,693,210	5,292,616
Disaster restricted	925,236	412,003	3,700,945	1,648,013	4,626,181	2,060,016
Other	1,205,981	2,116,491	4,893,859	8,658,645	6,099,840	10,775,136
Material resources	—	—	1,462,449	2,022,518	1,462,449	2,022,518
MCC Canada Domestic	12,215	20,636	—	—	12,215	20,636
Grants:						
GAC - CFGB	—	—	7,992,960	6,475,236	7,992,960	6,475,236
GAC - Other	207,962	—	4,373,828	13,173,177	4,581,790	13,173,177
CFGB	—	—	4,067,607	5,679,498	4,067,607	5,679,498
Other	58,972	48,133	565,683	969,576	624,655	1,017,709
Foreign exchange gain (loss)	(223,595)	(68,189)	203,411	28,503	(20,184)	(39,686)
Other (note 12)	2,465,029	2,873,774	91,112	66,555	2,556,141	2,940,329
	26,049,878	24,832,687	31,434,947	43,326,297	57,484,825	68,158,984
Expenses:						
Program (schedules A and B):						
International	—	—	47,339,054	41,308,556	47,339,054	41,308,556
Domestic	2,357,428	2,756,386	—	—	2,357,428	2,756,386
Support services:						
Administration and communication	3,878,648	3,084,683	—	—	3,878,648	3,084,683
Resource generation	1,170,165	1,083,590	—	—	1,170,165	1,083,590
Other:						
Grants to Provincial MCCs (note 14)	4,321,307	4,798,643	—	—	4,321,307	4,798,643
	11,727,548	11,723,302	47,339,054	41,308,556	59,066,602	53,031,858
Excess (deficiency) of revenue over expenses	\$ 14,322,330	\$ 13,109,385	\$ (15,904,107)	\$ 2,017,741	\$ (1,581,777)	\$ 15,127,126

See accompanying notes to financial statements.

MENNONITE CENTRAL COMMITTEE CANADA

Statement of Changes in Fund Balances

Year ended March 31, 2025, with comparative information for 2024

	General Fund		Restricted Fund		2025 Total	2024 Total
	Unrestricted	Internally restricted	International			
Balance, beginning of year	\$ 9,596,179	\$ 33,267,458	\$ 25,807,087		\$ 68,670,724	\$ 53,543,598
Excess (deficiency) of revenue over expenses	14,322,330	—	(15,904,107)		(1,581,777)	15,127,126
Inter-fund transfers (note 9)	2,104,826	(2,104,826)	—		—	—
Inter-fund transfer for International programs (schedule C)	(15,295,362)	—	15,295,362		—	—
Balance, end of year	\$ 10,727,973	\$ 31,162,632	\$ 25,198,342		\$ 67,088,947	\$ 68,670,724

See accompanying notes to financial statements.

MENNONITE CENTRAL COMMITTEE CANADA

Statement of Cash Flows

Year ended March 31, 2025, with comparative information for 2024

	2025	2024
Cash provided by:		
Operating:		
Excess (deficiency) of revenue over expenses	\$ (1,581,777)	\$ 15,127,126
Items not involving cash:		
Amortization of capital assets	789,859	518,167
Loss on disposal of capital assets	25,632	15,982
	(766,286)	15,661,275
Change in non-cash operating working capital:		
Accounts receivable	433,804	(2,926,394)
Prepaid expenses	49,880	(759,292)
Inventories	171,692	92,844
Long-term grants receivable	3,320,928	(9,827,664)
Accounts payable and accrued liabilities	712,662	2,909,129
Payable to MCC U.S.	17,147	56,944
Payable to service workers	(197,940)	(61,363)
Deferred revenue	65,024	2,072,751
	3,806,911	7,218,230
Investing activities:		
Decrease in investment in Canadian Foodgrains Bank Association Inc.	(184,415)	(349,875)
Change in investments, net	(2,475,961)	(1,213,238)
Purchase of capital assets	(1,165,615)	(3,140,984)
	(3,825,991)	(4,704,097)
Increase (decrease) in cash	(19,080)	2,514,133
Cash, beginning of year	17,342,236	14,828,103
Cash, end of year	\$ 17,323,156	\$ 17,342,236

See accompanying notes to financial statements.

MENNONITE CENTRAL COMMITTEE CANADA

Notes to Financial Statements

Year ended March 31, 2025

1. Nature of the operations and basis of presentation:

Mennonite Central Committee (MCC), a worldwide ministry of Anabaptist churches, shares God's love and compassion for all in the name of Christ by responding to basic human needs and working for peace and justice. MCC envisions communities worldwide in right relationship with God, one another and creation.

Mennonite Central Committee Canada (MCCC) and Mennonite Central Committee U.S. (MCC U.S.) have entered into a covenant to share the ownership of each of the MCC international programs (International Program) in each country that MCC operates in and all related assets including property, relationships, reputation, knowledge, experience, and supporting systems located in those countries. It is intended that the share that each national entity owns under this arrangement in each country program will be an undivided share.

Both MCCC and MCC U.S. have agreed to collaborate and work together in the operation of the International Program so that it will be seen as one integrated MCC International Program. This commitment does not preclude either entity from agreeing occasionally to fund and manage on its own an entire project or an entire country program. In addition to the international program, MCCC and MCC U.S. agreed to resource and manage other programs on a shared basis.

MCCC receives the majority of its contribution revenue from Canadian Provincial MCC's and collaborates with the Canadian Provincial MCC's in Canadian domestic program activity.

MCCC is incorporated under a *Special Act of the Parliament of Canada* as a non-profit organization without share capital. MCCC is a registered charity within the meaning of the *Income Tax Act* (Canada) and is exempt from income taxes.

2. Significant accounting policies:

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO). The significant accounting policies incorporated into these financial statements are as follows:

(a) Fund accounting:

MCCC follows the restricted fund method of accounting for contributions.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

2. Significant accounting policies (continued):

(a) Fund accounting (continued):

(i) General Funds:

(a) Unrestricted:

Operating activities include the administration of Domestic programming in the areas of Sustainable Community Development and Justice and Peacebuilding. Included in the unrestricted fund are amounts invested in capital assets and the non-building capital asset reserve.

(b) Internally restricted:

Funds have been internally restricted for various purposes as disclosed in note 9.

(ii) Restricted Fund - International:

Operating activities include the administration of international programming in the areas of Sustainable Community Development, Disaster Response and Justice and Peacebuilding. Included in this fund are the contributions designated for international programs.

Included in this fund are also the contributions received for MCCC's member account with Canadian Foodgrains Bank Association Inc. (CFGB). CFGB is a partnership of 15 Canadian churches and church-based agencies working to end global hunger. On behalf of its member agencies and their partners, CFGB collects grain and cash donations, provides funds and expert advice for projects submitted by member agencies and their partners, manages procurement and supply of food commodities, and engages in public policy and educational activities related to hunger.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

2. Significant accounting policies (continued):

(b) Revenue recognition (continued):

Restricted contributions related to general operations are recognized as revenue of the appropriate General Fund, depending on the nature of the contribution, in the year in which the related expenses are incurred. Contributions restricted for international programs are recognized as revenue in the Restricted International Fund in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Contributions received from the Government which are restricted for international programs are subject to review by the Government for utilization of the contribution in accordance with the Government agreement. Adjustments, if any, are recorded in the period they are communicated by the Government to MCCC.

Unrestricted contributions are recognized as revenue of the appropriate General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

In accordance with the covenant referred to in note 1, MCCC has allocated to the General Operating Fund a portion of the designated contributions received for the Restricted International Fund. This allocation, which aggregated \$2,741,334 (2024 - \$3,216,534) for the year ended March 31, 2025, is to offset administrative and resource generation expenses incurred by the General Operating Fund.

Sales revenue is recognized when the related merchandise is sold to the customer. Interest and other revenue are recognized as earned.

(c) Foreign exchange:

Monetary assets and liabilities denominated in foreign currencies are converted to Canadian dollars using the year end exchange rate. Revenue and expense items are converted using the average exchange rate in the month of the transaction. The foreign exchange loss included in the statement of operations for the year ended March 31, 2025 is \$20,184 (2024 - loss of \$39,686).

(d) Contributed services:

Volunteers are an integral part of carrying out the activities of MCCC. Contributed services are not recognized in the financial statements because of the difficulty in determining their fair value.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

2. Significant accounting policies (continued):

(e) Cash and cash equivalents:

Cash and cash equivalents include cash on hand and short-term deposits which are highly liquid with original maturities of less than three months at the date of acquisition.

(f) Inventories:

Material resource donations intended for overseas shipments are recorded as inventory and revenue in the Restricted Fund at fair value when received. Inventory is expensed when goods are shipped.

(g) Investment:

The investment in CFGB is recorded utilizing the equity method of accounting. In accordance with the equity method of accounting, the carrying value of MCCC's investment in CFGB is adjusted by MCCC's share of the excess of revenue over expenses of CFGB. MCCC's share of the revenue includes donations received by MCCC for its member account at CFGB or received by CFGB for MCCC's member account. Revenues also include grants received by CFGB for MCCC's member account. MCCC's share of the expenses include project grants made by CFGB at the direction of MCCC. The accumulated net assets related to MCCC's investment in CFGB, are included in the externally restricted fund balance on the statement of financial position.

(h) Capital assets:

Capital assets are recorded at cost. Amortization is provided on a straight-line basis over the estimated useful life of the assets as follows:

Asset	Term
Buildings	20 - 30 years
Equipment	3 - 10 years
Vehicles	3 - 5 years
Leasehold improvements	Term of the lease

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

2. Significant accounting policies (continued):

(h) Capital assets (continued):

Software in progress is stated at cost and no amortization is taken until the asset is placed in use.

Capital assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying value of an asset may not be recoverable. When circumstances indicate that a capital asset is impaired, the net carrying amount of the capital asset is written down to the asset's fair value or replacement cost. The write-down of the asset is charged to income during the year. An impairment loss is not reversed if the fair value of the related asset subsequently increases.

(i) Financial instruments:

Financial instruments are recorded at fair value or exchange amount on initial recognition. Freestanding derivatives that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. MCCC has not elected to carry any such financial instruments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

(j) Allocation of expenses:

MCCC records a number of its expenses by program. The costs of each program include the costs of personnel, premises and other expenses that are directly related to providing the program.

MCCC incurs a number of general program support expenditures that are common to the operation of the international and domestic programs. MCCC allocates its general program support expenditures by identifying the appropriate basis of allocating the component expenditures and applying that basis consistently each year. The basis of allocation is reviewed periodically and may be revised according to circumstances prevailing from time to time. For the year ended March 31, 2025, \$2,635,885 (2024 - \$1,867,100) of general support expenditures was allocated from the Operating Fund to international program expenses in the Restricted International Fund.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

2. Significant accounting policies (continued):

(k) Government assistance:

MCCC makes periodic applications for financial assistance under available government incentive programs. Government assistance is included in the determination of income for the period as other revenue. A liability to repay government assistance, if any, is recorded in the period in which the conditions arise that cause the assistance to become repayable.

(l) Use of estimates:

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Significant items subject to such estimates and assumptions include the carrying amount of capital assets. Actual results could differ from those estimates.

3. Accounts receivable:

	2025	2024
Receivable from Provincial MCC's	\$ 3,427,570	\$ 5,261,880
Other	4,590,732	3,190,226
	<u>\$ 8,018,302</u>	<u>\$ 8,452,106</u>

4. Inventories:

	2025	2024
General operations - books and reading materials	\$ —	\$ 4,835
Material resources	1,103,214	1,166,035
Other	—	104,036
	<u>\$ 1,103,214</u>	<u>\$ 1,274,906</u>

The amount of inventories recognized as an expense within international programs for the year ended March 31, 2025 is \$1,546,923 (2024 - \$1,744,633).

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

5. Investments:

	2025	2024
Abundance Canada:		
Fixed income portfolio fund	\$ 21,656	\$ 21,296
Other Investments	25,325	25,015
Guaranteed investment certificates	32,737,032	30,261,741
	<u>\$ 32,784,013</u>	<u>\$ 30,308,052</u>

The investments held at Abundance Canada may be withdrawn at any time, with due notice. Investment earnings are paid by Abundance Canada based on its pooled rate, less a fixed percentage for administration fees.

The guaranteed investment certificates are interest bearing at a weighted average interest rate of 4.66 percent (2024 - 4.87 percent) and mature between April 20, 2025 to December 1, 2025.

6. Capital assets:

			2025	2024
Accumulated		Net book	Net book	
		amortization	value	Cost
				value
Land	\$ 137,743	\$ —	\$ 137,743	\$ 129,829
Equipment	2,786,185	1,725,247	1,060,938	1,453,700
Vehicles	1,419,585	626,347	793,238	561,726
Leasehold improvements	1,639,175	320,721	1,318,454	1,386,313
Software in progress	571,319	—	571,319	—
	<u>\$ 6,554,007</u>	<u>\$ 2,672,315</u>	<u>\$ 3,881,692</u>	<u>\$ 3,531,568</u>

7. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities as at March 31, 2025 are government remittances payable of \$3,000 (2024 - \$686) relating to federal and provincial sales tax, payroll taxes, health taxes and workers safety insurance.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

8. Investment in capital assets:

MCCC has the following investment in capital assets included within the fund balances:

Total	General Fund			Restricted Fund		
	Total 2025	2024	2025	2024	2025	2024
Capital assets	\$2,588,061	\$ 2,382,002	\$ 1,293,631	\$ 1,149,566	\$ 3,881,692	\$ 3,531,568

9. Internally Restricted Fund and inter-fund transfers:

The internally restricted fund balance consists of the following internally restricted funds for certain programs and expenses of future years:

	2025	2024
MCCC:		
Investment in Donor Relations	\$ 673,142	\$ 659,345
Non-building capital asset reserve	50,000	50,000
MCC Canada Surplus Fund	4,221,722	3,636,703
MCC Canada Centennial Fund	—	26,080
MCC Canada Capital Asset Reserve	1,900,443	2,177,399
MCC Canada Website Development	—	12,829
MCC Canada Bequest Fund	1,029,082	857,121
MCC Canada Finance Fund	92,663	—
International Program:		
Surplus/Deficit Fund	16,053,757	18,230,006
Bequest Fund	3,134,626	2,392,152
Hyland Fund	1,700,000	2,500,000
MCC's in Canada:		
Bequest Fund	2,228,997	2,361,823
Strategic Investment Fund:		
National Domestic Programs	78,200	129,000
General	—	235,000
\$ 31,162,632		\$ 33,267,458

During the year ended March 31, 2025, \$138,995 (2024 - \$61,801) was transferred from the General Operating Fund to the MCCC Internally Restricted Fund in accordance with the Disaster Response Policy and Procedures and \$125,198 (2024 - \$45,400) was transferred from the MCC Canada Investment in Donor Relations Fund to the General Operating Fund for Investments to grow donor relations.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

9. Internally Restricted Fund and inter-fund transfers (continued):

During the year ended March 31, 2025, \$715,747 (2024 - \$1,043,629) was transferred from the General Operating Fund to the MCC Canada Surplus Fund in accordance with the Annual Surplus(Deficit) Shared Policy, \$130,728 (2024 - nil) was transferred from the MCC In Canada Surplus Fund to the General Operating Fund to cover MCC Canada Sparkrock implementation costs, and nil (2024 - \$104,363) was transferred from the Surplus Fund to the MCC's in Canada Bequest Fund.

During the year ended March 31, 2025, 26,080 (2024 - nil) was transferred from the Internally Restricted MCC in Canada Centennial Fund to the General Operating Fund to cover operational expenses related to Sparkrock Implementation.

During the year ended March 31, 2025, \$123,751 (2024 - \$3,059,284) was transferred from the General Operating Fund to the Internally Restricted International Program Surplus/Deficit Fund in accordance with the Annual Surplus(Deficit) Shared Policy and \$2,300,000 (2024 - nil) was transferred from the Internally Restricted International Program Surplus/Deficit Fund to the General Operating Fund to cover additional contributions as approved in the fiscal 2025 budget.

During the year ended March 31, 2025, \$742,474 (2024 - \$306,730) was transferred from the General Operating Fund to the Internally Restricted International Program Bequest Fund in accordance with the MCCs in Canada Bequest Contribution Policy and nil (2024 - \$715,222) was transferred from the Internally Restricted International Program Bequest Fund to the General Operating Fund to fund MCCC's commitment to International Program.

During the year ended March 31, 2025, nil (2024 - \$990,878) was transferred from the Internally Restricted International Program Centennial Core Programming Fund to the General Operating Fund to fund MCCC's commitment to International Program.

During the year ended March 31, 2025, \$928,094 (2024 - \$383,412) was transferred from the General Operating Fund to the MCC's in Canada Internally Restricted Bequest Fund in accordance with the MCCs in Canada Bequest Contribution policy, \$277,945 (2024 - nil) was transferred from the MCC's in Canada Internally Restricted Bequest Fund to General Operating Fund relating to Sparkrock implementation costs, and nil (2024 - \$104,363) was transferred from the MCC Canada Surplus Fund to MCC's in Canada Internally Restricted Bequest Fund.

During the year ended March 31, 2025, \$782,975 (2024 - nil) was transferred from MCC's in Canada Bequest Fund to the MCC Canada Bequest Fund to cover expenses for donor relations major gift initiatives.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

9. Internally Restricted Fund and inter-fund transfers (continued):

During the year ended March 31, 2025, \$276,956 (2024 - \$127,062) was transferred from the MCC Canada Capital Asset Reserve to the General Operating Fund to fund amortization expense related to leasehold improvements.

During the year ended March 31, 2025, \$12,829 (2024 - nil) was transferred from the MCC Canada Website Development Internally Restricted Fund to the General Operating Fund for MCC Canada Sparkrock implementation costs, and \$611,014 (2024 - \$269,837) was transferred from MCC in Canada Bequest for DMC Fund to the General Operating Fund for current year projects as approved by MCC Canadian Executive Directors.

During the year ended March 31, 2024, the new Hyland Fund was created with an initial funding of \$2,500,000 from the General Operating Fund. During the year ended March 31, 2025, \$800,000 (2024 - nil) was transferred from the Hyland Fund to the General Operating Fund to cover additional contributions to International Program.

During the year ended March 31, 2025, cumulatively \$235,000 (2024 - \$250,000) was transferred from the MCC's in Canada General Strategic Investment Fund to the General Operating Fund; \$105,000 to cover expenses for the Migration & Settlement Apricot Database; \$15,000 to cover expenses for Year 1 of the Quebec Feasibility Study; and \$115,000 for expenses related to Sparkrock Finance Software. In addition, \$50,800 (2024 - nil) was transferred from the MCC's in Canada National Domestic Programs Strategic Investment Fund to the General Operating Fund to cover expenses for Year 1 of the Quebec Feasibility Study.

The purpose of the Strategic Investment Fund is to provide funds to meet special targets of opportunity or needs that further the mission of MCCs in Canada and throughout the world and which may or may not have specific expectation of incremental or long-term increased revenue. In addition, its purpose is to provide funds for organizational capacity such as staff development, research and development, or investment in infrastructure that will build the long- term capacity of MCC in Canada. This fund is held by MCCC on behalf of all of the MCCs in Canada.

During the year ended March 31, 2025, the new Finance Fund was created in accordance with the Disaster Response Policy and Procedures with an initial funding of \$92,663 received from the General Operating Fund.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

10. Allocation of international expenses:

General Program support expenditures relate primarily to the country program supervision costs, the Program Directors department and certain of the expenditures for the Program Learning and Disaster Response department. These expenditures totaling \$9,129,888 (2024 - \$7,460,443) have been allocated as follows:

	2025	2024
Sustainable Community Development	\$ 4,977,232	\$ 3,837,879
Disaster Response	2,019,556	1,751,547
Justice and Peacebuilding	2,133,100	1,871,017
	\$ 9,129,888	\$ 7,460,443

11. Revenue:

Included in MCCC's revenue are the following amounts that were recorded as revenue by the Canadian Provincial MCCs and forwarded to MCCC as grants in accordance with a predetermined revenue sharing agreement between the MCCs in Canada.

	2025	2024
Contribution revenue:		
General contributions	\$ 20,466,203	\$ 18,422,123
Designated contributions:		
CFGB	4,689,260	5,289,624
Disasters restricted	4,458,107	1,559,133
Other - international programs	5,904,964	10,402,267
Material resources	1,453,481	1,884,394
Grant revenue:		
Other	271,000	238,385
	\$ 37,243,015	\$ 37,795,926

MCCC incurs substantial expenditures publicizing and coordinating the provincial fundraising activities. In addition, MCCC collects and processes donations received on behalf of the MCCs in Canada. The fundraising costs incurred by MCCC is included within resource generation expenses in the Statement of Operations.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

12. Other revenue:

	2025	2024
Operating Fund:		
Administration fees from CFGB	\$ 337,797	\$ 296,635
Interest	1,780,157	1,514,441
Menno Post	292,024	898,208
Other	55,051	164,490
International:		
Other contributions and grants	91,112	66,555
	<u>\$ 2,556,141</u>	<u>\$ 2,940,329</u>

13. Commitments and contingencies:

MCCC has entered into agreements to lease premises for various periods until March 2029. The minimum lease payments, exclusive of realty taxes and other occupancy charges, for each of the next five years are as follows:

2026	\$ 456,100
2027	438,455
2028	431,159
2029	410,857
2030	351,036

MCCC has signed a Private Sponsorship of Refugees (PSR) Agreement with Immigration Refugee and Citizenship Canada (IRCC) to provide financial, human resources and moral support to a certain number of refugees sponsored under the PSR program. MCCC's responsibilities under this agreement were assigned to the various Canadian MCCs, but MCCC remains contingently liable for the financial obligations. The estimated amount of the contingent liability as at March 31, 2025 is approximately \$5,660,000 (2024 - \$10,120,000).

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

14. Grants to Provincial MCCs:

During the years ended March 31, 2025 and 2024, the following grant payments were made to provincial MCCs for the purposes indicated:

	2025	2024
Administrative recoveries Disaster/Centennial contributions	\$ 640,166	\$ 727,765
Bequest policy payments	185,619	76,682
Annual surplus policy payments	3,118,822	3,994,196
Other grants	376,700	—
	<u>\$ 4,321,307</u>	<u>\$ 4,798,643</u>

15. Pension plan:

MCCC sponsors a defined contribution group RRSP for eligible employees. MCCC's contributions are based on 5 percent of salary costs. Contributions of \$445,175 (2024 - \$432,833) have been expensed during the year ended March 31, 2025 and are included in administration expenses.

16. Financial risks:

MCCC manages risk and risk exposures by applying policies approved by the Board of Directors of MCCC.

(a) Currency risk:

MCCC is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates.

In the normal course of business, MCCC and MCC U.S. incur international expenditures denominated in various foreign currencies and have agreed to share the currency risk related to these expenditures equally. As at March 31, 2025, MCCC had no foreign exchange contracts outstanding.

MENNONITE CENTRAL COMMITTEE CANADA

Year ended March 31, 2025

16. Financial risks (continued):

(b) Liquidity risk:

Liquidity risk is the risk that MCCC will be unable to fulfill its obligations on a timely basis or at a reasonable cost. MCCC manages its liquidity risk by monitoring its operating requirements. MCCC prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations. There has been no change to the risk exposure from 2024.

(c) Credit risk:

Credit risk refers to the risk that a counter party may default on its contractual obligations resulting in a financial loss. MCCC is exposed to credit risk with respect to the accounts receivable. MCCC assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. There is no allowance for doubtful accounts at March 31, 2025 or March 31, 2024. There has been no change to the risk exposure from 2024.

MENNONITE CENTRAL COMMITTEE CANADA

Program Expenses

Schedule A

Year ended March 31, 2025, with comparative information for 2024

	Domestic Program	International Program	2025 Total	2024 Total
Sustainable Community Development:				
Education	\$ 487,482	\$ 3,799,738	\$ 4,287,220	\$ 4,338,384
Food security and sustainable livelihoods:	30,614	18,270,012	18,300,626	12,697,774
Water	–	248,999	248,999	116,609
Health:	7,344	2,239,935	2,247,279	1,667,355
Water	–	909,046	909,046	1,124,344
Migration and resettlement	627,832	–	627,832	405,861
	1,153,272	25,467,730	26,621,002	20,350,327
Disaster Response:				
Humanitarian relief and disaster response (HRDR)	208,207	6,308,825	6,517,032	6,132,364
HRDR - Food	–	10,147,978	10,147,978	12,383,670
	208,207	16,456,803	16,665,010	18,516,034
Justice and Peacebuilding:				
Peacebuilding and conflict transformation	858,530	5,414,521	6,273,051	5,070,680
Conflict prevention	8,530	–	8,530	18,399
Restorative justice	128,889	–	128,889	109,502
	995,949	5,414,521	6,410,470	5,198,581
Total expenses	\$ 2,357,428	\$ 47,339,054	\$ 49,696,482	\$ 44,064,942

MENNONITE CENTRAL COMMITTEE CANADA

Functional Expenses by Natural Classification

Schedule B

Year ended March 31, 2025, with comparative information for 2024

	Domestic Program and Support Services	International Program	2025 Total	2024 Total
Salaries and benefits	\$ 4,443,832	\$ 10,435,660	\$ 14,879,492	\$ 12,497,669
Grants	4,321,307	28,134,319	32,455,626	31,249,238
Freight	40,141	478,611	518,752	491,666
Travel	290,465	1,781,800	2,072,265	1,454,247
Occupancy	227,960	635,029	862,989	735,308
Supplies	27,847	270,398	298,245	270,082
Communications	458,957	270,576	729,533	949,796
Professional fees	398,843	759,773	1,158,616	611,435
Seminar/conferences/training	67,348	1,369,508	1,436,856	799,810
Material resources	32,953	1,543,100	1,576,053	1,402,605
Other	1,417,895	1,660,280	3,078,175	2,570,002
Total expenses	\$ 11,727,548	\$ 47,339,054	\$ 59,066,602	\$ 53,031,858

MENNONITE CENTRAL COMMITTEE CANADA

Restricted Fund Summary

Schedule C

Year ended March 31, 2025, with comparative information for 2024

	Fund balance March 31, 2024	Revenue	Program expenses	Inter-fund transfers	Fund balance March 31, 2025
CFGB	\$ 6,778,133	\$ 16,143,660	\$ (16,459,245)	\$ 500,000	\$ 6,962,548
International Program	1,171,418	—	—	—	1,171,418
Designated government grants	631,082	565,682	(858,673)	—	338,091
Zimbabwe - GAC	11,200,417	—	(4,319,704)	—	6,880,713
DRC - GAC	—	4,373,828	—	—	4,373,828
Designated contributions:					
DRF	4,088,071	3,700,945	(3,561,884)	(500,000)	3,727,132
Other international programs	—	5,149,913	(20,586,875)	15,436,962	—
Restricted bequest	708,000	—	—	(141,600)	566,400
Material resources	1,166,035	1,462,449	(1,525,270)	—	1,103,214
Constituency initiated projects	63,931	38,470	(27,403)	—	74,998
Total International Fund	\$ 25,807,087	\$ 31,434,947	\$ (47,339,054)	\$ 15,295,362	\$ 25,198,342

Note

In accordance with the Covenant referred to in Note 1, during the year ended March 31, 2025, \$15,295,362 (2024 - \$6,900,455) was allocated from other international programs to the Restricted Fund to cover related international program expenses from undesignated revenue in the General Fund.