

Annual Report 2016-2017

CARE Nederland



care®



Foreword

We look back on a year of great shifts in the world around us – in the global political arena, in terms of climate change and in the growing intensity of several ongoing crises. The drought in the Horn of Africa, Yemen’s deepening humanitarian crisis and the seventh year of the Syrian conflict have led us to amplify our efforts in responding to humanitarian emergencies. This response has been facilitated by SHO’s (Samenwerkende Hulp Organisaties) national public campaign as well as our membership with the DRA (Dutch Relief Alliance, with funding from the Ministry of Foreign Affairs).

We have also been working to enhance the development of communities in fragile contexts worldwide, combining our work in emergency situations with structural improvements that address the root causes of poverty and inequality. For example, we signed a new contract with the H&M Foundation for a second phase of our

global programme on Women and Enterprise Development, which is focused on developing successful enterprises in different contexts and empowering women from marginalised communities to earn an income and influence decision-making.

Furthermore, the Dutch Postcode Lottery (Nationale Postcode Loterij) rewarded a proposal submitted by CARE Nederland and nearly doubled their annual contribution to our organisation. The proposal shows how we multiply our impact on the ground through advocacy and knowledge development, encouraging others to support and build on our results. We engage influencers and decision-makers to join us in our mission to save lives and reduce poverty. To this end, we have also made our approaches and publications more easily accessible through a new page on our website called ‘CARExpertise’.



In an effort to respond even more quickly to changes and opportunities in our target countries, we are making some internal adjustments that will allow us to work more flexibly in multidisciplinary teams, thereby increasing our efficiency and effectiveness. We have moved away from a departmentalised structure to a more project-oriented organisation. This new approach offers greater opportunities for learning across and within teams and for connecting with national and international networks. A Management Board of two (executive director and director of operations) now leads the organisation, enabling teams of fundraisers and project-related staff to support implementation in the countries where we work.

Climate change threatens the livelihoods of billions of people. The world's poorest and most vulnerable will continue to bear the burden of its impacts. As a member of CARE International and at the request of the confederation, CARE Nederland is developing

CARE's international Climate Change & Resilience Platform. This platform aims to support and strengthen CARE's ability to tackle the causes and consequences of climate change worldwide and to increase resilience among the most vulnerable.

We are concerned about many of the political and environmental changes manifesting in the world today, and particularly about how these changes will exacerbate inequalities. Therefore, in the upcoming year we are more committed than ever to grow our network of public and private partners, so together we can create value for and with communities in fragile contexts. We firmly believe that by combining our strengths with those of others, we will be able to save lives, defeat poverty and achieve social justice.

On behalf of the CARE Nederland team,
Perry Heijne, executive director
Reintje van Haeringen, director of operations



Publication details

Text: CARE Nederland in collaboration with Rinske Bijl, Dewi Gigengack and Nora Uitterlinden

Corrections: Kristen Gehrman

Design: Engine Branding & Identity

Photography: CARE International/CARE Nederland

General information

Name under the Articles: Stichting CARE Nederland

Corporate domicile: The Hague, The Netherlands

Address: Parkstraat 19

Telephone number: +31 70 310 50 50

Website: carenederland.org

Contents

2 Foreword

7 Summary

10 Chapter 1 The World of CARE

18 Chapter 2 Humanitarian Action

30 Chapter 3 Sustainable Development

40 Chapter 4 Multiplying Impact

50 Chapter 5 Fundraising

54 Chapter 6 Our Organisation

68 Chapter 7 Outlook

72 Chapter 8 Financial Summary

82 Appendix Overview of Programmes and Projects

Chamber of Commerce registration:

Articles of Association were filed on 2 December 1993
under number 41158230

Latest amendment to the Articles: 12 April 2013

Member of: CARE International Confederation,
established in Geneva, Switzerland

Cover photograph: CARE International/CARE Nederland





Summary

CARE Nederland is one of the fourteen member organisations of CARE International. As an organisation, we respond to emergencies, address poverty and its root causes, and constantly seek opportunities to expand our impact beyond the communities we work in. We focus our work on the specific needs of women and girls.

We are convinced that the only way we can achieve our goals is if we work with others. Participating in partnerships and networks enables us to achieve greater impact, work more efficiently and increase influence at all levels. We work together with a variety of partners, including CARE country offices and local partner organisations, CARE member organisations, Dutch and international NGOs, civil society organisations, knowledge institutions and donors.

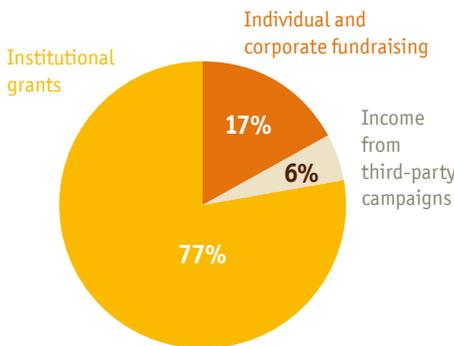
We carry out three roles for impacting poverty and social injustice:

Humanitarian Action: In emergencies, we respond to save lives. This includes preparation and early action, emergency response and recovery and encouraging future resilience and equitable development.

Sustainable Development: We aim to achieve systemic and lasting change by addressing the complex causes of poverty in fragile contexts.

Multiplying Impact: Our work aims to expand our impact beyond the communities we work in. We use the evidence, knowledge and innovation from our programmes and projects to influence broader social change on a larger scale.

Total income 2016-2017
€53,996,758



Total expenses 2016-2017
€50,106,082



¹ The majority of our Multiplying Impact work takes place within Humanitarian Action and Sustainable Development programmes and projects; 3% is additional dedicated funding.

Results 2016-2017

In 2016-2017,
we carried out
**55 programmes
and projects**

We reached
85,656 people
in Latin America
and the Caribbean

1,430,931
people in
Africa

56,389
people in
the Middle
East

113,402
people
in Asia

1 
2 
3 



Humanitarian Action

Through our Humanitarian Action programme and projects, we reached **756,134 people** of whom **378,241** were women or girls

We cooperated with **14 CARE country offices, 17 local partner organisations** and **16 other NGOs**



A selection of our achievements:



19,905 people
were provided with shelter packages



478,902 people
were provided access to sufficient and safe water for domestic use



147,571 people
were provided with hygiene support



131,053 people
were trained and supported to rebuild better livelihoods or to become more resilient

Sustainable Development

Through our Sustainable Development programmes and projects, we reached **930,244 people** of whom **498,507** were women or girls



We cooperated with **24 CARE country offices**, **47 local partner organisations** and **24 other NGOs**

A selection of our achievements:



42 governance structures

were strengthened in their capacity to adapt to and mitigate the effects of climate change



14,388 hectares

of land were restored in order to mitigate the effects of climate change



14,982 men and women

meaningfully participated in decision-making processes



25,922 women

women were strengthened in their capacity to perform economic activities

Multiplying Impact

We **shared knowledge** about proven methods for others to use, **influenced decision-makers** through lobbying and advocacy and we **engaged broader society** in contributing to poverty reduction



A selection of our achievements:



We supported

the initiative for a donor visit to assess the situation in Yemen



We published

a guidance note on increasing resilience which was distributed within the CARE network



We trained

staff from CARE and local civil society organisations to become part of a local pool of trainers promoting inclusive governance

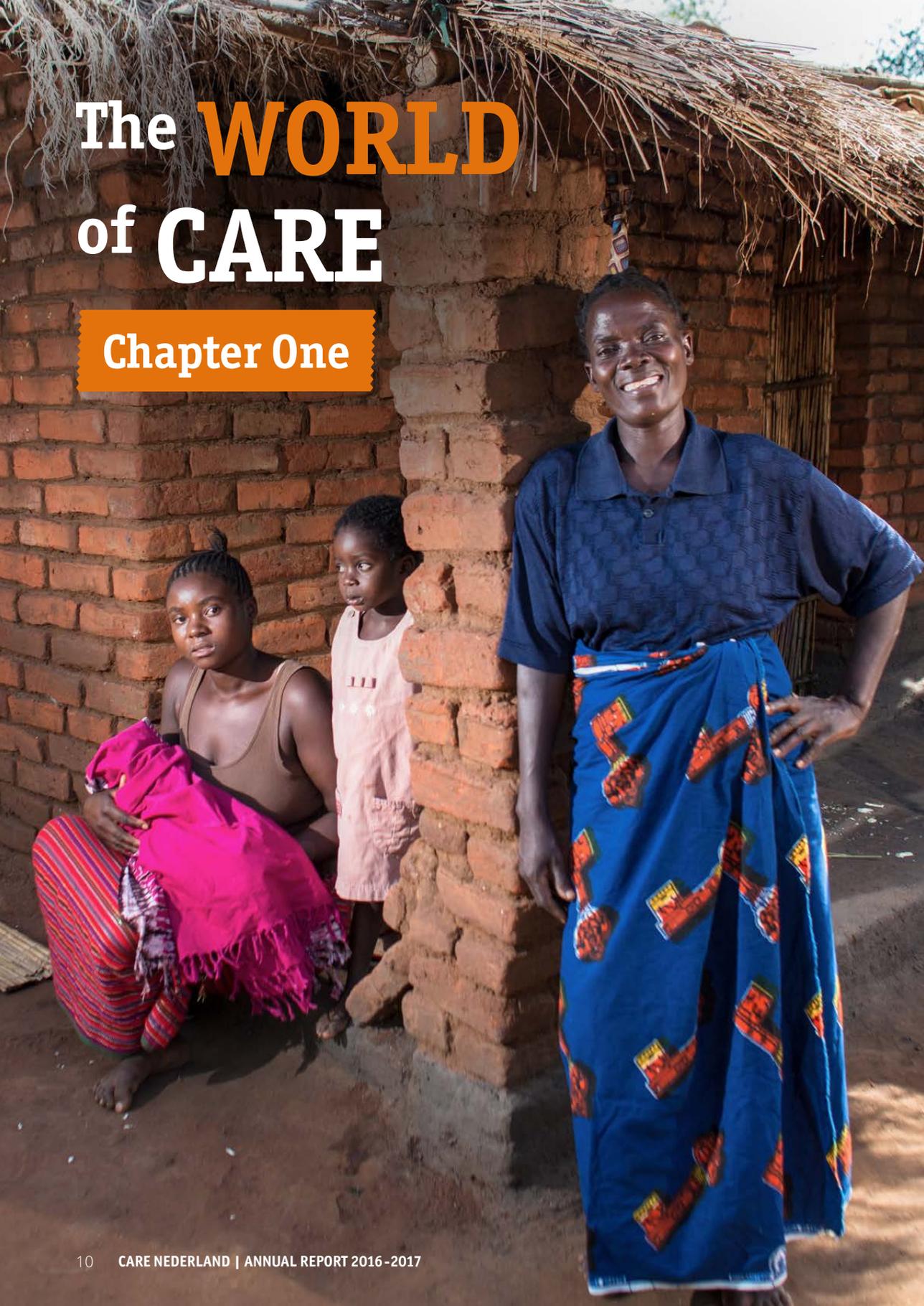


We launched

the 'Foundation 500' with strong and powerful photos and stories of female entrepreneurs which gained attention from international media

The **WORLD** of **CARE**

Chapter One



Who we are

CARE was founded in 1945 by 22 American charities who joined forces to distribute millions of emergency relief packages to World War II victims in Europe. Once the European countries had recovered economically, CARE's focus shifted from Europe to Asia, Africa and Latin America. CARE developed into a global confederation of international member organisations active in 94 countries worldwide. CARE Nederland is one of CARE International's fourteen member organisations. As an organisation, we respond to emergencies, address poverty and its root causes, and constantly seek opportunities to expand our impact beyond the communities we work in. We focus our work on the specific needs of women and girls.

Our vision and mission

We adhere to the CARE International vision and mission.

- **Vision:** We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security.
- **Mission:** CARE works around the globe to save lives, defeat poverty and achieve social justice.

In 2016, CARE International worked in 94 countries



What we do

Our roles

We carry out three roles for impacting poverty and social injustice:

1.  **Humanitarian Action:** In emergencies, we respond to save lives. This includes preparation and early action, emergency response and recovery and encouraging future resilience and equitable development.
2.  **Sustainable Development:** We aim to achieve systemic and lasting change by addressing the complex causes of poverty in fragile contexts. This requires us to work together with our partners to develop smart solutions.
3.  **Multiplying Impact:** Our work aims to expand our impact beyond the communities we work in. We use the evidence, knowledge and innovation from our programmes and projects to influence broader social change on a larger scale.

Our core themes

Our work is focused on four core themes:

Humanitarian Emergencies

We raise awareness of humanitarian emergencies and mobilise our donors, the private sector and the general public to raise funds, which can then be channelled quickly and efficiently to those in need. Because emergencies impact men differently than women and girls, we address the specific needs of women in our humanitarian work. We also use innovative and sustainable methods to help communities recover and rebuild better lives than they had before. Our Humanitarian Emergencies flagship programme is the 'Dutch Relief Alliance' (DRA) programme, through which we implement joint responses with other Dutch NGOs.

Climate Change & Resilience

Climate change is the single most important contributor to the increase in unpredictable natural disasters, both large and small. Marginalised people living in deprived conditions – often women – are affected most. We raise awareness of the devastating effects of climate change and its effect on migration. In addition, we implement innovative solutions to help communities become more resilient to climate change. Our Climate Change & Resilience flagship programme is the 'Partners for Resilience' programme.

Governance & Stability

Half of the world's poor live in fragile settings where the government is unable or unwilling to fulfil its core responsibilities to protect and care for its citizens. Inclusive governance processes are essential for these countries to transition out of fragility into more stable societies. We promote inclusive governance in fragile settings, enabling marginalised people – often women – to voice their demands and influence decisions, from community to local and national levels. Our Governance & Stability flagship programme is the 'Every Voice Counts' programme.

Women's Economic Empowerment

The majority of the world's poor are women and girls. Opportunities for them to generate an income are often limited. By empowering women to develop small enterprises, either on their own or in groups, we offer an effective and sustainable means of long-term support. Therefore, we strive to create environments and conditions where women can be successful as entrepreneurs. Our Women's Economic Empowerment flagship programme is the 'Women in Enterprise' programme.

How we work

Our values

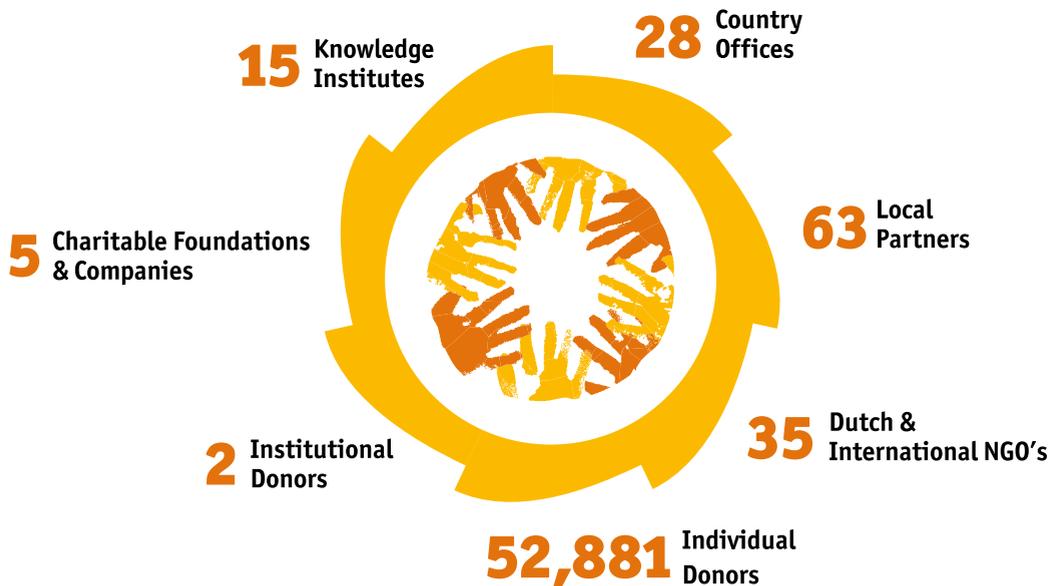
All our work is led by our core values:

- **Respect**
We affirm the dignity, potential and contribution of participants, donors, partners and staff.
- **Reliability**
We practice what we preach, are transparent in what we do and say and accept responsibility for our collective and individual actions.
- **Commitment**
We work together effectively to serve the larger community.
- **Quality**
We constantly challenge ourselves to reach the highest levels of knowledge and performance to achieve greater impact.

Partnerships

We are convinced that the only way we can achieve our goals is if we work with others. Participating in partnerships and networks enables us to achieve greater impact, work more efficiently and increase influence at all levels. We work together with a variety of partners, including CARE country offices and local partner organisations, CARE member organisations, Dutch and international NGOs, civil society organisations, knowledge institutions and donors. We are also active in various platforms and networks and are a member of the branch organisations Partos, Goede Doelen Nederland and VOICE.

Our partners



Our strategic objectives for 2020

In line with the three roles we carry out for impacting on poverty and social injustice, we have set out strategic objectives with corresponding goals for the 2016-2020 period.



Humanitarian Action

Strategic objectives

- Vulnerable people affected by conflict or natural hazards receive quality, life-saving humanitarian assistance, with special attention for the needs of women and girls.
- Vulnerable people affected by conflict or natural hazards have the capacities and assets to recover and rebuild better livelihoods, allowing them to become more resilient, with special attention for the needs of women and girls.

Goal

- By 2020, we aim to reach two million people affected by humanitarian crises.



Sustainable Development

Strategic objectives

- Vulnerable people, women in particular, have the capacities and assets, and live in an enabling environment, to deal with natural hazards exacerbated by climate change and degrading ecosystems.
- Vulnerable people, women in particular, influence decision-making processes affecting their lives.
- Vulnerable people, women in particular, have increased control over their sources of income, the way that income is used, and are able to sustain this control over time.

Goal

- By 2020, we aim to reach six million people in fragile settings with sustainable solutions for the underlying causes of poverty and inequality.



Multiplying Impact

Strategic objectives

- Our most successful approaches are replicated and scaled up by relevant stakeholders.
- Our evidence-based policy recommendations are embedded in national and international policies.
- We have established a community of active private supporters who are committed to enhancing and multiplying our impact.

Goals

- By 2020, we aim to see our approaches replicated and amplified by relevant stakeholders in each of our four thematic areas.
- By 2020, we aim to have our comprehensive advocacy messages adopted by relevant stakeholders in our four thematic areas, and at least one additional relevant topic.
- By 2020, we aim to have established a community of 100,000 active supporters who are committed to multiplying our impact.



Where we work

In 2016-2017, we implemented **55 programmes** and **projects** in **28 countries**:

- 1. Afghanistan
- 2. Bolivia
- 3. Burundi
- 4. Democratic Republic of the Congo
- 5. Ecuador
- 6. Ethiopia
- 7. Guatemala
- 8. Haiti
- 9. Indonesia
- 10. Iraq
- 11. Ivory Coast
- 12. Jordan
- 13. Madagascar
- 14. Mali
- 15. Nepal
- 16. Pakistan
- 17. Peru
- 18. Philippines
- 19. Rwanda
- 20. Sierra Leone
- 21. Somalia
- 22. South Sudan
- 23. Sri Lanka
- 24. Sudan
- 25. Syria (through CARE Turkey)
- 26. Uganda
- 27. Yemen
- 28. Zambia

In **Latin America and the Caribbean**, we reached **85,656 people** of whom **44,627** were women or girls

In **Africa**, we reached **1,430,931 people** of whom **750,900** were women or girls

In the **Middle East**,
we reached **56,389**
people of whom **29,124**
were women or girls

In **Asia**, we reached
113,402 people
of whom **52,097**
were women or girls





Humanitarian Action

Chapter Two

Introduction

Humanitarian action is more needed than ever. In 2016, 164.2 million people were in need of international humanitarian assistance and an estimated \$27.3 billion was required to meet their needs. In many of the world's most disaster-prone areas, the CARE network has emergency response experts on the ground and additional emergency specialists ready to deploy immediately. When disaster strikes, we coordinate with local governments and participate in the United Nations cluster system, enabling cooperation, reducing redundant efforts and ensuring all people in need receive aid.

The aid we provide is always tailored to the needs of those affected. Our emergency work focuses on shelter, food security, sexual and reproductive health, and water, sanitation and hygiene (WASH). Once the emergency phase is over, we help people rebuild better lives and become more resilient, always paying special attention to the needs of women and girls. Within Humanitarian Action, we focus on two of our core themes: Humanitarian Emergencies and Climate Change & Resilience. Our flagship Humanitarian Action programme is the 'Dutch Relief Alliance' (DRA).

Results 2016-2017

In 2016-2017, we implemented 27 Humanitarian Action projects in fourteen countries: Afghanistan, Bolivia, Ecuador, Ethiopia, Iraq, Nepal, Pakistan, Peru, the Philippines, Somalia, South Sudan, Sudan, Syria and Yemen. The main funding sources were the Dutch Ministry of Foreign Affairs via the Dutch Relief Alliance (DRA), the European Commission via ECHO and the Dutch public via the Samenwerkende Hulp Organisaties (SHO). Of these projects, twenty were focused on providing emergency aid and seven on recovery and resilience.

“ The aid we provide is always tailored to the needs of those affected.”

Through our Humanitarian Action programme and projects, we reached **756,134 people** of whom **378,241** were women or girls



We cooperated with **14 CARE country offices**, **17 local partner organisations** and **16 other NGOs**

Emergency Response

- **19,905 people** were provided with shelter packages.
- **21,072 people** were provided with food or food vouchers.
- **1,315 people**, of whom 125 were pregnant and lactating women and 1,190 were children under five, were admitted to feeding programmes.
- **1,977 people** received counselling on nutrition and child feeding.
- **38,422 people** were supported with unconditional cash transfers.
- **55,921 people** were supported with conditional cash transfers (vouchers; cash for work).
- **147,571 people** were provided with hygiene support through awareness raising sessions and hygiene kits.
- **478,902 people** were provided access to sufficient and safe water for domestic use.
- **477 local actors** were strengthened in their capacity to provide basic services (health, protection and nutrition).

Recovery & Resilience

- **131,053 people** were trained and supported to rebuild better livelihoods or to become more resilient.
- **3,511 people**, including 2,491 government officials were trained on Disaster Risk Reduction and early warning systems.
- **11 prototypes** of Alternative Temporary Shelter were developed and piloted.



About the project

Country:

Somalia

Theme:

Humanitarian Emergencies

Duration:

March 2017 - February 2018

Results 2016 - 2017:

687 households were provided with food security

Donor:

Dutch public via the Samenwerkende Hulp Organisaties (SHO)

Total CARE budget:

€466,316

Food security for 687 households in Somalia

Supporting Victims of Famine

Drought and conflict in Somalia have caused many people to flee. More than 740,000 internally displaced persons (IDPs) have recently arrived in Baidoa, a city in the south-western part of the country that has been most affected by the crisis. Since there are hardly any facilities to accommodate these people, CARE works closely with partner organisation GREDO, which has been active in the area for more than ten years. In June 2017, we started a project called 'Supporting Victims of Famine'.

In total, 687 households were selected for this water, sanitation and hygiene (WASH) and food security project. We targeted the most vulnerable

IDPs, such as single mothers, orphans, the handicapped, people without relatives and the elderly. Beneficiaries were selected by a local committee consisting mostly of women, who are often at the head of the household and know the community well.

At a later stage of the project, 300 hygiene kits will be distributed and one hundred latrines will be constructed. But after just one month, the results were clear. The people who began the project tired and weak are now food secure, which gives them the opportunity to look for work and get accustomed to their new environment.

**Ahmed Omar Bare,
CARE Area Manager Somalia**

"I am thrilled by the timely emergency response from CARE through GREDO and the funds received from SHO."

**Ali Klay, Head of the
Programme at GREDO**

"We provide food security for 687 households for three months, and this buys them time to learn how to survive in a city. A single mother with a young child has the space to find out what kind of job she wants to look for. Simply having the time for something other than looking for food can contribute a great deal to people's confidence."

**Mohamed Yerow,
Project Manager at GREDO**

"We're proud to respond to the needs of our beneficiaries. When you arrive in a new city, you don't have a network yet, so you need help. Receiving support when you need it most can have a big impact on your life."

Towards collaborative impact

Joint Responses with the Dutch Relief Alliance

In 2015, ten Dutch NGOs joined forces in a new platform called the Dutch Relief Alliance (DRA). Nok van de Langenberg, head of Humanitarian Action at CARE Nederland, is enthusiastic about the initiative: “Each of the DRA members excels in a different area of humanitarian work”, he says. “For example, Save the Children makes sure that child-friendly spaces are set up wherever we work with children, WAR Child specialises in the psycho-social aspects of humanitarian aid, and CARE always ensures attention for women and girls. United, we are able to achieve more of our humanitarian goals and learn from each other.”



New ways

The DRA is an initiative to increase the quality of Dutch contributions to Humanitarian Action and a response to the Dutch government’s development aid budget cuts. Funding is provided by a three-year Dutch Relief Fund with a budget of €570 million, of which roughly one-fifth was earmarked for Dutch NGOs. In April 2015, the DRA was launched with ten member organisations and by financial year 2016-17, it counted fourteen.

“By complementing each other’s work, our joint responses have become more successful.”



In total, the DRA has collaborated on 32 joint responses. “It turns out that working together is very effective,” Van de Langenberg says. “We’ve started collaborating in new ways: from purchasing goods together to sharing office spaces and exchanging our knowledge and experience. By complementing each other’s work, our joint responses have become more successful.”

Impact

During the UN World Humanitarian Summit 2016 in Istanbul, more than 30 of the biggest donors and aid providers in the world signed the Grand Bargain agreement, which aims to get more support into the hands of people in need. Four goals have been adopted by the DRA: localisation, participation, innovation and transparency. Van de Langenberg explains: “We always enter into dialogue

with the people we’re serving to find out what is needed most. We collaborate with local businesses and incorporate the latest insights into our work – for instance, into food security, livelihoods and health care. Finally, we strive for total transparency in communicating our results.”

Even though the DRA is still in an experimental phase, last year’s mid-term review shows that joint responses have had collaborative impact. Van de Langenberg hopes that the DRA will continue for another four years. “We have shown that together, we can do much more than a single NGO.”



About the programme

Joint responses with CARE involvement:

21 in total, involving Afghanistan, Ethiopia, Nepal, North Iraq, Sierra Leone, Somalia, South Sudan, Syria, Vanuatu, Yemen

Theme:

Humanitarian Emergencies

Duration:

2015 - 2017

Donor:

Dutch Ministry of Foreign Affairs

Total CARE budget:

€10,134,507



About the project

Country:

South Sudan

Theme:

Humanitarian Emergencies

Duration:

March 2017 - December 2017

Results 2016 - 2017:

3,460 women and 1,154 men benefitted from Cash-for-Work activities

Donor:

Dutch Ministry of Foreign Affairs

Total CARE budget:

€1,113,048



Cash-for-Work

South Sudan Joint Response III

Decades of civil war and underdevelopment have made South Sudan one of the poorest countries worldwide with little infrastructure, a very small private sector and over four million displaced persons. In the DRA Joint Response III in South Sudan, CARE Nederland implements Cash-for-Work humanitarian activities in three states that have been severely affected by the on-going fighting and food insecurity: Eastern Equatoria, Jonglei and Unity. Together with other DRA members, CARE Nederland was able to respond quickly and effectively to the famine in May 2017. “It’s true that humanitarian aid in South Sudan is extremely dangerous and expensive, but not taking action means accepting that people will die of starvation on our watch,” says programme officer Cornelia de Winter.

What is Cash-for-Work?

“Most people in South Sudan are smallholder farmers, but as the conflict shifts and spreads to new places, it’s hard for them to take care of their animals and crops. With Cash-for-Work, we assign people work that benefits their community and pay them for it. Extensive research has shown that people use the money for the things they need most, for example fixing a leak in their roof, accessing health care or rebuilding their vegetable garden after a flood. People tend to spend their money locally, purchasing food from the local markets, which helps the community as a whole.”

What kind of work do programme beneficiaries do?

“They rehabilitate water sources, restore airstrips or build supply routes connecting one community to another. CARE always consults with community elders, including women, to ask them what is needed most.”

How do you complement each other as DRA members?

“In many ways: we exchange best practices for working methods; sometimes we buy materials together so we get a better price; we collectively hire external experts to evaluate our projects for optimal learning and reflection. We also share knowledge by organising workshops where each organisation can contribute their specific expertise. Recently, CARE South Sudan conducted a workshop titled ‘Gender in Emergencies’.”

In February 2017, the United Nations declared a state of famine in South Sudan. How did you respond?

“We received extra emergency funds from the Dutch government for the four famines declared: in Yemen, Nigeria, Somalia and South Sudan. With the additional funding, we were able to reach more severely food-insecure people with life-saving assistance. For example, CARE provided malnutrition screening and treatment for malnourished children and hosted mother support groups on improved feeding practices. All in all, I’m proud that we’re able to provide aid in South Sudan at all. More than 80 aid workers have been killed since December 2013, so we always have to monitor the safety of our employees.”

Alternative Temporary Shelters in the Philippines

Moving Urban Poor Communities Towards Resilience

Moving Urban Poor Communities Towards Resilience (the MOVE-UP project) is a collaboration between three NGOs (PLAN, ACF and CARE), which serves around 30,000 people in three slum areas of the Greater Manila Capital Region. CARE Nederland and local partner ACCORD are responsible for the Alternative Temporary Shelter component. Poor communities live in high-risk areas, so hazardous shocks such as floods, fires, mudslides, earthquakes or tropical cyclones will affect these communities the most. “We wanted to find solutions that give people better temporary accommodation so that disasters will affect them less,” says Ansherina Talavera, programme director at ACCORD and project manager of MOVE-UP.

How do temporary shelters contribute to resilience?

“When disaster strikes, we’ve seen time and again that people end up cramped in emergency centres in schools, basketball courts and churches. Often, people are just lying on the floor with whatever sleeping materials they brought with them. Children and elderly are the most vulnerable, and they get sick. We wanted to find solutions that give people better temporary accommodation so that disasters will affect them less.”

Can you describe the temporary shelters that you and your team came up with?

“We came up with more than ten designs in partnership with the UAP-Emergency Architects and civil engineering students from the University of the East, who all worked with us pro bono. Our aim was to find solutions for different situations. We created designs that can be easily dispatched, and some can even be stored by the families themselves, which is useful in the event of an earthquake. Other designs are intended for evacuations, such as partitions that can be used in evacuation centres. We use materials available on the local market. Our prototypes have been exhibited for governments, civil society and private sector organisations, and our designs, instruction manuals and material lists will soon be made public.”

What results have you seen to date?

“We have received very positive feedback on the designs and prototypes we’ve built, from both the communities themselves and the local governments. In the process, we’ve also made an interesting discovery about emergency shelters. It turns out the local governments’ estimations of shelter capacity is not generally based on objective observations, but rather how many people can we

“We wanted to find solutions that give people better temporary accommodation so that disasters will affect them less.”

cram in? We’ve been able to make more accurate observations using household surveys, focus group discussions, and documentation of past emergency experiences. We have also taken trips with local leaders, architects and civil engineering students to the evacuation centres to give us a clearer picture of what resources are already available and what is still lacking. In the process of developing these temporary shelters, we have been able to bring together different expertise, which is something we are quite proud of. Not only have we brought together different organisations and local governments to talk about urban resilience, we have provided a venue where they can talk to each other. Now that they have seen the value of working together, we hope it will lead to continued collaboration towards a shared goal of building up community resilience.”



About the project

Country:
Philippines

Theme:
Climate Change & Resilience

Duration:
February 2016 - August 2017

Results 2016 - 2017:
11 prototypes of Alternative Temporary Shelter were developed and piloted

Donor:
European Commission

Total CARE budget:
€316,581

An interview with... Lucy Harman Guerra



Lucy Harman Guerra

Born in Lima, Peru, 1956

With CARE for 19 years

CARE Nederland works with other CARE members to achieve its strategic objectives. What are the results of these partnerships? An interview with Lucy Harman Guerra, programme director of Disaster Risk Reduction in Peru.

You work in Disaster Risk Reduction. Which risks do you focus on?

“We face plenty of hazards in Peru: earthquakes, landslides, mudslides, droughts, winds and extreme temperatures. These hazards pose an even greater risk due to climate change. Our primary focus is on the poor: disasters lead to greater poverty and the poor have the most to lose when a disaster strikes. A herder who has one hundred animals and loses half of them can still live off the other fifty. But a herder who has ten animals and loses half, can’t live off five.”

What projects do you carry out to reduce the risks?

“We work throughout the whole country. We strengthen families’ knowledge of the risks they face and what they can do to cope with them. This increases their resilience. If they are threatened by drought, we make sure they know how to mitigate drought effects, for example with the help of irrigation systems, efficient water use and safe drinking water kits. In cases of floods and mudslides, we provide mosquito nets, among other things. At the beginning of this year we started a project called SOS Coastal El Niño in the rural areas affected by the coastal El Niño phenomenon in the regions of Piura and Tumbes in northern Peru. We distributed mosquito nets and insect repellents and made people aware of the risks of mosquito-related diseases. In May, we actually had a dengue outbreak. I’m glad we had already provided people with nets and repellents and that they were prepared to use them effectively.”

Who do you collaborate with on these projects?

“We work with local stakeholders, institutions and governments and local and national universities. We support women in the decision-making processes and teach local brigades the steps they need to take in order to receive support from the local government. At the municipal level, we also try to raise awareness for the local brigades and their efforts.”

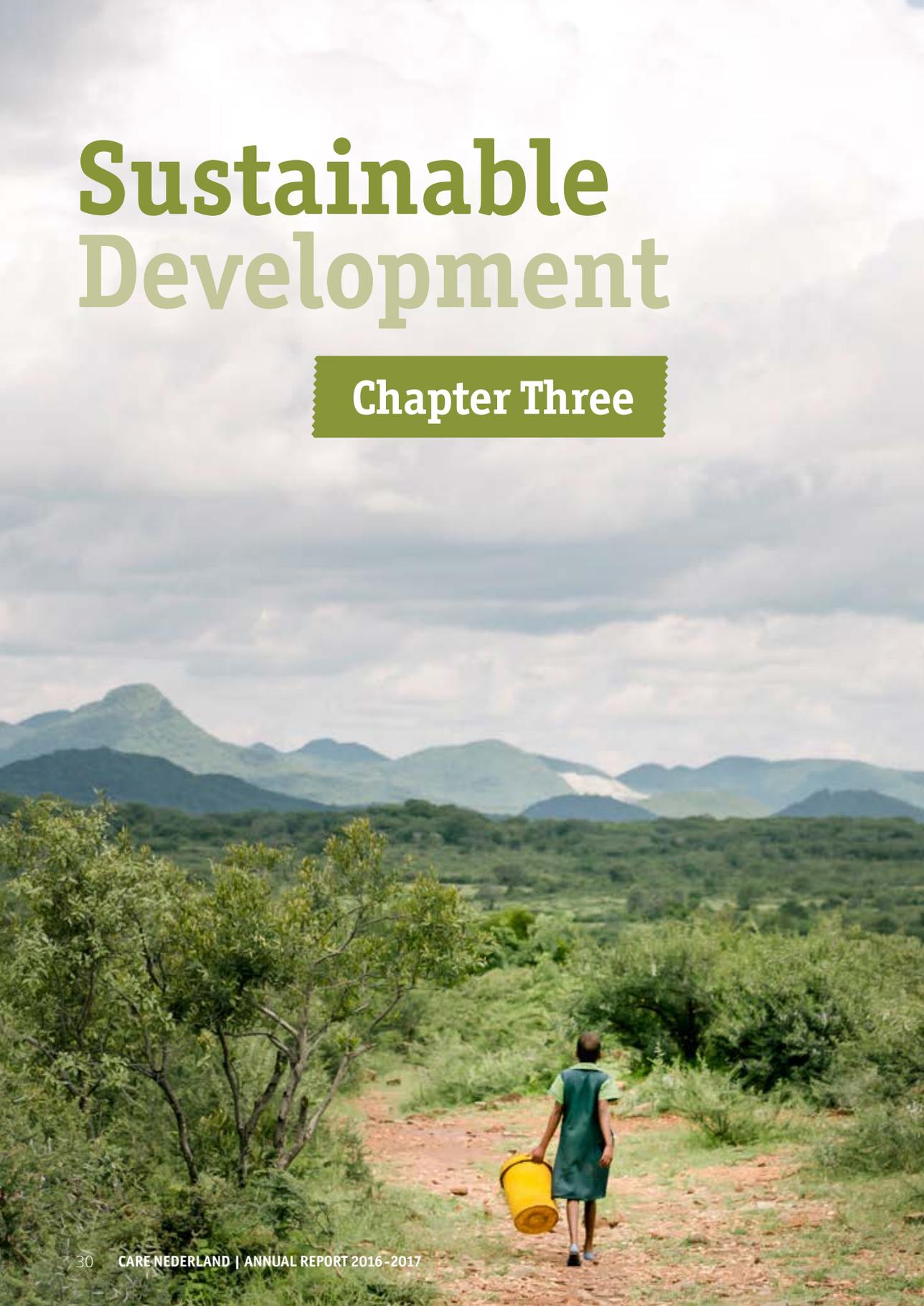
You attended the CARE Nederland country directors’ visit on 16 September 2016 in The Hague. What did you discuss?

“We had meetings with different stakeholders related to CARE Nederland and we discussed two key points. The first was how an NGO can relate to the private sector more effectively. NGOs can benefit from the private sector not only in terms of finance, but also in terms of their knowledge and strategies. The second point we discussed was how NGOs can improve their relationships with governments. Since governments tend to be quite large, they are unable to carry out small, detailed interventions, which is what NGOs are able to do. We have a saying in Peru: governments are like elephants, they’re difficult to move, but when they do, things really get going. NGOs are more like ants, we do a lot of small things, but the elephant doesn’t always see us. This means that we as NGOs have to work on our communication strategies in order to set things in motion.”



Sustainable Development

Chapter Three



Introduction

In many of the countries where we work, the effects of climate change, weak governance and gender inequality lead to increasing poverty. In response, we focus on quality programming related to Climate Change & Resilience, Governance & Stability and Women's Economic Empowerment. For each of these core themes, we implement a multi-country flagship programme:

- 'Partners for Resilience' for Climate Change & Resilience
- 'Every Voice Counts' for Governance & Stability
- 'Women in Enterprise (phase I and II)' for Women's Economic Empowerment

Given the complex and inter-related causes of poverty, many of our other Sustainable Development projects integrate the above-mentioned core themes. As CARE Nederland, we provide funding to CARE country offices so that they can implement programmes and projects in cooperation with local partners. In addition, we provide capacity-building support focusing on our core themes and other topics, such as finance and planning, monitoring, evaluation and learning.

Results 2016-2017

In 2016-2017, we implemented three Sustainable Development flagship programmes and 24 projects in 24 countries: Afghanistan, Burundi, Democratic Republic of the Congo, Ethiopia, Guatemala, Haiti, Indonesia, Ivory Coast, Jordan, Madagascar, Mali, Nepal, Pakistan, Peru, Philippines, Rwanda, Sierra Leone, Sri Lanka, Somalia, South Sudan, Sudan, Uganda, Yemen and Zambia. The main funding sources were the Dutch Ministry of Foreign Affairs, the European Commission via DEVCO and the H&M Foundation.

“ We address poverty and its root causes.”

Through our Sustainable Development programmes and projects, we reached **930,244 people** of whom **498,507** were women or girls



We cooperated with **24 CARE country offices**, **47 local partner organisations** and **24 other NGOs**

Climate Change & Resilience

- **10,480 women and men** were trained to increase their lobbying and advocacy skills.
- **15,741 women and men** were trained on sustainable agricultural practices.
- **42 governance structures** were strengthened in their capacity to adapt to and mitigate the effects of climate change.
- **14,388 hectares of land** were restored in order to mitigate the effects of climate change.

Governance & Stability

- **52,592 women and men** learned more about their rights and responsibilities as citizens through awareness-raising campaigns.
- **14,982 women and men** meaningfully participated in decision-making processes.
- **111 civil society organisations and 269 women and youth groups** were strengthened in their lobbying and advocacy skills.
- **4 advocacy initiatives** successfully influenced two policies and one strategy in Afghanistan, Burundi and Rwanda.

Women's Economic Empowerment

- **25,922 women** were strengthened in their capacity to perform economic activities.
- **22,676 women** became active users of financial services.
- **4,667 women** reported an increase in their net income per day.
- **10,003 women** were reached and inspired through 6 Role-Model Campaigns.

A sustainable approach to natural disasters

Partners for Resilience (phase II)

CARE Nederland aims to increase the capacity of communities to deal with natural disasters. To realise this goal, we teamed up with four partner organisations in the Netherlands, plus the Dutch Ministry of Foreign Affairs. Capacity strengthening coordinator Sille Jansen is the link between the Dutch partners in the alliance. “We support the local civil society actors in voicing their concerns and influencing decision-making.”



How can you reduce vulnerability in the face of climate change and natural disasters?

“First of all, we don’t fly in a team of Dutch experts to assess the situation. Instead, we have a country team of representatives from civil society organisations. This team identifies the local issues in policy and practice and formulates possible solutions and interventions. In Uganda, for example, the environmental police increased surveillance on charcoal burning and cutting trees. The authorities impounded several trucks of illegal charcoal traders and made sure that the offenders were prosecuted, thus discouraging future charcoal burning.”

Why did the alliance choose this approach?

“If we carried out the interventions ourselves, our impact would be limited to the length of the project. This is not a very sustainable approach. Instead, we focus on strengthening the civil society and improving national and local policies. This approach allows us to promote long-term progress and make a lasting difference.”

“We can do more than we think, that is what I learned from this experience.”



What role can the civil society play in this process?

“Unfortunately, the people who are most affected by the effects of climate change, such as droughts and floods, are not the ones writing and implementing policies. I believe that a strong civil society sector can serve as a link between the government and the population and make sure that people’s voices are heard. In Guatemala, we thought that working with the Secretariat of Planning of the Presidency would be out of our league. It is one of the most powerful ministries in the country. We were surprised when this ministry was interested in our ideas and gave Partners for Resilience the assignment to revise the training curriculum on Climate Change &

Resilience for local authorities. We can do more than we think, that is what I learned from this experience.”

What kind of civil society organisations do you work with?

“We work with the organisations that were responsible for direct interventions, like planting forests, in the first phase of the project. Their practical experience is very valuable, and they can use it to influence local decision-making. In Uganda, for example, CARE organised a training session on national environmental laws and policies, drawing from its experience working on wetlands and forests. As a result, the district council drafted a local policy in consultation with the communities concerned. It is now being implemented.”



About the programme

Countries where CARE Nederland is involved:

Ethiopia, Guatemala, Indonesia, Mali, Philippines, Uganda

Theme:

Climate Change & Resilience

Results 2016 - 2017:

10,480 women and men were trained to increase their lobbying and advocacy skills

Duration:

January 2016 - December 2020

Donor:

Dutch Ministry of Foreign Affairs

Total CARE budget:

€8,771,046



About the project

Country:

Yemen

Theme:

Governance & Stability

Duration:

November 2016 - October 2019

Results 2016 - 2017:

Women and men were trained to strengthen the position of women

Donor:

Dutch Ministry of Foreign Affairs

Total CARE budget:

€1,500,000



Women's rights in times of war and crisis

Strengthening Capacity in Peace Building in Yemen

Yemen is currently in a severe crisis and CARE is working on a project to include women in local decision-making processes. In this project, we also try to link women to national and international peace-building efforts. Jolien Veldwijk is assistant country director for programmes in Yemen. "We are taking full advantage of this opportunity to make sure that the conflict has at least one positive effect."

What is it like in Yemen right now?

"The situation is very serious. Yemen has been hit by a triple crisis. First, there was the war, followed by a severe food shortage. Then, on top of all this, came the cholera crisis, which has hit these people extra hard because they are already malnourished. They don't have money to buy food for their children, let alone buy medicine. The situation is desperate: of the 27.4 million people in Yemen, an estimated 21 million cannot cover their basic needs."

In the midst of this severe crisis, CARE is working on a project to strengthen the position of women. Wouldn't it be better to focus on food security and health care first?

"That is what the Yemeni government thought as well. It took us several months to get their permission to implement the project. But in the end, we managed to convince them. Of course, CARE is also doing a lot of Humanitarian Action-programming in Yemen, mostly related to food security. But this is a long-term crisis, there is no easy fix. This means we should also look for more sustainable ways to address poverty. We have to address the root causes of the conflict and additionally, also focus on providing income-generating activities."

Why do you focus on women?

"We have noticed that, as a result of the conflict, the roles of women in the country are changing. Because many men are either off at war or dead, there is more pressure on women to provide for their families. This gives them more space to be involved in their community on an economic, social and political level. Therefore, we are taking this opportunity to make sure that the conflict has at least one positive effect: a strengthened position of women in Yemeni society."

How do you achieve this?

"We work together with women in Yemen to understand which issues matter most to them. First, we focus on including women in local decision-making processes. Women learn to voice their concerns to the right people, such as government representatives and other people in power. We provide training and come up with creative ways to engage both women and men, as men are crucial to improving the position of women in Yemeni society as well. We use tools such as art, photography and video as a means to document their stories."

What is it like for you to work under such difficult circumstances?

"It is very easy to get demotivated in a crisis as overwhelming as this one. But the people of Yemen are very dedicated to improving living conditions for themselves, their neighbours and their communities. This helps me stay focused on what we can achieve, rather than what we can't."



About the approach

Countries where we work with VSLAs:

Burundi, Democratic Republic of the Congo, Ethiopia, Haiti, Ivory Coast, Jordan, Madagascar, Sierra Leone, Somalia, South Sudan, Sudan

Theme:

Women's Economic Empowerment

Results 2016 - 2017:

CARE supported 842 VSLAs consisting of 26,128 members (of whom 22,322 were women)

Small amounts, big results

The VSLA approach

Access to financial services is a decisive factor for eliminating poverty and boosting local development. The Village Savings and Loan Association (VSLA) is CARE's successful micro-finance model under which savings groups are formed at the community level. These groups help reduce poverty by financially and socially empowering vulnerable people. Since 2014, CARE Nederland has initiated and supported 3,281 savings groups, with a total of 78,333 participants (of whom 68,580 were women). The VSLA approach mainly focuses on women and helps to improve their economic and social status.

How it works

A VSLA is a self-managed group that does not receive any external funding. It provides its members with a safe place to save their money, access loans and obtain emergency insurance. Members can take out loans to cover expenses such as school fees and medical bills without selling their productive assets, or they can use the loans to invest in income-generating activities to raise their household income. As a result, VSLA members experience significant improvements in household health and wellbeing and ultimately an improved quality of life.

What makes the VSLA approach successful?

The VSLA methodology allows members to pull themselves out of poverty with nothing but their own funds. Contrary to many other aid initiatives, the VSLA approach is easily understood and 100% member-owned. Results show that members avoid becoming dependent on aid and the VSLAs perpetuate themselves by involving more and more people and surpassing the scope of the initial programme.

Examples of last year's successes:

Asha (27) of **South Darfur** is a prime example of how a small loan can make a big difference. By participating in the VSLA in her village, she managed to save enough money to buy a sheep. This one sheep supplies enough milk for her children, with enough left over to start a small business selling milk. She can now afford to send her three children to school.

In **Somalia**, in Yufle village, the task of the VSLA group is not confined to savings and loans. "We hire trucks for the collection of garbage and pay for the labour costs," Kaltun Jama Egals, member of the local VSLA group says. "In this way, the VSLA also acts as a local council, that promotes the sanitation status of the village."

VSLAs have positive effects on social cohesion as well. In **South Sudan**, for instance, VSLA members from different clans work together and realise that everyone is struggling with the same challenges. The group members become connected and their solidarity extends far beyond the savings programme. They develop mutual trust, which leads to wide economic and social benefits.

An interview with... Bena Musembi

Bena Musembi
Born in Kenya in 1966
With CARE for 15 years



CARE Nederland works with local country offices to achieve its strategic objectives. What are the results of these partnerships? An interview with Bena Musembi, country director in Rwanda.

What issues do you focus on in Rwanda?

“Right now, the political situation here is calm. The government is developing a new strategy for fighting poverty, which is aligned with the priorities in our new business plan. Economic empowerment and gender remain critical issues. Most of what we do is focused on women’s economic empowerment, gender-based violence and sexual and reproductive health.”

Which projects are you carrying out in collaboration with CARE Nederland?

“Our main project with CARE Nederland is Every Voice Counts (EVC), which focuses on inclusive governance. This project promotes a model for community engagement and social accountability which enhances women’s participation and influence in governance processes at the local and national level. Last year we were able to educate CARE and partner staff on capacity building and inclusive governance through a series of training sessions with The Hague Academy for Local Governance. These sessions laid a solid foundation for our work: now we all understand what the main issues are and have improved our technical skills.”

Which of last year’s results are you most proud of?

“We used CARE’s Community Score Card tool to increase interaction between women and public authorities. We have already seen that women are playing a more active role and generating more attention for their interests. Their issues and priorities are now on the social agenda, and that is a big success. Also, due to EVC interventions, local authorities are better informed and held more accountable.”

Who are your local partners?

“Our main partner is Pro-Femmes, an umbrella organisation of 57 Rwandan civil society organisations. Until 2016, CARE handled all key advocacy activities, but lately Pro-Femmes has been able to perform many of these tasks thanks to CARE’s support in strengthening them as an institution.”

What challenges will you face in the coming year?

“We are currently tackling issues that will bear fruit in the long-term. The key stakeholders need to accept co-ownership of capacity building and inclusive governance efforts. Although we’ve seen steady progress, this takes time. Effectively adjusting strategies takes patience and agility.”





Multiplying Impact

Chapter Four

Introduction

CARE Nederland aims to expand its impact beyond the communities we work in. We use the evidence, knowledge and innovation from our programmes and projects to influence broader social change on a larger scale. “It’s impossible to do so without collaborations and partnership,” explains Lotte ten Hoove, head of Multiplying Impact at CARE Nederland. “CARE Nederland works together with a wide range of actors including those from civil society, the government, the private sector, the media and our supporters to set things in motion,” Ten Hoove says.

Multiplying Impact involves three activities:

- Developing and sharing knowledge about proven methods with others.
- Influencing decision-makers through lobbying and advocacy.
- Engaging society to contribute to poverty reduction.

CARE Nederland included Multiplying Impact as one of its key roles in 2015. In financial year 2016–2017, it became fully integrated into our daily practice. In order to share our experience with a wider audience, we launched a new web page called CARExpertise. This page features recent reports, best practices, and news related to CARE Nederland’s four core themes: Humanitarian Emergencies, Climate Change & Resilience, Governance & Stability and Women’s Economic Empowerment.

Within these four themes, CARE Nederland develops expertise and keeps others informed. Ten Hoove is proud of the new platform: “We want other NGOs, governments, individuals and communities to benefit from our knowledge and experience too.” CARE Nederland also raises awareness of humanitarian aid and poverty reduction to increase support for development cooperation in the Netherlands.

“ We want other NGOs, governments, individuals and communities to benefit from our knowledge and experience too.”

Humanitarian Emergencies

Responding to specific needs

To strengthen our Humanitarian Action efforts, we strive to improve the policies and practices of governments, businesses and society as a whole through lobby and advocacy. "This includes a wide range of activities such as lobbying for funding for humanitarian work, advising gender-sensitive humanitarian aid efforts and raising awareness of forgotten crises," Okke Bouwman, humanitarian policy advisor at CARE Nederland says.

Visit to Yemen

As part of our lobby and advocacy activities, CARE Nederland supported the Dutch government's donor visit to Yemen in 2016. Tensions had been mounting in Yemen in 2015 and by 2016 the situation had become so dangerous that most embassies had closed and international organisations were forced to leave the country. The goal of the donor visit was to re-establish the presence of donor representatives in Yemen and to set an example for other donors by showing that visits were still possible even under the tense circumstances. The visit was followed by a number of private meetings and public events focusing on Yemen, which helped to raise the profile of the Yemeni crisis among decision-makers and a wider audience. "In collaboration with our colleagues from Yemen, our efforts have helped raise much-needed funding for the people of Yemen, who are suffering from hunger, conflict and cholera on a massive scale," says Bouwman.

She is a Humanitarian

"In our humanitarian work, CARE strives to put communities in the driver's seat," Bouwman says.

"We do so by underscoring the crucial work that local people are already doing, which tends to go unnoticed by governments and humanitarian organisations. But we believe the humanitarian community can learn a lot from this approach."

In February 2017, CARE International published a report titled *She is a Humanitarian*. "We wanted to make it known that in many cases women are the first to respond to humanitarian crises. They often do so voluntarily, without any official status or remuneration. We think their work deserves more recognition, especially because in many situations, women bring specific added value: they are better equipped to reach other women and children with specialised services and care. We used this report to lobby national governments to encourage women's participation in humanitarian work on a structural basis."



Climate Change & Resilience

Think ahead and take risks seriously

With conflicts on the rise and the increased number of disasters due to climate change, people need to be able to better cope with shocks and stresses. “We have noticed that humanitarian action is shifting from responding to a disaster, to rebuilding communities to be more resilient. There is no way one can keep responding to all of these disasters, so one of our core aims is to build resilience,” Wouter Bokdam says. As the Climate Change & Resilience coordinator at CARE Nederland, Bokdam gathers knowledge on climate change and resilience, and enables CARE staff to integrate resilience in their programmes and projects.

Resilience building

When promoting resilience building, CARE puts communities centre stage. In May 2017, CARE Nederland attended a Disaster Risk Reduction conference in Cancun, Mexico. “We were able to represent the countries where it works at the negotiation table,” Bokdam says. “We showed how disasters impact people in developing countries and pushed policymakers to take action where possible.”

“In many situations, women bring specific added value: they are better equipped to reach other women and children with specialised services and care.”

Guidance

How does one build resilience? In December 2016, CARE published a paper on the topic. “In order to build resilience,” Bokdam explains, “we always consider three components: first, the risk drivers, in other words, the factors causing the disaster; second, the skills and assets people have to cope with the disaster; and third, the enabling environment, or the wider context in which people live. Whatever our approach, we first conduct a forward-looking risk assessment to assess what is likely to happen not only today but also five to ten years from now as a result of climate change. We build flexibility into all of our programmes and scale up our innovative concepts.”

Anticipate and adapt

One example of an innovative concept is Climate Smart Agriculture, a mechanism that combines knowledge on multi-crop systems with sustainable farming techniques and climate information, such as early forecasting. “By knowing in advance whether a period will be exceptionally dry or wet, farmers can decide to sow different varieties of seeds based on suitability. Farming with Climate Smart Agriculture principles makes it possible to anticipate and adapt to drought, for example.”

CARE Nederland is the driving force behind the newly launched Climate Change & Resilience Platform (CCRP). Endorsed by the 14 CARE members in March 2017, the CCRP aims to support and strengthen the ability of CARE to increase resilience and to tackle the causes and consequences of climate change.



Governance & Stability

Creating constructive dialogues

CARE Nederland focuses on fragile and unstable countries that are either transitioning after war or still in a conflict situation. Every Voice Counts (EVC) programme coordinator Lori Cajegas: “We believe that if we invest in involving citizens in decision-making processes that affect their lives, they can also help build stability in the country and prevent future conflicts. This is especially true for women and youth.”

Neutral issues

As a starting point for engaging government authorities, the programme starts by discussing ‘neutral issues’ such as education and health. “In some countries, we cannot publicly criticise the government. Doing so would put our partners in a dangerous position. By starting with basic needs, we build up a relationship that enables a constructive dialogue, where citizens can also provide solutions,” Cajegas explains.

Raise awareness

To create this constructive dialogue between citizens and public authorities, the programme uses a social accountability tool called the Community Score Card (CSC). “The idea is to first raise awareness at a community level and then to assess how the government performs when it comes to public services. Then we conduct interface meetings to devise joint actions and solutions for improving government services and the citizen engagement.”

By sharing knowledge on our experiences with the CSC tool, we aim to have an impact beyond the boundaries of a community or country. “The EVC programme has an important knowledge-sharing component. At key moments throughout the year, the country teams exchange best practices and insight into why certain efforts fail.” Success in one country can be a source of inspiration for the other participating countries. “In Rwanda, for example, it is possible to engage with the police in a constructive way. This offers a powerful example for the people of Burundi, who haven’t yet had this experience.”

In November 2016 and May 2017, several learning events were organised, for representatives from the Burundi, Pakistan and Afghanistan country teams. The three-day event in May included a field visit to witness a CSC interface meeting in two districts in Rwanda.

From the ground up

CARE Nederland believes it has a role to play in informing and engaging Dutch citizens on issues related to countries in conflict. “Contrary to the horror stories you hear in the media, there are still many possibilities to intervene in these countries. At the local level, there is very often some level of stability, even in a difficult country like Afghanistan. Starting at the local level, we can help build stability from the ground up.”



Community Score Card (CSC)

With this tool, communities can score their government's performance on public services. Local governments and service providers also conduct a self-assessment. An interface meeting is set up so a constructive dialogue can take place, and actions and improvements can be discussed and proposed. Within the EVC programme, CARE Nederland deploys the CSC tool in Pakistan, Afghanistan, Rwanda, Burundi, Sudan and Somalia.

MEL for Advocacy Training and Manual

The EVC team developed a training programme and manual for CARE and partner staff, which focuses on Monitoring, Evaluation and Learning (MEL) for advocacy purposes. During the training session, which took place in May 2017, participants focused on a specific advocacy issue and identified which actors are important to bring about the desired change. According to one of the participants, the biggest lesson learned was: "Less is more. It is better to measure a few things and gather useful data than to focus on a lot of things and end up with useless data."

The Hague Academy

CARE Nederland entered into a partnership with The Hague Academy for Local Governance, an international training institution based in the Netherlands. Together, we developed a train-the-trainers course on inclusive governance and we assessed the training needs of civil society organisations and local authorities in the EVC countries.

Women's Economic Empowerment

The talents and potential of female entrepreneurs

Women's Economic Empowerment is one of CARE International and CARE Nederland's main strategic goals. Since 2014, CARE has worked in close collaboration with the H&M Foundation to strengthen the capacities of female entrepreneurs around the globe. According to Reintje van Haeringen, director of operations and manager of Women's Economic Empowerment at CARE Nederland, the positive results have had a far-reaching impact. "After the first three years of the project, we've been able to confirm that women reinvest much of their income in their families and communities. In a short time, they manage to double or even triple their own income and quickly spread their enthusiasm to other women in their community."

Scaling up results

Thanks to these positive results, the H&M Foundation invited CARE to write a proposal to continue the programme. Since the start of the second phase in April 2017, the focus has shifted to extending knowledge and scaling up results. "It's not enough to make one enterprise successful, we want to find out what makes one enterprise effective while another one fails," Van Haeringen explains. "During the first phase

of the project, we worked with more qualitative and anecdotic evidence, now we are conducting systematic research, working with clear protocols and baselines to measure the overall results of the project."

Communicating these results to a worldwide audience is an important part of the programme. The Foundation 500 campaign, inspired by the Forbes 500 list, has received a lot of international attention, exhibiting powerful photos of female entrepreneurs. "The women are intentionally depicted as successful CEOs: serious and professional," Van Haeringen says.

Talents in the spotlight

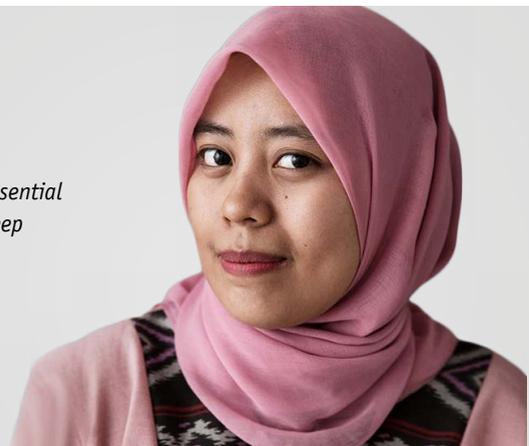
Van Haeringen is impressed by the positivity and enthusiasm the programme has generated, not just from the female entrepreneurs, but from local CARE staff and partner organisations as well. "I think it's because we highlight women's talents and potential, rather than focusing on their problems and needs. We put women in the spotlight, where they can make decisions. I'm very proud to see this approach spreading like wildfire. Nobody could have predicted this huge amount of traction."

ANDI SAHRIANI

Owner, Bag'Us, Indonesia

"Having your own business means being your own boss. I believe it's essential to focus your business on your area of expertise. This will help you to keep believing in yourself and stay focused when things get tough."

(From: the Foundation 500 campaign)



Who inspires you?

To showcase female entrepreneurship, CARE produced a twelve-minute video in which role models from all over the world share their stories.

Watch video:



Skillpower

Skillpower is a platform where women around the world can share their stories of how they developed their own enterprise and become empowered to run their own business. By sharing their story, they inspire other women to venture into business.

Visit website:

www.skillpower.net



From necessity to opportunity

In February 2017, CARE published a report with stories and results from the participating countries in the H&M Foundation Partnership Programme.

“We didn’t know anything about running a business”

“Years ago, our region was famous for handloom weaving in Sri Lanka. After the end of the war, the government promoted an initiative for formerly displaced people to return to weaving. A group of about fifteen of us received basic training, a loom and some yarn to start our weaving business. Sadly, many of us did not know anything about running a business. Then people from CARE came and taught us how to convert our village’s training centre into a small business. We received advanced training on modern weaving methods and also learned about the role of women in society and how we can improve our lives. Some of the older women were reluctant at first, but even they are attending classes now and learning how to use computers to keep accounts and advertise our products.”
Rajitha,
Sri Lanka



European Development Days and the Commission on the Status of Women

In June 2017, representatives of the development community gathered in Brussels for two days of debates and presentations. CARE Nederland invited Misrach Mekonen, CARE project manager in Ethiopia, to talk about the results of the H&M Partnership Programme in Ethiopia.

Philomène Tia, the first woman in Ivory Coast to run a transport company, was invited to the UN Commission on the Status of Women in New York. She told the participants how the programme empowered her to become a successful entrepreneur.



Awareness raising

Increasing support for development cooperation

To increase support for development cooperation, and further our mission to reduce poverty and increase social justice, we inform individuals and corporate relations about our work. In this way, we try to motivate them to invest time into creating a better world. In our communication towards the general public and our corporate partners, we always consider the fact that they wish to contribute to a better world as our starting point

Online communication channels

CARE Nederland continues to inform and encourage open communication with individuals and corporate partners by sharing beneficiary stories, programme launches, and responses to conflicts and disasters. Communication channels include our website and social media channels: Facebook, Twitter, LinkedIn and YouTube. The CARE Nederland website attracts an average of 8,000 unique monthly visitors. The number of social media followers has grown on Facebook (from 9,300 to 9,800), Twitter (from 1,550 to 1,700) and LinkedIn (from 2,230 to 2,400).

WhoCares

In 2014 CARE Nederland launched WhoCares, a platform to share inspiring stories of people who make a difference worldwide. There has been a steady rise in visitors, stories, actions, likes, shares and comments ever since. Inspiring stories include those of the fifteen-year-old Syrian Omaima Hoshan, who advises young girls and their parents against child marriages in the Za'atari refugee camp in Jordan and of Mayanne Könst, who offers homeless people in Amsterdam free haircuts. Although the platform is one of CARE's initiatives, its editorial team operates independently.



Increase in Facebook likes in the financial year 2016-2017: from 90,000 to 120,000

CARE meets the private sector

In September 2016, CARE Nederland organised an event to discuss collaboration between NGOs and the private sector. The event took place at Het Nutshuis in The Hague and welcomed CARE Nederland staff, thirteen CARE country directors and representatives from the private sector, including Peter Bakker, President at World Business Council for Sustainable Development.

The discussion focused on how effective collaboration between NGOs and the private sector can be achieved by building trust on both sides. While NGOs and companies can profit from each other's expertise, they are often unfamiliar with each other's working methods. "This can be overcome by considering our common interests," suggested Mano River Country Director Balla Sidibe. "To reach success we need each other", Peter Bakker said. He is passionate about Sustainable Development, but also concerned about the world we live in. "It is time to act, now!"

A warm welcome

In June 2017, the Museum of the Royal Tropical Institute offered any visitor wearing the CARE Nederland Marhaban T-shirt free entrance to the museum.

The T-shirt was launched by WhoCares on World Refugee Day 2015 and bears a simple yet powerful statement in Arabic: Welcome! The Marhaban shirt was designed by Husam Sh, a designer who came to the Netherlands as a refugee. The T-shirt was an immediate success: the first batch of 1,000 shirts sold out in two days. A video clip of Dutch celebrities posing in the T-shirt was posted on Facebook and received more than 30,000 likes. In 2016-2017, part of the proceeds from the shirt went to interpreters working in refugee hospitals in Greece.



The 70 Years of CARE Exhibition

In April 2017, CARE Nederland celebrated CARE's 70th anniversary with an exhibition in The Hague City Hall. The exhibition was opened by celebrated Dutch writer Jan Terlouw, accompanied by Jelte van Wieren, director of Stability and Humanitarian Action at the Dutch Ministry of Foreign Affairs. Through photos and videos, the exhibition showed how CARE's work has developed over the years. From the early days of distributing food packages in post WWII Europe, we have broadened our geographic approach and expanded our activities to include a wider spectrum of humanitarian work. Visitors could also watch video interviews with CARE beneficiaries from the past 70 years. The exhibition lasted for one week and attracted approximately 8,000 visitors.





Fundraising

Chapter Five

Donors

CARE Nederland's programmes and projects are made possible with the support of corporate and institutional donors, charitable foundations and the Dutch public. This wide range of funders helps the organisation stay financially viable and plays a vital role in ensuring long-term support for the many beneficiaries of CARE Nederland.

The Dutch Ministry of Foreign Affairs and the European Commission are CARE Nederland's most important institutional donors. Private donors include corporate donors, charitable foundations and individuals. Donations are mainly used for programmes, investments in expertise, knowledge-sharing, education and capacity-building for CARE Nederland.

Corporate Relations

CARE Nederland works with the private sector in various ways: from strategic multi-annual partnerships and one-off campaign collaborations to developing innovative methods for our projects.

LedsGoEco

LedsGoEco is a consulting company that advises large energy consuming companies like hospitals or schools on how to reduce their energy expenses by using LED lighting. LedsGoEco donates a percentage of its revenue to CARE Nederland.

Booking.com

Booking.com is one of the world's largest travel booking companies in the world. Booking.com donates a percentage of its bookings to CARE Nederland. This partnership is valuable in that it provides unrestricted income for CARE's strategic objectives and raises awareness of CARE's work.

Walk in her Shoes

The Walk in her Shoes campaign focuses on vitality and employee health while simultaneously raising money for CARE. We place one or two treadmills in a company for at least a year. For every kilometre employees walk on the treadmill, CARE receives a specified donation. Employees can sponsor each other via an online platform (walkinhershoes.nl). Throughout the year, we provide the company with updates from all over the world: life stories from the women and girls we work with.

“By exchanging knowledge and experience with companies we can help each other achieve our goals.”

- Andre van den Berge,
Corporate relations manager at CARE Nederland

Institutional Donors

The majority of our funding comes from institutional donors.

Institutional Donors	Funding Channel
Dutch Ministry of Foreign Affairs	<ul style="list-style-type: none"> • Strategic Partnership Chronic Crises • Strategic Partnership Dialogue and Dissent • Addressing Root Causes Fund • Women, Peace and Security Fund • Embassies of the Kingdom of the Netherlands • Relief Fund
European Commission	<ul style="list-style-type: none"> • International Cooperation and Development (DEVCO) • European Civil Protection and Humanitarian Operations (ECHO)

Charitable Foundations

Charitable foundations make a valuable contribution to CARE Nederland's projects. Together, we are able to make a major impact in the countries where we work.

Dutch Postcode Lottery

The Dutch Postcode Lottery (Nationale Postcode Loterij, NPL) is



the largest charitable lottery in the Netherlands. It supports various NGOs striving for a greener and more sustainable world. CARE Nederland became a Postcode Lottery partner in 2012 when we received a five-year grant of €500,000 per year. These unrestricted funds make a substantial contribution to the co-financing of a large number of the programmes carried out by CARE Nederland. They also contribute to the organisation's capacity. In February 2017, at the 'Goed Geld' Gala, CARE Nederland was awarded an increase of the annual NPL contribution to €900,000 based on our Multiplying Impact proposal.

Nefkens Stichting Ontwikkelingssamenwerking

In 2016, CARE Nederland established a partnership with the Nefkens Stichting Ontwikkelingssamenwerking. This foundation finances a crucial part of the Horumarinta Elmiga project (meaning 'education development') that focuses on vocational training in Somalia. The overall programme aims to increase the quality of and access to all levels of education in Somalia.

H&M Foundation

#M FOUNDATION

CARE Nederland entered into its first three-year global partnership with H&M Foundation in 2014. For this partnership, CARE Nederland developed a programme for empowering women economically and advocating policy changes needed worldwide to ensure women's economic participation. In January 2017, the programme ended successfully.

Based on these positive results, the H&M Foundation renewed funding in April 2017 for the next three years. In addition to the global programme, CARE Nederland has developed a comprehensive project for women's empowerment through enterprise development in Addis Ababa, Ethiopia. This was made possible thanks to funds provided by the H&M Foundation following the H&M Holiday Campaign.



Individual Donors

In the 2016-2017 financial year, the number of individual donors increased with 3% to almost 59,000. All donors receive monthly newsletters with updates on CARE Nederland developments, programmes and projects. New donors receive four additional themed newsletters during their first year of supporting CARE Nederland.

We received seventeen individual donor complaints over the past year. All complaints were dealt with according to our complaints policy to the satisfaction of the person who submitted the complaint. In December 2016, the CARE Nederland employees called several individual donors to thank them for their donations to CARE. We received many enthusiastic responses to these phone calls and the event turned out to be a bonding experience for the team. In addition, we sent each donor a letter of thanks to let them know how much we appreciate their donations.

“When my daughter was 16, she joined a CARE campaign and persuaded me to become a donor. I still think CARE does important work – the e-mail they send with news about their latest projects convinces me time and again.”

- Marije van Hoeckel, 64 jaar



“We’re very fortunate here in the Netherlands, why shouldn’t we share our wealth? In the past, I’ve donated to other charities, but I never really knew where my money went. CARE regularly sends me emails with updates on their projects. This way, I know how my contribution was spent.”

- Mohammed Casegrande Shifaat Abdoel, 25 jaar





Our Chapter Six Organisation

Board and personnel

Management Board

CARE Nederland has a Management Board and a supervisory body known as the Supervisory Council. Therefore, we abide by the general principle of separating management and supervisory functions. The Management Board is responsible for the management of CARE Nederland and the development and implementation of a long-term strategy and corresponding operating plan and budget under supervision of the Supervisory Council. The Management Board is comprised of Perry Heijne, executive director, and Reintje van Haeringen, director of operations. The Management Board consults with the employee representative body on a regular basis. Perry Heijne represents the Management Board on CARE Nederland's Statutory Board.

Statutory Board

The Statutory Board comprises one member. Perry Heijne filled this position in the 2016-2017 financial year. He has served as CARE Nederland's executive director since 1 September 2014. The duties, responsibilities and mode of operation of the Statutory Board are set out in [the Rules for the Statutory Board](#). The Supervisory Council determines the profile of Statutory Board member and appoints, suspends and dismisses the Board. The executive director is appointed for the duration of his employment contract and is eligible for reappointment with the consent of the Supervisory Council. The Statutory Board provides the Supervisory Council with the necessary information to perform its duties properly.

Representation of CARE Nederland

Perry Heijne represents CARE Nederland on the CARE International National Directors' Committee and within other CARE International advisory bodies. He also represents CARE Nederland on the Boards of the following Dutch organisations:

- Samenwerkende Hulp Organisaties / SHO in the Netherlands
- Dutch Coalition for Humanitarian Innovation

Nok van de Langenberg, head of Humanitarian Action, represents CARE Nederland on the Dutch Relief Alliance Committee as vice-chairman.

Register of interests

Neither Perry Heijne nor Reintje van Haeringen are Board members at any other organisations.

Management Board remuneration

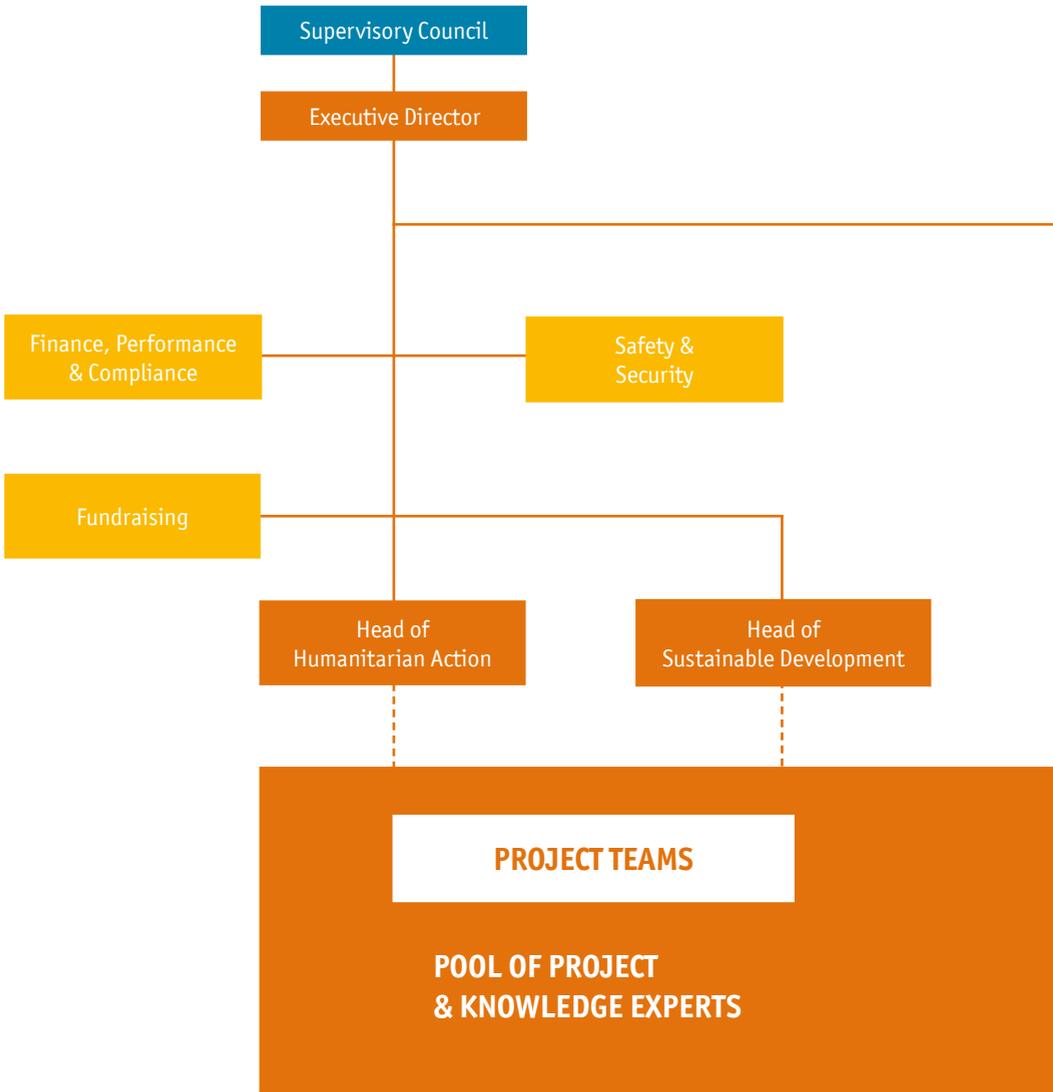
Salaries, fixed allowances and other terms of employment of Management Board members are determined based on the Advisory Remuneration Scheme for Directors of Charities in the Netherlands, established in the codes of 'Goede Doelen Nederland'¹. The remuneration policy is periodically updated and adopted by the Supervisory Council. Remuneration, allowances and other terms of employment are reported in the financial statements of this annual report.

Personnel

We work with a dedicated team of professionals based in The Hague and Nairobi to achieve our mission and strategic objectives. On 30 June 2017, CARE Nederland employed a total of 50 people.

¹ See: goededoelennederland.nl/sector/verantwoording-en-toezicht/codes-en-richtlijnen (in Dutch).

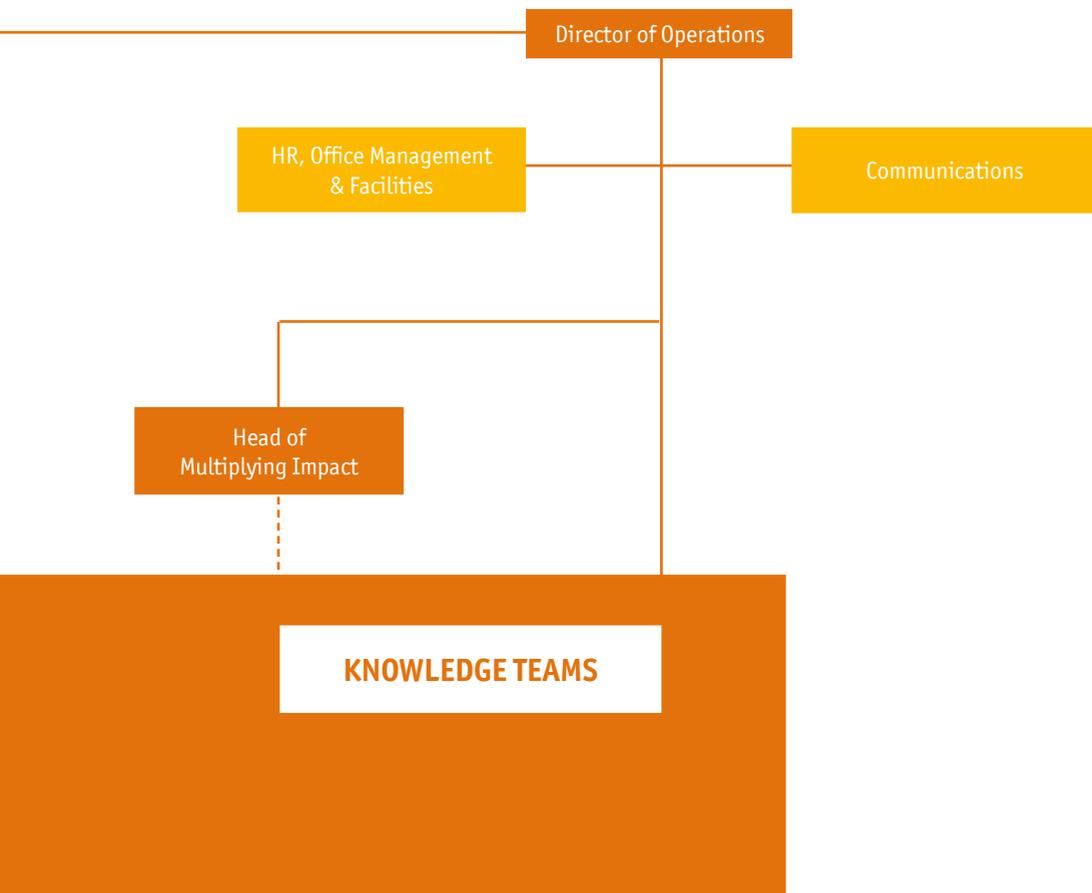
Organisational chart



Organisational transformation

In terms of structure, the CARE Nederland organisation is moving away from departmental division and towards a more project-oriented model. Over the past year, several changes have been made to provide a clearer framework for the implementation of programmes and projects. Specialised staff have been organised into project teams, which collaborate with country office staff to ensure that programmes and projects are effectively run and maximum impact is achieved. The project teams are supported by a structure that guarantees finance,

performance and compliance, safety and security, communication, HR planning and development, office management and facilities, and fundraising. Programmes and projects are commissioned by the heads of Humanitarian Action and Sustainable Development, who are in charge of acquisition and partnerships. Based on results from programmes and projects as well as opportunities in the context, the head of Multiplying Impact coordinates CARE Nederland's knowledge, advocacy and engagement initiatives.



The Supervisory Council

Duties of the Supervisory Council

The Supervisory Council monitors the Management Board's policy as well as CARE Nederland's overall performance. The Council is responsible for ensuring that the implementation of programmes and projects conforms to the long-term strategic plan and budget. The Council specifically focuses on internal risk management and control systems, as well as the risks involved in implementing projects and programmes, efficient fundraising, and the deployment of donations. The Council has two sub-committees: an audit committee and a remuneration committee. A complete overview of the Supervisory Council's duties are listed in the [Articles of Association](#), the [Supervisory Council Rules](#), the [Audit Committee rules](#) and the [Remuneration Committee rules](#).

Appointment and term of office

The Supervisory Council consists of at least three and at most seven members, all of whom are appointed by the Supervisory Council itself. Should a vacancy arise, the Supervisory Council is obliged to take measures to meet the minimum number of members. Resolutions to appoint new members require a two-thirds majority vote, which must be taken in a meeting where all Supervisory Council members are present or represented. The selection and appointment of new members is based on profiles drawn up by the Supervisory Council, which may be viewed upon request. Each member is appointed for a four-year term and is subsequently eligible for reappointment for one more four-year term. There may be no close personal relationships among Supervisory Council members, family or otherwise. CARE Nederland employees are not eligible for membership.

Composition of the Supervisory Council

The Supervisory Council is composed in such a way that its members:

- have sufficient affinity with the organisation's objectives.
- have enough time to carry out their activities for CARE Nederland.
- have broad social ties and a relevant network.
- have diverse social backgrounds/disciplines and various areas of expertise.
- operate independently and critically towards each other and the Board.
- offer the Board adequate advisory and sounding-board capacity.

Supervisory Council remuneration policy

Members of the Supervisory Council are entitled to reimbursement for expenses incurred. Reimbursement is accounted for and explained in the annual accounts.



Supervisory Council Report

2016-2017

In the past financial year, the Supervisory Council convened on five official occasions. Furthermore, the Management Board consulted regularly with the chair. The Supervisory Council approved the planning and budget for the 2016-2017 financial year in October 2016. The financial statements and the annual report for the 2015-2016 financial year were adopted in November 2016 and the planning and budget for the 2017-2018 financial year were approved in June 2017. The annual evaluation of the Supervisory Council took place in April 2017 and was facilitated by an external party. As a result, we are now organising regular theme days, where employees and members of the Supervisory Council can exchange knowledge and share expertise. We will repeat the external evaluations on a two-yearly basis, alternated by self-evaluations.

Transformation

We were happy to welcome Karen Bakhuisen to the Supervisory Council in October 2016 and Reintje van Haeringen to the Management Board in February 2017. Karen Bakhuisen has extensive experience in the field of research, monitoring and evaluation. The expansion of the Management Board is part of the structural transformation from a departmental organisation to a project-oriented organisation, which is currently underway. The Supervisory Council has been monitoring this transformation closely and was actively involved in recruiting the second Management Board member. We consider these structural changes and the

expansion of the Management Board to be positive developments. The new organisational structure will be evaluated in the upcoming financial year.

The audit committee convened with the finance and compliance manager on two occasions: in November 2016 to approve the annual report and financial statements, and in June 2017 to approve the annual operating plan and budget for the following financial year. We see the fact that the annual operating plan and budget were ready for approval before the start of the new financial year as a major improvement. We appreciate the employees who made this possible. The remuneration committee held its annual evaluation with the executive director in June 2017.

CARE International

Since June 2016, CARE International has been operating under a new governance structure. This means that the chair of the Supervisory Council and the executive director represent CARE Nederland on the CARE International Council, which convened in June 2017. The main topic on the agenda was the CARE International 2020 strategy. This was the first meeting under the new governance structure and our first experiences were overall positive. The CARE International Council is overseen by an independent Supervisory Board. The chair of the Supervisory Council is also a member of the CARE International Governance and Nominations committee.

**By Mariëtte
Doornekamp
(chair)**



We promoted interaction with CARE Nederland staff by inviting staff members to attend Supervisory Council meetings. The business development manager and the head of Multiplying Impact presented their team's work and plans in February 2017 and April 2017 respectively. Furthermore, two special theme meetings were organised where the Supervisory Council interacted with staff: a meeting on CARE Nederland's engagement through the WhoCares platform in May 2017 and a meeting on the fundraising strategy in June 2017. In addition, the Supervisory Council met with the employee representative body to discuss the organisational transformation.

Mutual understanding

Several Council members attended events organised by CARE Nederland. One example is the private sector engagement event that CARE Nederland organised in September 2016. The goal of this event was to extend and intensify relations with the private sector. Initiatives like this help to improve mutual understanding, making it easier to develop partnerships and acquire additional funds. By basing private sector partnerships on common objectives, we can reinforce each other's strengths and create even more impact for beneficiaries.

CARE Nederland moved to a larger office space in February 2017. The new space was designed to stimulate the new project-oriented way of working. Furthermore, in June 2017, CARE Nederland

launched a new corporate website, making it easier to report on results and share them with the Dutch public. The website showcases CARE's progress towards achieving its strategic objectives and features a section for peers and other experts called 'CARExpertise' with detailed information on best practices and lessons learnt. The Supervisory Council commends the efforts of the housing committee and the employees involved in the development of the new website.

Commitment

We are delighted with the continued support of the Dutch Postcode Lottery and the H&M Foundation. Their generous contributions make CARE's work possible. CARE's work is more important than ever, as evidenced by last year's crises in the Horn of Africa, Yemen and Syria. This year's annual report illustrates how and where CARE Nederland has responded to emergencies, addressed poverty and its root causes and scaled impact beyond community boundaries. The employees of CARE worked hard to make this possible, sometimes in the midst of difficult circumstances. We sincerely thank them for their commitment.

On behalf of the Supervisory Council,
Mariëtte Doornekamp

Members of the Supervisory Council



Mariëtte Doornekamp (chair)

Mariëtte Doornekamp is a professional Board member and supervisor. She holds positions at ABP, Amsterdam Sinfonietta string orchestra, Eumedion and Stichting Aandelen Remeha. She is ranked 53rd in the 2017 Management Scope Top-100 Most Powerful Women in the Netherlands. Previously, Mariëtte was CFO of MCB and CFO of Damen Shipyards.



Karen Bakhuisen

Karen Bakhuisen is senior policy advisor at Nuffic. She previously worked as manager, consultant and trainer at Consultants for Development Programmes (CDP), Matrix, KdK Training en Advies, and Education and Training Consultancy (ETC). She is specialised in capacity-building in higher education and technical and vocational education training. Karen has extensive experience in coordinating and conducting evaluations and policy research. She is also chair of the Supervisory Board of Being Involved.



Jan Broekhuizen

Jan Broekhuizen is a lawyer and partner at Kennedy van der Laan in Amsterdam. He specialises in EU and Dutch financial regulation, security and contract law and governance and compliance matters. His additional positions include a seat on the Board of the Dutch youth theatre Kwatta, and a seat on the Committee Governance Code for Dutch Public Housing Associations. Jan is also a member of the Supervisory Board of Rijnbrink. In addition, he is a member of the University of Groningen's Centre for European Financial Services Law.



Peter ter Horst

Peter ter Horst is managing partner of his own agency Hague Corporate Affairs. Before he became a communications consultant, he was a journalist for Dutch newspapers, television and radio stations for over 30 years. He was a foreign correspondent for the leading newspaper NRC Handelsblad and the television news programme RTL News in Eastern Europe and in South Africa during the transition from apartheid to democracy. He was also editor-in-chief of the Haagsche Courant and Intermediair.



Jochem IJbema

Jochem IJbema is Finance Director at BSH Huishoudapparaten B.V. and acts as treasurer at the European Committee of Domestic Equipment Manufacturers (CECED). From 2011 to 2012, he was CFO at Siemens IT Solutions and Services and from 2006 to 2011, he held the position of division controller. Before that, he held various management positions at Siemens Nederland N.V.



Ed van Meeuwen

Ed van Meeuwen is a senior marketing director/brand builder. He is currently working at FWG Progressional People, the leading healthcare HR agency in the Netherlands. Ed has served in management positions in both the Netherlands and abroad for Achmea, governmental organisations and major advertising agencies. He has won several marketing awards, such as FBTO, Zilveren Kruis and Time Magazine awards.

Supervisory Council retirement schedule

Supervisory Council members	First term	Second term	Audit Committee	Remuneration Committee
Mariëtte Doornekamp (Chair)	Dec 2013 - Dec 2017			✓
Karen Bakhuisen	Oct 2016 - Oct 2020			
Jan Broekhuizen	Jan 2015 - Jan 2019		✓	
Peter ter Horst	April 2010 - April 2014	April 2014 - April 2018		
Jochem IJbema	Sep 2011 - Sep 2015	Sep 2015 - Sep 2019	✓	✓
Ed van Meeuwen	April 2010 - April 2014	April 2014 - April 2018		

Accountability

We report to our stakeholders in accordance with relevant requirements and standards, such as the Dutch Accounting Standards Board guidelines RJ650 and RJ400. An external auditor audits CARE Nederland's internal organisation, as well as its annual accounts. The Supervisory Council appoints the auditor, which then reports to both the Statutory Board and the Supervisory Council. The annual report and financial statements are adopted and signed by the Statutory Board within six months of the end of the financial year, following the Supervisory Council's approval.

In addition, we respect the following quality standards and codes of conduct:

- **ISO 9001:2015 Quality Standard**
We adhere to the requirements of the NEN-EN-ISO 9001:2015 standard, including the Partos 9001:2015 sector specific application. Our quality management system has been certified in accordance with the international standard since 2007 by external auditor Lloyd's Register. Quality Assurance B.V., Rotterdam.
- **Erkenningsregeling Goede Doelen, the successor of the CBF Keurmerk**
We meet the criteria of the 'Reglement CBF Erkennen Goede doelenorganisaties' and are periodically reviewed by the CBF. CARE Nederland is acknowledged in the CBF Charity Register.
- **The SBF Code for Good Governance**
We work in accordance with the SBF Code for Good Governance (successor of the Wijffels Code) as set out by Goede Doelen Nederland, the Dutch association for charity organisations.
- **Partos Code of Conduct**
We respect the Partos Code of Conduct and strive to uphold its values for member organisations.
- **The CARE International Code**
We follow the principles and criteria established in the CARE International Code, which includes a series of policy papers, procedures, guidelines, constitutional documents, a code of ethics and a code of conduct for all members of CARE International.
- **The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief**
We adhere to the ten principles for disaster response work established in this code for member organisations.
- **The Core Humanitarian Standard on Quality and Accountability (CHS)**
We respect the CHS, which lays out nine commitments organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide.
- **The Sphere Project**
We observe the standards promoted by the Sphere Project, the most widely recognised set of common principles and universal minimum standards for humanitarian response.

Risk Management

Risks affecting CARE Nederland can have consequences on our economic performance and professional reputation, not to mention their effect on environmental, safety and societal outcomes. CARE Nederland uses a risk matrix to help determine the size and scope of the risk. In 2016-2017, no events have taken place that affected the organisation in an adverse way.

The most important risks are:

- **Strategic risks**

These are political, economic, social, technological, environmental and legal risks external to the organisation that can affect CARE's strategic direction. CARE Nederland strives to reduce these risks where possible, for example through lobbying and advocacy work.
- **Operational risks**

These are risks that impact on the ability to achieve our current strategy. Operational risks can be related to staff capacity in terms of quality and quantity, both at CARE Nederland headquarters and in our country offices. Carefully selecting and managing a team of core staff and a flexible layer of project staff and consultants mitigates the risk of having a sub-optimal team. Maintaining collaborative relationships with CARE country offices is a constant point of attention. Furthermore, the fact that CARE employees often travel to high-risk regions can have serious consequences for employees, as well as for CARE Nederland. Implementing adequate safety and security structures and procedures where necessary, and providing training mitigates this risk. Despite these measures, some level of residual risk remains, which is inherent to the nature of our activities in these locations.
- **Financial risks**

Financial risks are mainly related to the possible decrease in restricted (for specific projects) or unrestricted funds. To minimise these risks, CARE Nederland seeks to diversify the funds it receives from a range of donors. According to Goede Doelen Nederland and CBF guidelines, we make sure that unsatisfactory income does not endanger the continuity of our activities by maintaining several reserves to cushion financial setbacks. Our investment policy is conservative. Another financial risk includes overexposure in Somalia, which could potentially expose CARE Nederland to financial losses. Stationing CARE Nederland employees in Somalia to increase monitoring and control activities mitigates this risk.
- **Reputation risks**

These are risks that could result in damage to our reputation, such as media articles that report negative views on the sector of development cooperation, CARE International, CARE Nederland, or the CARE corporate partners. To minimise the risk of reputational damage, CARE Nederland adheres to strict transparency criteria and follows specific procedures when entering into partnerships.



Corporate Social Responsibility

CARE Nederland follows the Corporate Social Responsibility (CSR) guidelines of the ISO 9001 Quality Standard. We compensate the CO2 emissions for employees' air travel and actively separate waste. CARE Nederland encourages employees to work from home and has an active public transport policy. Furthermore, we adopt the CARE International Safety and Security Principles. CARE Nederland also seeks to promote workforce diversity.

Strategy

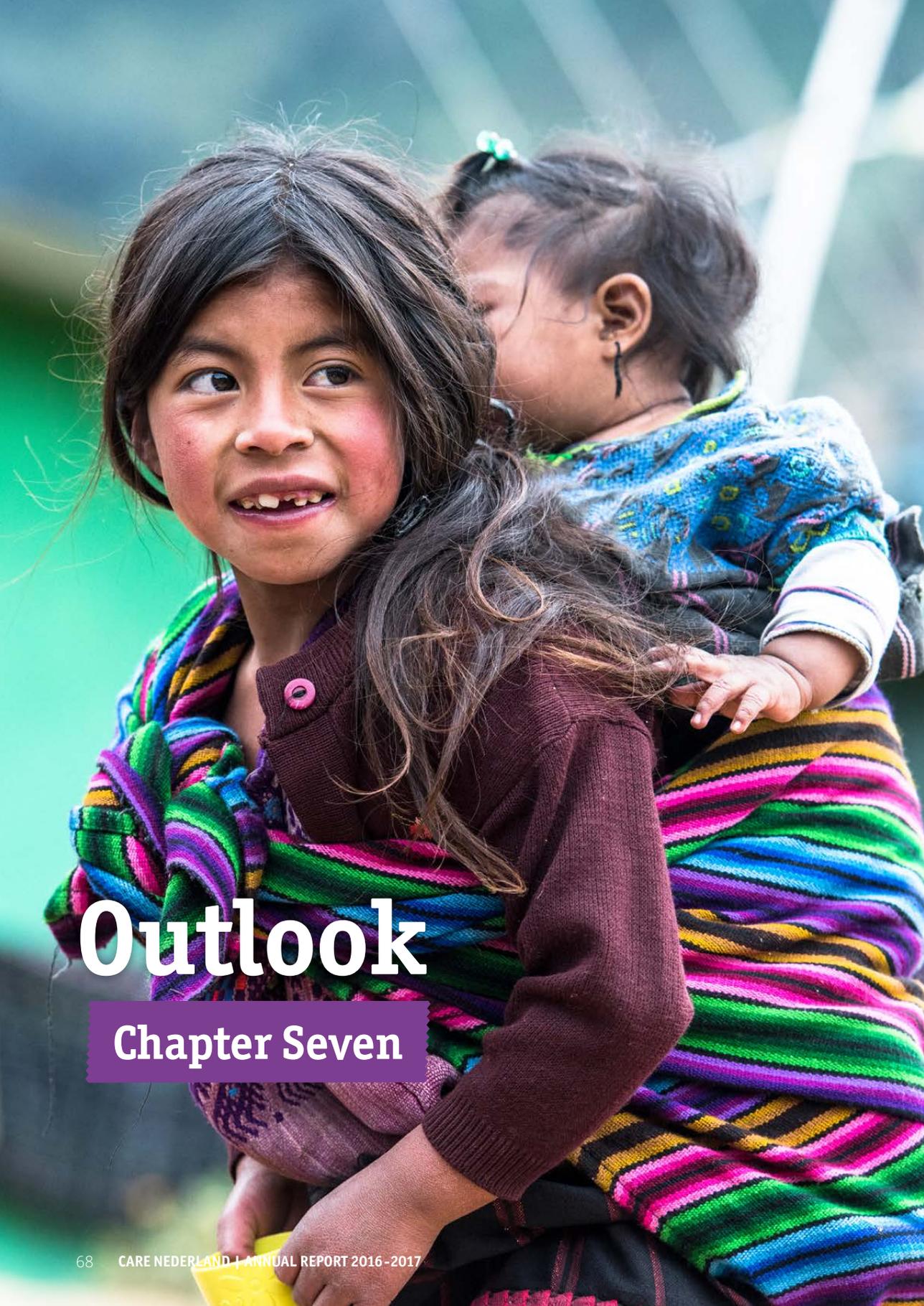
CARE Nederland has formalised all CSR activities into a CSR strategy. In this strategy, the CSR priorities for the next years are defined. These priorities are:

1. Minimise the carbon footprint of CARE Nederland.
2. Implement CSR criteria in agreements with partners and suppliers.
3. Secure safety and security for all our staff.
4. Show a respectful approach to (potential) donors and beneficiaries.
5. Have a transparent cost accounting.

Stakeholder dialogue

In November 2016, we organised a stakeholder dialogue to get feedback on the CSR strategy and roll out an action plan. Among the participants were representatives from peer NGOs, suppliers, business partners and local government. The dialogue was very much appreciated by participants. Based on the feedback received, we rearranged the CSR priorities, starting with the implementation of our action plan. The stakeholder dialogue was successful in both sharpening the CSR 2016-2020 strategy and strengthening CARE Nederland's relationship with stakeholders.





Outlook

Chapter Seven

Our plans for 2017-2018

The organisation

To continue to successfully acquire funding and implement initiatives to save lives, defeat poverty and achieve social justice, CARE Nederland is moving away from a departmental organisation towards a project-oriented organisation. “We will organise in a way that allows us to efficiently achieve our strategic objectives and adjust to the changing context of development cooperation,” says Reintje van Haeringen, director of operations, who is leading the organisational transformation. We plan to finalise the organisational transformation in 2018.

Humanitarian Action

Our emergency responses are mainly funded by the Dutch Ministry of Foreign Affairs via the Dutch Relief Alliance (DRA), the European Union via ECHO and the Dutch general public via the ‘Samenwerkende Hulp Organisaties’ (SHO). “We will diversify our funding sources for Humanitarian Action by setting up an Emergency Relief Fund for corporate donors,” explains Nok van de Langenberg, head of Humanitarian Action. “Furthermore, we will continue to focus on the special needs of women and girls in our emergency work, help communities recover and rebuild better lives, and participate in relevant networks to exchange lessons learnt.”

Sustainable Development

In our Sustainable Development role, we implement sustainable solutions for the underlying causes of poverty and inequality. “In 2017-2018 we will continue to implement Partners for Resilience and Every Voice Counts – strategic partnerships with the Dutch Ministry of Foreign Affairs – as our flagship programmes for the core themes Climate Change & Resilience and Governance & Stability. “We are very excited that the H&M Foundation has

agreed to fund the second phase of our Women’s Economic Empowerment programme,” says Merlijn van Waas, head of Sustainable Development. To be able to continue our sustainable development work on a greater scale, we will increase our fundraising efforts aimed at corporations and charitable foundations.

Multiplying Impact

“We use the evidence, learning and innovations from our projects and programmes to multiply our impact,” says Lotte ten Hoove, head of Multiplying Impact. “In 2017, we will start hosting the CARE Climate Change & Resilience Platform which will support CARE worldwide in increasing resilience and addressing the causes and consequences of climate change. The platform will be launched during a public campaign in October. In preparation for International Women’s Day, we will also launch a public campaign on women’s empowerment based on our results from the Women in Enterprise and Every Voice Counts programmes.”

Fundraising

As described above, fundraising for Humanitarian Action and Sustainable Development will be aimed at both institutional donors and the private sector (corporations and charitable foundations). In addition, we will seek collaboration with the private sector for unrestricted funding, innovation and knowledge development. “We believe that by basing our partnerships with corporations and charitable foundations on common objectives, our projects can create even more impact,” says Richard Kooge, Business Development Manager. In 2017-2018, we aim to increase the amount of funds raised from the general public by continuing our face-to-face fundraising activities, introducing our new action platform and raising our profile through targeted engagement efforts.

Our budget for 2017-2018

The total budgeted income for financial year 2017-2018 amounts to €41,045,000, excluding the expected financial revenue amounting to €20,000. The total budgeted expense adds to €41,440,000, excluding the financial expense which amounts to €30,000. Thus, the net result is minus €405,000. This is the consequence of various large multiple-year donations that have been received and recognised as revenue prior to financial year 2017-2018. The negative net result will be compensated by a withdrawal from designated funds and reserves. CARE Nederland will be able to add €182,000 to its continuity reserve.

“ We are accountable to the people and partners we humbly serve, transparently sharing our results, stories and lessons.”



Statement of income and expenditure		Budget 2017-2018
Income		€41,045,000
Fundraising		€41,045,000
Individual fundraising		€3,095,000
Corporate fundraising		€3,053,000
Lotteries		€1,650,000
Institutional grants		€32,247,000
Other funding sources		€1,000,000
Expenses		€41,440,000
Strategic objectives (grants/direct costs)		€39,040,000
Humanitarian Action		€12,031,000
Sustainable Development		€24,806,000
Multiplying Impact		€2,203,000
Fundraising		€1,372,000
General & administration		€1,028,000
Result before change financial income/expenses		€395,000-
Result financial income/expenses		€10,000-
Interest		€20,000
Financial expenses		€30,000
Result after change financial income/expenses		€405,000-
Appropriation of result to designated reserves		€185,000-
Appropriation of result to designated funds		€402,000-
Continuity reserve movement		€182,000



Financial Summary

Chapter Eight

Introduction

CARE Nederland prepares its financial statements in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The detailed Annual Accounts 2016-2017 are presented separately and can be downloaded from the CARE Nederland website. The financial statements cover the period 1 July 2016 to 30 June 2017 (indicated as 2016-2017). All amounts are in EURO unless stated otherwise.

Balance sheet after appropriation of the result

Assets	30 June 2017	30 June 2016
Tangible fixed assets	34,255	40,585
Financial fixed assets	54,131	54,092
Receivables, prepayments and accrued income	20,549,991	23,691,992
Cash and cash equivalents	26,704,048	16,786,659
Total assets	47,342,425	40,573,328

Liabilities	30 June 2017	30 June 2016
Reserves and Funds	12,029,174	8,138,496
<i>Continuity reserve</i>	3,162,021	2,829,358
<i>Earmarked reserves</i>	2,832,017	2,770,126
<i>Earmarked funds</i>	6,035,136	2,539,012
Non-current liabilities	538,723	3,337,445
Current liabilities	34,774,528	29,097,387
Total liabilities	47,342,425	40,573,328

Statement of income and expenditure

Income	Result 2016-2017	Budget 2016-2017	Result 2015-2016
Income from own fundraising activities	9,352,309	11,400,000	4,932,670
Income from third-party campaigns	2,951,287	500,000	748,979
Grants	41,519,183	31,895,000	34,363,083
Interest and income from investments	28,816	20,000	59,337
Other income	145,163	-	1,711
Total income	53,996,758	43,815,000	40,105,780

Expenses	Result 2016-2017	Budget 2016-2017	Result 2015-2016
Expenditure on objectives	48,043,261	37,502,000	40,749,927
<i>Humanitarian Action</i>	<i>20,201,963</i>	<i>13,192,000</i>	<i>18,628,698</i>
<i>Sustainable Development</i>	<i>26,301,162</i>	<i>22,318,000</i>	<i>20,733,277</i>
<i>Multiplying Impact</i>	<i>1,540,136</i>	<i>1,992,000</i>	<i>1,387,952</i>
Costs of income generation	1,277,723	1,278,000	1,130,416
<i>Costs of own fundraising activities</i>	<i>1,224,589</i>	<i>1,220,000</i>	<i>966,799</i>
<i>Costs of raising income from third-party campaigns</i>	<i>8,226</i>	<i>-</i>	<i>111,598</i>
<i>Acquisition costs for institutional grants</i>	<i>44,908</i>	<i>58,000</i>	<i>52,019</i>
Management and administration costs	785,098	1,089,000	838,545
Total expense	50,106,082	39,869,000	42,718,888

	Result 2016-2017	Budget 2016-2017	Result 2015-2016
Balance of funds	3,890,676	3,946,000	2,613,108-

Appropriation of the result

	Result 2016-2017	Budget 2016-2017	Result 2015-2016
Result	3,890,676	3,946,000	2,613,108-
Continuity reserve	332,663	-	105,972
Earmarked reserves	61,891	43,000	121,667-
Earmarked funds	3,496,122	3,903,000	2,597,413-

“ We believe in urgent action, innovation, and the necessity of transformation - within the world and our own organisation.”



Specification of the organisation's costs

Allocation	Objectives		
	Humanitarian Action	Sustainable Development	Multiplying Impact
Grants & contributions	19,071,191	24,828,993	14,567
Public information & awareness campaigns	-	-	769,930
Staff costs	763,271	993,714	519,176
Housing costs	30,678	39,940	19,739
Office & general costs	331,298	431,320	213,168
Depreciation & interest	5,525	7,195	3,556
Total	20,201,963	26,301,162	1,540,136

Allocation	Actual 2016-2017	Budget 2016-2017	Actual 2015-2016
Grants & contributions	43,914,751	33,176,200	37,099,862
Public information & awareness campaigns	1,456,570	1,259,000	1,610,823
Staff costs	3,224,314	3,622,300	2,925,123
Housing costs	127,080	178,200	82,597
Office & general costs	1,360,476	1,602,300	981,611
Depreciation & interest	22,891	31,000	18,872
Total	50,106,082	39,869,000	42,718,888

	Fundraising Costs			Management / Administration	Actual 2016-2017
	Own Fundraising	Third-party Campaigns	Grants		
	-	-	-	-	43,914,751
	686,640	-	-	-	1,456,570
	317,992	8,372	25,186	596,603	3,224,314
	18,361	6	1,646	16,710	127,080
	198,288	152-	17,779	168,775	1,360,476
	3,308	-	297	3,010	22,891
	1,224,589	8,226	44,908	785,098	50,106,082

“ We know that by embracing differences, actively including a variety of voices, and joining together we can solve the world’s most complex problems.”



Personnel costs

Staff costs	Actual 2016-2017	Budget 2016-2017	Actual 2015-2016
Gross salaries	2,084,442	2,340,526	1,920,045
Holiday entitlement and holidays	216,584	265,927	203,480
Social security contributions	371,281	433,976	340,914
Pension contributions	280,792	257,371	209,757
Employee insurances	101,439	110,987	84,215
Commuting expenses	64,828	73,142	60,363
Year-end gratification	104,948	140,371	106,349
Total staff costs	3,224,314	3,622,300	2,925,123

Key performance indicators

Key performance indicators	Result 2016-2017	Target 2016-2017	Result 2015-2016
Expenditure on objective as a percentage of total income	89	86	102
Expenditure on objective as a percentage of total expenditure	96	94	95
Costs of own fundraising activities as a percentage of income from these activities	13	11	20
Management and administration expenses as a percentage of total expenditure	2	3	2

Independent auditor's report



To: the Supervisory Council of
Stichting Care Nederland

The accompanying summary financial statements on page 72 to 79, which comprise the summary balance sheet as at 30 June 2017, the summary statement of income and expenditure for the year then ended, and related notes, are derived from the audited financial statements of Stichting Care Nederland for the year 2016/2017. We expressed an unqualified audit opinion on those financial statements in our report dated 15 December 2017. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by the Guideline for annual reporting 650 "Charity organisations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting Care Nederland.

Responsibilities of the board of directors

The board of directors is responsible for the preparation of a summary of the audited financial statements in accordance with the notes on the financial statements.

Our responsibilities

Our responsibility is to express an opinion on the condensed financial statements and the related explanatory notes based on our procedures, which we conducted in accordance with Dutch Law, including the Dutch Standard 810 "Engagements to report on summary financial statements".

Our opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting Care Nederland for the year 2016/2017 are consistent, in all material respects, with those financial statements, in accordance with the accounting policies as disclosed in the notes to the financial statements.

Amsterdam, 15 December 2017
PricewaterhouseCoopers Accountants N.V.

J.L. Sebel RA



Appendix

Annual Report 2016-2017





Overview of programmes and projects running in 2016-2017

Nr.	Country	Programme/project
Humanitarian action		
1	Afghanistan	Afghanistan Joint Response (AFJR)
2	Afghanistan	Afghanistan Joint Response II (AFJR 2)
3	Ecuador	Earthquake Response
4	Ethiopia	Supporting Resilience in Drought-Prone Areas (SRDPA)
5	Ethiopia	Ethiopia Joint Response II (EJR 2)
6	Iraq	North Iraq Joint Response II (NIJR 2)
7	Iraq	North Iraq Joint Response III (NIJR 3)
8	Nepal	SHO - Earthquake Nepal
9	Pakistan	Enhancing Resilience by Strengthening Government Institutions to Roll-out Inclusive Community-based Disaster Risk Management
10	Peru	SOS Coastal EL Niño
11	Philippines	Moving Urban Poor Communities Towards Resilience (MOVE-UP)
12	Philippines	Response to Typhoon Melor - Support to Food Production and Livelihood Recovery
13	Somalia	Somalia Humanitarian and Emergency Response Project (SHERP)

	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
	4,545,300	504,403	Dutch Ministry of Foreign Affairs	START: January 2017 END: May 2017
	4,491,973	436,320	Dutch Ministry of Foreign Affairs	START: June 2017 END: November 2017
	468,720	468,720	European Commission (ECHO)	START: April 2016 END: July 2016
	2,516,102	515,208	European Commission (ECHO)	START: April 2015 END: October 2016
	4,396,051	346,055	Dutch Ministry of Foreign Affairs	START: June 2016 END: December 2016
	9,525,810	637,164	Dutch Ministry of Foreign Affairs	START: October 2015 END: March 2017
	5,918,460	381,320	Dutch Ministry of Foreign Affairs	START: March 2017 END: December 2017
	24,432,226	1,582,331	Stichting Samenwerkende Hulporganisaties (SHO/Giro 555)	START: April 2015 END: April 2017
	529,412	529,412	European Commission (ECHO)	START: May 2015 END: October 2016
	250,000	250,000	European Commission (ECHO)	START: March 2017 END: June 2017
	1,000,000	316,581	European Commission (ECHO)	START: February 2016 END: August 2017
	352,941	129,417	European Commission (ECHO)	START: April 2016 END: September 2016
	880,000	880,000	European Commission (ECHO)	START: May 2016 END: February 2017

Nr.	Country	Programme/project
14	Somalia	Somalia Somaliland Puntland Joint Response (SSPJR)
15	Somalia	Somalia Somaliland Puntland Joint Response II (SSPJR 2)
16	Somalia	Emergency Response for Disaster Affected Communities (ERDAC)
17	Somalia	SHO - Supporting Victims of Famine
18	South Sudan	South Sudan Joint Response II (SSJR 2)
19	South Sudan	South Sudan Joint Response III (SSJR 3)
20	Sudan	Lifesaving WASH Assistance & Increased Self-sufficiency for IDPs and Refugees
21	Syria	Syria Joint Response II (SJR2)
22	Syria	Syria Joint Response III (SJR3)
23	Yemen	Yemen Joint Response II (YJR2)
24	Yemen	Yemen Joint Response III (YJR3)
25	Yemen	SHO - Support Victims of Famine
26	Bolivia and Ecuador	Integrated Risk Management in Preparation and Rehabilitation after Disasters
27	Bolivia and Peru	Strengthening Effective Disaster Risk Management Capacities

	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
	2,500,000	581,999	Dutch Ministry of Foreign Affairs	START: July 2016 END: December 2016
	3,000,000	567,936	Dutch Ministry of Foreign Affairs	START: February 2017 END: August 2017
	880,000	880,000	European Commission (ECHO)	START: March 2017 END: December 2017
	34,746,564	466,316	Stichting Samenwerkende Hulporganisaties (SHO/Giro 555)	START: March 2017 END: February 2018
	11,000,000	1,013,858	Dutch Ministry of Foreign Affairs	START: January 2016 END: December 2016
	11,065,000	1,113,048	Dutch Ministry of Foreign Affairs	START: March 2017 END: December 2017
	1,934,457	1,934,457	European Commission (ECHO)	START: June 2016 END: May 2017
	12,000,000	898,738	Dutch Ministry of Foreign Affairs	START: March 2016 END: February 2017
	8,500,000	548,145	Dutch Ministry of Foreign Affairs	START: March 2017 END: December 2017
	6,720,392	1,784,745	Dutch Ministry of Foreign Affairs	START: December 2015 END: November 2016
	9,395,000	2,377,511	Dutch Ministry of Foreign Affairs	START: March 2017 END: December 2017
	34,746,564	1,600,000	Stichting Samenwerkende Hulporganisaties (SHO/Giro 555)	START: March 2017 END: February 2018
	1,058,823	1,058,823	European Commission (ECHO)	START: May 2017 END: November 2018
	1,859,042	1,859,042	European Commission (ECHO)	START: May 2015 END: October 2016

Nr.	Country	Programme/project
Sustainable Development		
28	Burundi	Improving the Sexual and Reproductive Health of Adolescents and Youth in Burundi (Conjoint)
29	Burundi	Addressing Root Causes - Respect Me / Nyubahiriza (ARC)
30	Democratic Republic of the Congo	Let's Govern Together / Tuongoze Pamoja
31	Democratic Republic of the Congo	Three Pebbles / Mawe Tatu
32	Democratic Republic of the Congo	NAP 1325 - Women, Peace and Security / Mwanamke, Amani na Usalama (MANU)
33	Ethiopia	Women for Women: Creating opportunities for Women in Enterprise Development
34	Ethiopia	Promoting Resilient Livelihoods (RESET II)
35	Haiti	Linking Relief, Rehabilitation and Development / Katie Nou Pi Bel
36	Madagascar	Integrated Action for Nutrition and Food / Actions Intégrées en Nutrition et Alimentation (AINA)
37	Madagascar	Improving Food Security and Income through Agriculture / Amélioration de la Sécurité Alimentaire et Augmentation des Revenus Agricoles (ASARA)
38	Madagascar	Improving Nutrition for Women and Children / Renforcement des Actions de Nutrition (RAN) (AINA follow-up)
39	Philippines	Proud of my Purok / Dijk van een Wijk
40	Somalia	Towards Self-Reliance II / Iskufilnaasho (TSR II)

	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
	14,286,968	7,459,811	Embassy of the Kingdom of the Netherlands (EKN)	START: December 2015 END: December 2020
	6,000,000	1,832,438	Dutch Ministry of Foreign Affairs	START: September 2016 END: September 2020
	770,454	770,454	European Commission (DEVCO)	START: April 2015 END: March 2018
	4,499,994	4,499,994	Embassy of the Kingdom of the Netherlands (EKN)	START: December 2015 END: May 2019
	2,000,000	711,950	Dutch Ministry of Foreign Affairs	START: January 2017 END: December 2019
	2,173,913	2,173,913	H&M Foundation	START: February 2015 END: January 2018
	6,600,000	6,600,000	European Commission (DEVCO)	START: October 2016 END: March 2020
	7,158,750	2,574,770	European Commission (DEVCO)	START: April 2013 END: April 2017
	12,500,000	1,693,501	European Commission (DEVCO)	START: August 2013 END: December 2016
	2,749,325	2,749,325	European Commission (DEVCO)	START: January 2014 END: December 2017
	1,051,109	1,051,109	European Commission (DEVCO)	START: June 2014 END: December 2017
	2,153,500	649,058	Dutch Postcode Lottery / Nationale Postcode Loterij (NPL)	START: June 2014 END: August 2017
	2,260,000	2,260,000	European Commission (DEVCO)	START: November 2013 END: August 2017

Nr.	Country	Programme/project
41	Somalia	Your Environment is Your Life / Degaankaagu Waa Noloshaada
42	Somalia	Somalia Resilience Program (SOMREP)
43	Somalia	Education for Empowerment II / Hormarinta Elmiga II
44	Somalia	Education is Light II / Waxbarashadu Waa Iftiin II
45	Somalia	Strengthening Civil Society Organisations and Public Sector Engagements in Somalia (SCOPEs)
46	Somalia	The Bridges
47	Somalia	Durable Solutions for IDPs and Returnees in Somalia (DSIRS)
48	South Sudan	Addressing Root Causes (ARC)
49	Sudan	Secure Economies and Diversified Livelihoods for Peaceful Coexistence (SEED)
50	Yemen	Strengthening Community Capacity in Peace Building in Yemen
51	Ethiopia, Guatemala, Mali, Indonesia, Philippines and Uganda	Strategic Partnership: Partners for Resilience II (PFR II)
52	Somalia and Sudan	Chronic Crisis: Resilience in the Horn (RitH)
53	Afghanistan, Burundi, Pakistan, Rwanda, Somalia and Sudan	Strategic Partnership: Every Voice Counts (EVC)
54	Burundi, Guatemala, Indonesia, Ivory Coast, Jordan, Nepal, Peru, Philippines, Sierra Leone, Sri Lanka and Zambia	Women in Enterprise Phase I - Strengthening Women: A Catalyst for Positive Change
55	Guatemala, Ivory Coast, Jordan, Peru, Sierra Leone, Sri Lanka and Yemen	Women in Enterprise Phase II - Taking Enterprise Development for Women Empowerment to Scale

	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
	8,000,000	8,000,000	European Commission (DEVCO)	START: February 2013 END: August 2017
	12,777,778	2,955,730	European Commission (DEVCO)	START: February 2016 END: January 2019
	3,488,207	3,488,207	European Commission (DEVCO)	START: September 2015 END: August 2018
	7,368,421	3,509,303	European Commission (DEVCO)	START: September 2015 END: March 2018
	1,066,667	1,066,667	European Commission (DEVCO)	START: January 2016 END: December 2017
	3,888,889	3,441,748	European Commission (DEVCO)	START: December 2016 END: November 2019
	10,000,000	4,849,093	European Commission (DEVCO)	START: January 2017 END: August 2020
	5,994,959	5,994,959	Dutch Ministry of Foreign Affairs	START: September 2016 END: August 2021
	1,500,000	1,500,000	Dutch Ministry of Foreign Affairs	START: December 2014 END: November 2016
	1,500,000	1,500,000	Dutch Ministry of Foreign Affairs	START: November 2016 END: October 2019
	50,366,250	8,771,046	Dutch Ministry of Foreign Affairs	START: January 2016 END: December 2020
	3,750,000	3,750,000	Dutch Ministry of Foreign Affairs	START: March 2014 END: February 2017
	16,352,680	16,352,680	Dutch Ministry of Foreign Affairs	START: January 2016 END: December 2020
	5,157,625	5,157,625	H&M Foundation	START: February 2014 END: January 2017
	6,271,886	6,271,886	H&M Foundation	START: April 2017 END: March 2020



This is a publication of:

CARE Nederland

Parkstraat 19

2514 JD Den Haag

+31 70 310 50 50

general@carenederland.org



This publication is printed on FSC-certified paper