

# Annual Report 2017-2018

CARE Nederland





## Foreword

The annual report in front of you narrates a year in the life of CARE Nederland, reflected in numbers, facts, stories and project examples. It shows the fruit of our collaborations with CARE country offices, partner organisations and local communities. Our shared goal is to strengthen these communities, enabling them to create opportunities and take charge of their own development and decisions.

Time and again I am humbled by the ambition, motivation, talent and capabilities of the people in the communities where we work: women entrepreneurs in the slums of Addis Ababa in Ethiopia, who have become self-reliant and confident in running their small businesses and are now supporting other women in doing the same; or communities in Jordan that are willing and able to include Syrian refugees in their own organisations and networks, supporting them in building a new and safer life away from home.

Violent conflict, lack of economic opportunities and climate change threaten the livelihoods of the people we work with. Their experiences and challenges allow us to gain an understanding of what is needed and to offer the right type of support at the right time. We aim to respond to specific needs and to help generate the conditions required for vulnerable and excluded groups to thrive and become resilient. We particularly focus on strengthening the position of women. Not only because they are often most affected by conflict and disaster, but also because we believe in their power, potential and in the role they play in creating a better world.



Today's world is profoundly interconnected and problems that originate through conflict, climate change and unequal power relations can no longer be left to any one group to deal with alone. That is why we enhance equitable relationships between groups in the global South and North – where some might be more privileged than others, but where we all have a shared responsibility in finding solutions to global issues that affect local communities.

I am grateful for the committed and hard-working team at CARE Nederland that I get to work with every day, and also for all the collaborations and contributions we receive – from the gifts of our individual donors to the engagement and knowledge of civil society and corporate organisations, as well as the vital institutional support from partners such as the Dutch government and the European Union. All of you offer us a unique potential to make a difference. Your involvement in our networks helps us to bring new ideas and solutions to our partners worldwide. I would like to take this opportunity to thank you for supporting us as we increase our impact.

I hope you enjoy this snapshot of our activities and results, and I look forward to our continued collaboration!

*Reintje van Haeringen*

**Reintje van Haeringen, Executive Director**

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## Who we are

CARE Nederland is one of the 14 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 in fragile settings.

## Our 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.

## What we do

### Our roles

- 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 settings.
- 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.

Through our work, we contribute to the Sustainable Development Goals 1, 2, 5, 6, 8, 10, 13, 15, and 16.



## Our areas of expertise

### Humanitarian Emergencies

We raise awareness of humanitarian emergencies 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 methods to help communities recover and rebuild better lives than they had before.

### Climate Change & Resilience

Climate change is the single most important contributor to the increase in unpredictable natural disasters. Marginalised people living in deprived conditions – often women – are affected most. We raise awareness of the devastating effects of climate change. In addition, we implement innovative solutions to help communities become more resilient to climate change.

### Governance & Stability

Half of the world's poor live in fragile settings. Inclusive governance processes are essential for countries transitioning out of fragility and into more stable societies. Therefore, 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.

### 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 strategic objectives for 2020

### HUMANITARIAN ACTION

Vulnerable people, particularly women and girls, who are affected by conflict or natural hazards:

- will receive quality, life-saving humanitarian assistance
- will have the capacities and assets to rebuild better livelihoods

### SUSTAINABLE DEVELOPMENT

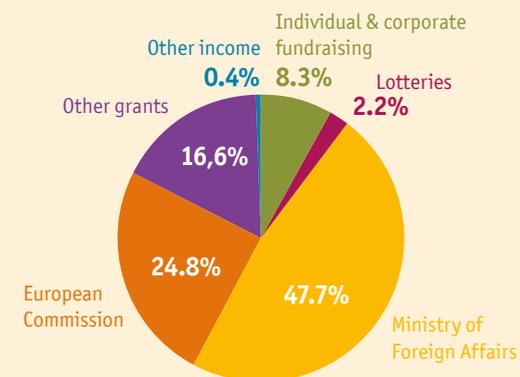
Vulnerable people, women in particular:

- will have the capacities and assets to deal with natural hazards
- will influence decision-making processes affecting their lives
- will have increased control over their sources of income and are able to sustain this control over time

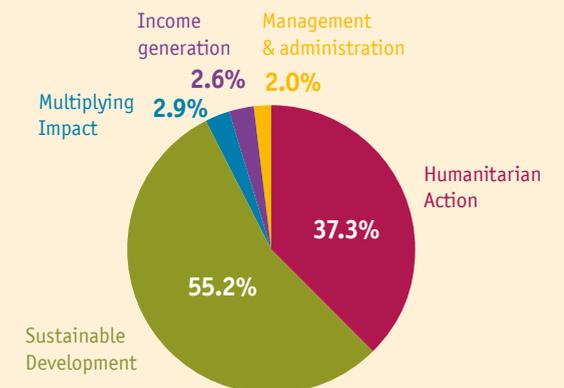
### MULTIPLYING IMPACT

- Our most successful approaches will be replicated and scaled up by relevant stakeholders
- Our evidence-based policy recommendations will be embedded in national and international policies
- We will have established a community of active private supporters

### Total income 2017-2018 € 41,507,156



### Total expenses 2017-2018 €44,472,417



# Results 2017-2018



In 2017-2018, we carried out **50 projects in 27 countries**. Through our projects, we reached **2,728,499 people**, of whom **1,472,568** were women or girls.



## Sustainable Development

Through our Sustainable Development projects, we reached **1,393,096 people** of whom **800,923** were women or girls.



We cooperated with **22 CARE country offices**, **43 local partners** and **29 international NGOs**, enabling us to work in an efficient and effective way.

### A selection of our achievements:

- 21,303 women and 903 young people** learned more about inclusive governance and their rights and responsibilities as citizens through trainings
- 221,065 people** were actively involved in actions to change policies and plans to adapt to and mitigate the effects of climate change
- 35,000 people** are now covered by early warning and disaster risk management plans
- 10,891 women** were strengthened in their capacity to perform economic activities through business and vocational skills training

## Humanitarian Action

Through our Humanitarian Action projects, we reached **1,335,403 people** of whom **671,645** were women or girls.



We cooperated with **11 CARE country offices**, **16 local partners** and **20 international NGOs**, enabling us to work in an efficient and effective way.

## 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 shared knowledge** by organising and/or speaking at conferences and seminars
- We signed up** to host a new platform within CARE International: the Climate Change and Resilience Platform (CCRP)
- We hosted** a solidarity campaign for the people of Yemen which was supported by Dutch celebrities
- We organised** several events in honour of International Women's Day to draw attention to the need for gender equality

### A selection of our achievements:

- 108,827 people** were provided with cash-transfers
- 567,503 people** were provided with access to sufficient and safe water
- 337,204 people** were provided with hygiene support
- 30,875 people** were trained and supported to rebuild better livelihoods and become more resilient

# The **WORLD** of **CARE** Chapter 1

## 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 93 countries worldwide.

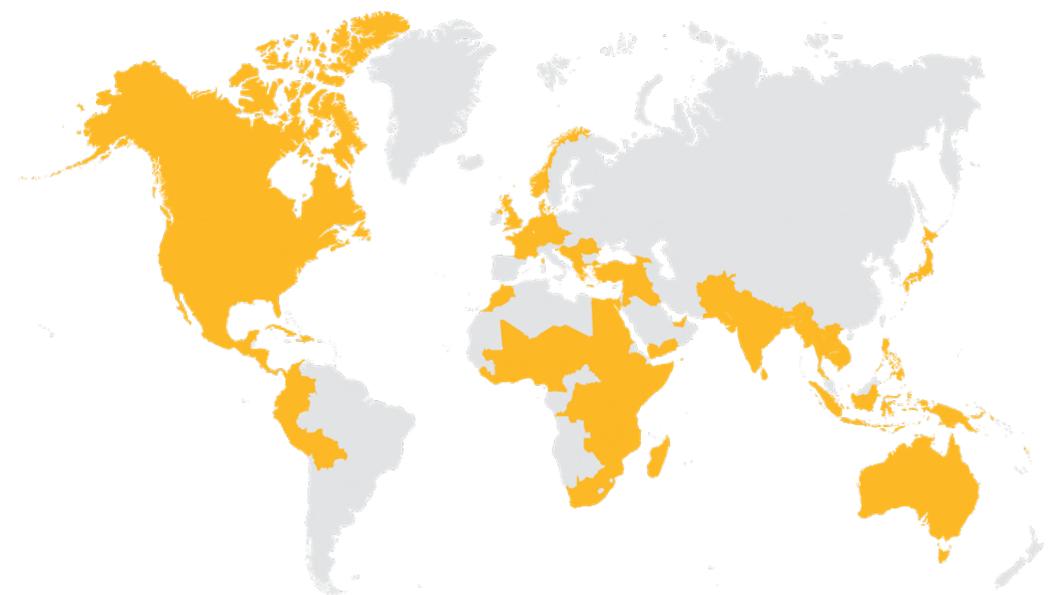
CARE Nederland is one of CARE International's 14 member organisations. As an organisation, we respond to emergencies, address poverty and its root causes, and constantly seek opportunities to expand our impact beyond the communities we work in. We focus our work on the specific needs of women and girls in fragile settings.

### Our vision and mission

We adhere to the CARE 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 2017, CARE International worked in 93 countries



# What we do

We carry out three roles for combatting 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 settings. 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.

Through our work we contribute to the following Sustainable Development Goals:



## HUMANITARIAN ACTION

### Strategic objectives 2016-2020

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

### Goal

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

### Result

- From 2016 to 2018, we reached 3.2 million people affected by humanitarian crises.



## SUSTAINABLE DEVELOPMENT

### Strategic objectives 2016-2020

- Vulnerable people, particularly women, will have the capacities and assets to deal with natural hazards exacerbated by climate change and degrading ecosystems and will live in an environment that enables them to do so.
- Vulnerable people, particularly women, will influence decision-making processes affecting their lives.
- Vulnerable people, particularly women, will 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.

### Result

- From 2016 to 2018, we reached two million people through our Sustainable Development programming.



## MULTIPLYING IMPACT

### Strategic objectives 2016-2020

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

### Goal

- 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.

### Results

- From 2016 to 2018, several of our approaches were replicated by other NGOs.
- From 2016 to 2018, we helped influence policies on several occasions.
- From 2016 to 2018, we established a community of 57,000 supporters.

# How we work

## Our areas of expertise

Our work is focused on four areas of expertise:

### Humanitarian Emergencies

CARE is among the first to arrive and the last to leave during a humanitarian crisis. We respond to today's emergencies and help people prepare for the emergencies of tomorrow. Because emergencies impact men differently than they do 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. Furthermore, we raise awareness of humanitarian emergencies and mobilise funds from our donors, the private sector and the general public, which can then be channelled quickly and efficiently to those in need. Our flagship Humanitarian Action programme is comprised of 'Joint Response' projects that we implement together with our partners in the Dutch Relief Alliance (DRA).

### 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 strengthen women's capacities and strive to create environments and conditions for women to be successful as entrepreneurs. Our Women's Economic Empowerment flagship programme is the 'Women in Enterprise' programme.

### 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 in their changing environments. 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.

## 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, we are transparent in what we do, and we 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 by working 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.



# Where we work

In 2017-2018, we implemented **50 projects** in **27 countries**:

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



In **Latin America and the Caribbean**, we reached **16,506 people** of whom **10,696** were women or girls

In **Africa**, we reached **1,793,919 people** of whom **1,005,837** were women or girls

In the **Middle East**, we reached **848,588 people** of whom **420,300** were women or girls

In **Asia**, we reached **69,487 people** of whom **35,736** were women or girls

# Humanitarian Action

## Chapter 2

### Introduction

In 2017, 201 million people required humanitarian assistance worldwide, 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, which enables cooperation, reduces redundant efforts and ensures that people in need receive aid.

In recent years, we have been confronted with more and more protracted crises. In Syria, Yemen and South Sudan for instance, ongoing conflicts are affecting entire generations that are growing up in countries without hospitals, schools or basic infrastructure. Solutions are not yet in sight. CARE Nederland has responded to this development with an increased focus on creating a viable future for affected communities. To achieve this, we include income generation and meaningful employment in our Humanitarian Action programmes in addition to shelter, food security, and water, sanitation and hygiene (WASH).

Within Humanitarian Action, we focus on two of our areas of expertise: Humanitarian Emergencies and Climate Change & Resilience. Our flagship Humanitarian Action programme includes 'Joint Response' projects that we implement together with our partners in the Dutch Relief Alliance (DRA).

### Results 2017-2018

In 2017-2018, we implemented 23 Humanitarian Action projects in 12 countries. The main sources of funding 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, 15 were primarily focussed on providing emergency aid and eight included additional attention for recovery and resilience.

Through our Humanitarian Action projects, we reached **1,335,403 people** of whom **671,645** were women or girls.



We cooperated with **11 CARE country offices**, **16 local partner organisations** and **20 other NGOs**.

### Emergency Response

- **14,118 people** were provided with shelter packages
- **27,645 people** were provided with food or food vouchers
- **4,204 people**, of whom 1,623 pregnant and lactating women and 2,581 children under 5, were admitted to feeding programmes
- **108,827 people** were provided with cash-transfers
- **337,204 people** were provided with hygiene support through awareness-raising sessions and hygiene kits
- **567,503 people** were provided with access to sufficient and safe water for domestic use
- **20,465 people** were reached with awareness raising on gender-based violence and protection

### Recovery & Resilience

- **30,875 people** were trained and supported to rebuild better livelihoods and become more resilient
- **7,688 government officials and army officers** were trained in disaster preparedness and disaster risk management
- **56 communities and 1,291 community members** were trained and strengthened in their capacity to reduce and prepare for disasters

# Shelters for Rohingya refugees in Bangladesh

Rohingya Joint Response I & II

Since August 2017, over 800,000 Rohingya refugees have fled from Myanmar into Cox's Bazar in Bangladesh. Shortly after this began, the Dutch Relief Alliance (DRA) started a Joint Response with life-saving WASH, shelter and protection activities. CARE focussed on providing shelter and non-food items. Humanitarian Programme Officer Claire Burger is the 'linking pin' between the DRA consortium partners and implementing organisation CARE Bangladesh.

## What was CARE Nederland's role in this Joint Response?

"CARE has been working in Bangladesh for many decades, so we were able to respond quickly, providing food, shelter materials and household equipment. In November, Dutch government humanitarian funding became available via the DRA to respond to this acute crisis. Five organisations formed a consortium, with Oxfam Novib as the lead organisation. Because of the huge influx of refugees, camps were quickly established with mainly temporary shelters. CARE took on the management in one of the refugee camps, Camp 16, and was responsible for the overall coordination of 22,000 refugees (5,000 families) living in this location. Within this project, we were able to provide shelter support, shelter kits and technical support."

## What's the situation like in Cox's Bazar?

"Cox's Bazar is in a low-lying and exposed area. And this was the largest influx of refugees in a short time – the population density in the camps is over 60,000 people per square kilometre. So, there were challenges. Shelters were built close



together on steep hills. There was the risk of injury and landslides. We helped families to move their shelters and relocate to higher ground and provided materials like bamboo and tools for strengthening the shelters."

## Was there a specific focus on women and girls?

"In providing the shelters, everyone was targeted. But there are a lot of women and girls in the camp. The most vulnerable people were given the items first: the elderly and female-headed households. Also, there were issues of privacy. Initially, there was no separate space for women and girls. Due to cultural and safety factors, women weren't allowed to leave their shelters. Many had already suffered gender-based violence and then found themselves trapped in shelters. Women-friendly spaces were created within the camp, and we referred women to other means of support."

*"Our local partners have good access to people and better cultural understanding than we do."*

## What has been the result so far?

"The Joint Response is an ongoing programme. The first phase ended in April. During this phase, we provided shelter materials to over 14,000 people (3,200 households). We trained everyone in the camp – so 22,000 people – on how to make the shelters safe and how to build them properly. The shelters of 4,000 people were upgraded with extra sandbags and construction materials, and some structures were moved. Working with a local organisation contributed to our success. The organisation carried out the actual distributions and handled the identification and registration of refugees. We're committed to supporting local structures, capacity, skills, and expertise, and our local partners

have good access to people and better cultural understanding than we do."

## What's the outlook for the refugees?

"In the second phase, from May to October, we implemented further improvements to shelters and the camp itself. That was an emergency need because June and July are the monsoon season. There were concerns that camps could be destroyed, and people would lose their homes again. We are now upgrading shelters to make them safer and more robust. Unfortunately, the crisis is continuing. It is unlikely that the refugees will be able to return home soon, and meanwhile, they can't work, travel or obtain legal status. They're stuck in the camps. CARE will continue to support them."



## About the project

**Country:**  
Bangladesh

**Theme:**  
Humanitarian Emergencies

**Duration:**  
November 2017 – October 2018

**Results 2017-2018:**  
Over 14,000 people were provided with shelter materials and 22,000 people received training on building shelters.

**Donor:**  
Dutch Ministry of Foreign Affairs

**Total CARE budget:**  
€ 446,974 (phase I) and  
€ 550,182 (phase II)

# Preparing for Disasters

Building Resilient Communities in Ecuador and Bolivia

Large amounts of money are spent on humanitarian action to help the victims of natural disasters, such as drought, flooding, earthquakes and hurricanes. “What if we spend a fraction of this money to help people better prepare for and mitigate disasters? This is what we do through our resilience programming,” says Gert van Leersum, programme officer at CARE Nederland. “From simulating evacuations and planning essential care for children and the elderly, to learning how to use the land in environment-friendly ways, we are making people more resilient.”

Poor people suffer the most from natural disasters. They often live in high-risk areas and their houses are not prepared for calamity. That’s why we help communities plan ahead - so they are ready when disaster strikes. CARE Nederland also goes one step further: “We discuss environmental issues and how they relate to natural disasters,” Van Leersum says. “For example, we try to make sure that agriculture doesn’t destroy the forests so landslides can be prevented.”

## Evacuations

In Ecuador, the 2016 earthquake caused death and destruction in several areas of the country. One component of our resilience approach is ‘building

back better’. For example, rather than hanging new electricity cables on poles, we install them in cable trays in the ground, so they are less vulnerable to extreme weather conditions. We also conduct evacuation drills in marginalised urban neighbourhoods. “Often, the police don’t want to help us, because they find certain areas too dangerous to go into,” Van Leersum says. “When we work with the communities, we see that they enjoy organising things themselves, and often the neighbourhood becomes safer.”

## E-learning

In Bolivia, CARE Nederland’s resilience work is challenged by constant shifts in political power. “Just as you’ve finally convinced the village mayor that we should, for example, shift a riverbank, the village gets a new mayor, and you have to start all over again,” Van Leersum explains. “That’s why CARE Nederland is now developing an e-learning tool for municipal officials that explains the resilience approach. We’ve already developed one together with CARE Peru. The e-learning tool has proved useful in both Ecuador and Bolivia, and now there’s interest from Guatemala as well.” Van Leersum says this shows that the value of sharing knowledge shouldn’t be underestimated.



**Luis Salamanca** from CARE in Bolivia has collaborated with CARE Nederland since 2013: “Our collaboration builds on open dialogue, and if there’s a problem we can always discuss it. I’m especially proud of our joint project, Building Resilient Communities. Giving technical assistance to the central government in the implementation of public policy in disaster management has been very gratifying, and we have had the full support of CARE Nederland.”



## About the project

### Countries:

Bolivia & Ecuador

### Theme:

Climate Change & Resilience

### Duration:

May 2017 – November 2018

### Results 2017-2018:

5,400 army officers and 358 government officials were trained on disaster risk management; 26 community response plans were developed; 24 Risk Management Committees were formed and each of the 459 members was trained in emergency response and community monitoring.

### Donor:

European Commission

### Total CARE budget:

€ 900,000





## About the project

**Countries:**  
Ethiopia & Somalia

**Theme:**  
Humanitarian Emergencies

**Duration:**  
May 2018 – December 2018

**Results 2017-2018:**  
A total of 94,710 persons were reached.

**Donor:**  
Dutch Ministry of Foreign Affairs

**Total CARE budget:**  
€ 618,955

# Food security and health in Ethiopia and Somalia

## Horn of Africa Joint Response

**In the Horn of Africa, millions of people face hunger due to ongoing drought and local conflicts. CARE Nederland took the lead in a Joint Response of the Dutch Relief Alliance (DRA) in Somalia and eastern Ethiopia to help some of the most vulnerable people affected by the crisis. CARE Programme Officer Fatma Wakil is based in Nairobi and responsible for the coordination of the project. Her job includes communicating between the participating partners of the DRA and the CARE office in the Netherlands, managing the joint budget, and utilizing opportunities for joint learning and exchange.**

### The Joint Response operates in two countries. What are the objectives?

“The objectives are to improve access to essential health care services and avoid morbidity and mortality. We have rehabilitated basic health facilities and trained health workers, and we now have mobile health teams to provide health care. What’s more, we distributed food vouchers and cash transfers that people could use for their daily needs. In Ethiopia, we focus on WASH activities and food security. We have provided water treatment chemicals and hygiene kits and rebuilt latrines, ‘berkads’ (water reservoirs) and hand-dug wells for domestic use. To provide food security, we vaccinated livestock and worked to restock sheep and goats.”

### What did the participating partners of the DRA do?

“We followed the situation closely and had monthly calls and regular meetings with the partners, so we could be very proactive in delivering information. This prevented a disconnect between staff based in The Hague and colleagues in the field. Although both countries are impacted by drought, there has been a lot of rainfall in April and May and a cyclone hit the north of Somaliland. Also, in May, there was communal violence between groups in Somaliland and Puntland. Therefore, some partners haven’t been able to implement some of their activities. Because they quickly provided information about the situation and the changes they wanted to make in their programme, we as an alliance could respond adequately. Because of the temporary suspension of activities, the Joint Response was extended to December 2018.”

### What has been the benefit of the joint learning and exchange between DRA partners?

“During the kick-off and inception phases, the partners wanted to make sure they were on the same page so that the collaboration would run smoothly and they could deliver tailor-made aid. We used several opportunities to learn from each other. For example, integrating nutrition and health was new for CARE Somalia, but other partners had more experience with it. Also, we wanted to provide equal modalities of food vouchers and restocking. The prices in Ethiopia had risen, and we had to learn where and when to buy goats and sheep and how to reach more people. The partners each faced similar challenges, but all were committed to reinforcing each other as well as the local implementing partners.”

### What is the outlook for the people in the Horn of Africa?

“Together with our partners, we emphasize the fact that, even though there has been a decent amount of rainfall in the Horn, this doesn’t necessarily mean that the needs have been fulfilled. There is a lot of malnutrition. The livestock is young and vulnerable and can’t produce a lot of milk yet. The grasslands are recovering, and we don’t know if the next monsoon season is going to bring as much rain. The Somali region in Ethiopia is very unstable, with ongoing communal conflicts and many internally displaced persons. After this acute crisis, there will be a protracted crisis response for twelve months, as advised by the DRA’s early warning group. Other partners will continue to work on early recovery for the people affected by this crisis.”



## An interview with... Jolien Veldwijk



**Jolien Veldwijk**

Assistant country director in Yemen since 2016  
Born in the Netherlands in 1982  
With CARE since 2013

Since 2016, Jolien Veldwijk has been working as an assistant country director in Yemen. When she first arrived, she found a country in severe crisis, and the situation has only deteriorated since. In the middle of this humanitarian disaster, CARE is looking for new ways to increase the resilience of the Yemeni population.

**It is estimated that 3 out of 4 people in Yemen are reliant on humanitarian aid in order to survive, 8 million people are on the brink of famine, 2.4 million people are internally displaced, and 2 million children are not going to school. So where do you start?**

"It's not easy to work in a country where the state is not functioning. People look to us to provide what the state would normally provide: healthcare, education, infrastructure and housing, for instance. As the crisis grows, so does our work. Last year, we worked in more locations, with more people, and had more money to spend. But our efforts are simply not enough to reach all the people in need of help. A peace agreement would be the only real solution, but we have little hope for that at the moment. In the meantime, we do what we can."

**Last year, you started a European Union-funded project to give cash to the people who need it most. How does that work?**

"Participants receive one hundred euros a month for nine months, so they can count on a stable income. It's up to them to decide what they will spend this money on. They can use it to buy food or medicines or to improve the health of their families. But they can also invest it in the future, for example, by buying tools that will enable them to pick up their jobs again. To guide this

process, we set up community committees. These committees decide which people will receive the money and evaluate what the money is being spent on."

**What other projects has CARE Nederland worked on in Yemen the last year?**

"A very special project funded by the H&M Foundation is aimed at economically empowering women by supporting them in starting their own businesses. It's great to see how this also empowers them socially and politically. Another project aimed at women involves sparking a community dialogue on women's rights. This focus might seem strange for a country in a severe crisis, but we cannot go on providing emergency aid forever. We also have to look for solutions to increase people's resilience over the long term."

**Hind Abbas, communications officer at CARE Yemen:** "Peace has to take the place of destruction. Development and infrastructure have to take the place of starvation. Laughter and happiness and normality should take the place of the endless stories of sadness and destruction and death. Yemenis deserve more than this. Yemen deserves better."

*In: The Guardian, March 26, 2018*



# Sustainable Development

## Chapter 3



### Introduction

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

- 'Partners for Resilience' for Climate Change & Resilience
- 'Every Voice Counts' for Governance & Stability
- 'Women in Enterprise' 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 projects in cooperation with local partners. In addition, we provide capacity-strengthening support focussing on our core themes and other topics, such as finance and planning, monitoring, evaluation and learning.

### Results 2017-2018

In 2017-2018, we implemented three Sustainable Development flagship programmes and 24 projects in 22 countries. The main sources of funding were the Dutch Ministry of Foreign Affairs, the European Commission via DEVCO and the H&M Foundation.

### Climate Change & Resilience

- 221,065 people were actively involved in actions to change policies and plans to adapt to and mitigate the effects of climate change
- >100 governance structures were strengthened in their capacity to adapt to and mitigate the effects of climate change
- 35,000 people are now covered by early warning and disaster risk management plans

Through our Sustainable Development projects, we reached **1,393,096 people** of whom **800,923** were women or girls.



We cooperated with **22 CARE country offices**, **43 local partner organisations** and **29 other NGOs**.

### Governance & Stability

- 21,303 women and 903 young people learned more about inclusive governance and their rights and responsibilities as citizens through trainings
- 180 civil society organisations and 582 women and youth groups were strengthened in their lobbying and advocacy skills
- 127 dialogue and negotiation processes were started to increase participation of women and youth in decision-making.
- 4 policy guidelines related to gender-based violence and women's political participation were adopted by local governments

### Women's Economic Empowerment

- 10,891 women were strengthened in their capacity to perform economic activities
- 182 Village Savings & Loan Associations (VSLAs) were established
- 3,875 female VSLA members now have access to loans from joint savings
- 908 husbands and sons were engaged and trained in gender concepts, entrepreneurship and life skills

# Taking Women Empowerment to Scale

## Women in Enterprise

Women and girls make up the majority of the world's poorest people and are more economically excluded than men on virtually every global measure. Therefore, it is imperative that women and girls gain more access to skills and tools. The Women in Enterprise programme is run by CARE Nederland and funded by the H&M Foundation. In this programme, women form network support groups and receive training and access to finance so they can start their own businesses. "Having a support network of other women really helps women to grow their business acumen," says Solange Hai, programme manager at CARE Nederland.

### How did the Women in Enterprise programme come about?

"After a successful first phase of the Global Women in Enterprise Programme, CARE Nederland and the H&M Foundation are taking a deeper look into the dynamics of women-led entrepreneurship. Part of the new project is research: we want to figure out how we can upscale the programme. Should we work with microfinance institutions toward producing gender-specific products and services? Or should we partner with organisations with digital expertise? Or should we collaborate with government units, so our training programmes can be implemented by government employees as well? We've seen a wide variety of proposals coming out of the country offices and local partners we're working with. The advantage of a multi-country programme is that you can collect and share more knowledge."

### What are the challenges?

"Women still face huge obstacles in gaining access to larger loans. Even though working with microfinancing has been successful, we're probably at a point where women need to transition to traditional financial institutions. But how do we convince these institutions to invest in women? I hope that one day, the benefits of loans to women will be as self-evident as the benefits of student loans."

### Can you tell us something about Unlikely Entrepreneurs?

"This is a profile series that portrays the women we're working with in the Women in Enterprise programme. Reading their personal stories will hopefully change people's idea of what an entrepreneur looks like. Take the case of Samar, from Yemen: she is a single mother in a war-ridden country that has strict gender expectations and norms. But Samar runs her own bakery and pastry shop. Even though Yemen is a conflict zone, people still get married, people still celebrate. With her pastries, Samar adds a little sweetness to their lives."



**Subitha Partheepan** (36) from Sri Lanka is the owner of a small business that produces

a wide variety of products ranging from handmade artificial flower arrangements to home-wares and baby products. "My wish is to ensure that my knowledge and this business live on after I am gone, so I am training one of my team members to run the enterprise in my absence."



**Sandra Xiquín** (30) from Guatemala is the president of a successful women's farming export cooperative with 450 members. "Not being able to put your children through school is like blindfolding them when all they need is to see."



**Samar Khan** (36) from Yemen lost her pastry shop in an explosion.

She received a loan to reopen her business and now she is baking almost every day. She has many customers and caters for weddings and special events. "In this community, being a woman is very difficult. When I opened my shop, everybody looked at me as a woman who was not able of anything. I proved them wrong."



**Marian Kamara** (49) from Sierra Leone runs a retailing business and helps young women

entrepreneurs by mentoring and coaching them. "Women are expected to work hard, but they're not allowed to succeed. But I was born to be an entrepreneur, and now I am one of the most successful retailers in my region."



## About the programme

### Countries:

Guatemala, Ivory Coast, Jordan, Peru, Sierra Leone, Sri Lanka, Yemen

### Theme:

Women's Economic Empowerment

### Duration:

April 2017 – March 2020

### Results 2017-2018:

5,891 women have an increased capacity to perform economic activities through business and vocational skills training.

### Donor:

H&M Foundation

### Total CARE budget:

€6,271,886

# Peacebuilding and economic empowerment in South Sudan

Addressing Root Causes of Violent Conflict

The people of South Sudan have seen decades of conflict, and the country is now one of the poorest worldwide: 60% of the population is food-insecure (more than 6 million people face acute food-insecurity), and there is hardly any infrastructure. Refugees remain displaced throughout the region because they cannot afford to travel further. There are 2 million displaced persons in South Sudan, and another 2.5 million living in neighbouring countries. “Despite this dismal context, it is possible to achieve a lot with small, local interventions,” says Cornelia de Winter, programme officer at CARE Nederland. “The land is fertile, and the people are really keen to rebuild their lives and invest in their communities despite the instability.”



Addressing the root causes (ARC) of conflict in South Sudan means using a two-pronged approach of peacebuilding and economic empowerment. One of the things CARE Nederland does in South Sudan is form and facilitate Peace Committees and Peace Clubs. Peace Committees mediate and adjudicate in local, small-scale conflicts. They traditionally consist of older men, but ARC also includes women, young people and people returning from refugee camps elsewhere. “We’ve seen from practical experience that diversity helps to prevent and resolve conflicts. Diverse committees are more accessible to all population groups. For example, women talk more openly about their problems

with other women, so more issues are detected in a timely manner and private conflicts – which could easily escalate into larger conflicts – can be addressed and escalation avoided,” De Winter says. In total, over 150 conflicts have been resolved so far.

## Peace Clubs question violent behaviour

The Peace Clubs teach teenagers about non-violent conflict resolution – for instance in the event of cattle raids, which happen frequently in South Sudan. The underlying reason for these raids is that dowries, which mostly consist of cattle, have become increasingly expensive, and many people rely on cattle farming as their only source of income. So young men go on cattle raids to pay for the dowry, which leads to revenge raids by the disadvantaged party. “There is a lot of social and peer pressure on these boys: if you don’t join, you’re not a real man. That’s why we’re providing teaching materials tailored to the specific issues they face,” De Winter explains. Training is conducted by local

staff. “We’re now in ARC’s second year. I can’t say the raids have stopped, but at least people are talking about them and seeking alternatives to revenge.”

## Former refugees as valued members

The other component of CARE Nederland’s ARC work in South Sudan consists of implementing the proven success model of the Village Savings and Loan Association (VSLA). A VSLA is a self-managed group without external funding that provides its members with a safe, locked box to save their money, access loans and obtain emergency insurance. The effects are economic as well as social: “The members form peer networks and share information, about market prices for instance,” De Winter says. Also, there are many returned refugees in South Sudan. “Their arrival is a potential source of conflict: they need houses to live in, but resources are scarce. But when the returnees join a VSLA, they often become valued members. Since they’ve been abroad, they bring new insights and skills to the village. Many have been exposed to NGO activities in refugee camps, so they know about women’s economic empowerment and gender equality, and they can share this knowledge.” CARE also facilitates peer-to-peer learning among both peace committees as well as VLSAs by organising regular meetings between these groups.

**Adau Asok Khor** (25) joined a CARE-supported VSLA in 2017. She started out as a street vendor in Twic East in Jonglei State, preparing tea and bread for customers. She would deposit most of her earnings in her VSLA account while using some money as business capital and some for food. Five months later, she was able to invest her savings and obtain a loan for her business, allowing her to open her own restaurant. “My business is now growing. I have four people working for me, and I am happy that I am also able to support other families in earning an income through employment.”



## About the project

**Country:**  
South Sudan

**Theme:**  
Governance & Stability

**Duration:**  
September 2016 – August 2021

**Results 2017-2018:**  
66 Village Savings & Loan Associations were established, consisting of 1,320 female and 330 male members; 12 peace committees and 8 peace clubs were established; 156 conflicts were peacefully resolved; 8 of the 19 targeted communities reported an increased capacity to influence formal and informal human security authorities.

**Donor:**  
Dutch Ministry of Foreign Affairs

**Total CARE budget:**  
€5,994,959



## About the project

**Country:**  
Yemen

**Theme:**  
Governance & Stability

**Duration:**  
October 2017 – January 2019

**Results 2017-2018:**  
2,010 households (comprising of 13,355 individuals) in Abyan and Amran Governorates were provided with unconditional cash transfers on a monthly basis.

**Donor:**  
European Commission

**Total CARE budget:**  
€5,000,000

# Enhancing food security and livelihood recovery during conflict

## Multi-Purpose Cash-Based Assistance in Yemen

**In Yemen, almost 21 million people are unable to meet their basic needs. The Multi-Purpose Cash-Based Assistance project is an innovative approach to sustainable development in Yemen. The initiative aims to enhance food and nutrition security, livelihood recovery and the resilience of vulnerable households while also stimulating local markets in Yemen both during and post-conflict. The project specifically targets women with young children and girls, who are most vulnerable to food and nutrition insecurity in conflict situations.**

### What makes the project innovative?

Merlijn van Waas, head of Sustainable Development at CARE Nederland: “In Yemen, there is a great demand for durable solutions. With this project, we provide long-term help for vulnerable families, such as underfed and female-headed households, providing them with cash for nine months. This helps them to focus on developing new initiatives for recovery and make their own choices. The project still is in a pilot stage, but eventually we want to upscale the mechanism so that it can be used in similar situations elsewhere.”

### Is giving cash a sustainable way to address the food crisis in Yemen?

Van Waas: “Cash enables people to make their own choices and build their own future. It enables them to start a savings group, start their own small business or buy food or medicines. The field workers assist communities in making choices and provide them with business training and other support. Together, they work on a plan for the long term. Unconditional and unrestricted cash transfers for a predictable period of time can contribute to food and nutrition security, the recovery of livelihoods, adaptation to the evolving context and enhanced resilience.”

### What results have you seen so far?

Abdirahman Aden Ali, programme coordinator: “Our latest survey shows that more than 70% of the cash received was used to purchase food. The other two categories with notable spending were debt repayment and clothes or shoes. A smaller portion was also spent on health care or medicines and transport. Before the cash transfers, people had to purchase food on credit, rely on less preferred or less expensive food, reduce the number of meals they ate in a day, borrow food or rely on the help of others, and limit portion sizes. After the cash transfers, these coping strategies were no longer needed. However, 43% of the interviewees responded that the cash was not adequate to cover their basic food needs. This is partly due to increasing prices in the region. Therefore, we need a more systematic market monitoring system to gain more knowledge about the functionality of the market, the availability of products and the trends in prices.”

**Atiqah Saleh Hadi Al-Sufi** is a 58-year-old widow. She lives with her oldest daughter and her three children in a single room in Mahatta village, Yemen. “I have a big family, and I am too old to work. Before, I used to work for a week and then had to last for a month without any source of income to feed my daughter and her children. I used to keep my grandchildren from going to school and have them do domestic work for my neighbours in exchange for small amounts of money. Thanks to CARE, I now have money to buy what I need, and my grandchildren can go to school”.

## An interview with... Esther Watts

**Esther Watts**

Country director in Ethiopia since 2016

Born in England in 1972

With CARE since 2010



**CARE Nederland works with country offices to achieve its strategic objectives. How do these partnerships work? An interview with Esther Watts, CARE country director in Ethiopia, who manages a team of 934 staff, most of whom are Ethiopian.**

### What does your role as a country director consist of?

“The themes I focus on are very broad. First of all, my job is to have a clear vision and strategy. Where do we want our programme to go and what kind of impact do we want to have in Ethiopia? The next part is communication. I want to have everyone in the organisation on board. But this also involves communicating with external parties, to represent the organisation and the people we work for to our donors, governments and stakeholders. And thirdly, I want to ensure the efficiency and effectiveness of our operations and make sure that our programme has a strong impact. In the end, everything is interconnected, and our impact is only as strong as our system: we need to have the finances, equipment, procurement and the right people in the right place at the right time.”

### One of CARE Nederland’s projects in Ethiopia was Women for Women. What were the results?

“Since 2010, CARE Ethiopia has been focussed on three population groups: chronically food insecure women in rural areas, pastoral school-age girls, and resource-poor female youth. The project Women for Women was particularly exciting because it was our first project focussed on the urban population. We had already identified that the urban population was growing at an explosive rate. We wanted to focus on women in Addis Ababa, but we lacked funding. It was really exciting when CARE Nederland was interested in working with us on a project funded by the H&M Foundation. The impact is high. The project has enabled some of the poorest urban women to blossom and flourish. They now have a higher level of income, and even more importantly, they understand how to develop business plans, save money, and invest.”

### What challenges did you face in this project?

“Working with local partners is certainly one of our greatest strengths, but it can also be a challenge. We have a certain way of doing things, and our partners do as well. This is often the case when working with different entities and stakeholders. We are all responsible for making things work.



Another challenge was the access to markets: trying to understand the needs and opportunities in the market and identify the gaps. Furthermore, it became clear that we needed to work with husbands and sons and get them engaged so that women could have the space to develop themselves. We raised the awareness of nearly 1,000 men and boys and provided them with knowledge on how to support women. When women become economically engaged but don’t see a change in their tasks at home, they become overburdened. Our impact report shows that through this project the intra-household allocation of chores changed. Nevertheless, this remains a challenge. We are dealing with social norms that have been around for a long time. I would be interested in talking to these women in two years to see if the change lasted. Whether or not we will be able to do that depends on funding.”

### What are you proud of in your work as a country director?

“CARE Ethiopia has become the go-to organisation for gender and women empowerment in Ethiopia. If other international NGOs want to work with issues around gender, they come to us. One of the key things we identified and highlighted was that if you want to have a high impact in women’s empowerment, you have to have more than just

23% female staff, which we had five years ago. Back then, everyone thought 23% was good for a country like Ethiopia, but we aimed to have 51% female staff by June 2018. We have now reached 40%. It is difficult to find female project managers in some locations where we work, but it is possible. And I believe that hiring more women has been key to our success. Now other NGOs are asking us how we did it and feeling challenged to take the same approach.

### What will you focus on in the coming year?

“We will continue to focus on the same impact groups as well as the growing urbanisation. Also, we will focus on humanitarian response. We have been distributing food for years, but now we are moving from a slow on-set response focussed on food security and drought to situations with internally displaced persons (IDPs) and conflict. This has created disruption and the emergency mechanisms have changed. You never know where crisis will strike next. Suddenly, you can find yourself with more than 500,000 IDPs, and you need to organise camp management and deal with issues like gender-based violence and protection. Therefore, we have to be more flexible and respond more quickly. We have the capacity to do it, and we’re learning.”

# Multiplying Impact

## Chapter 4

### 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. Multiplying Impact involves three activities:

- **Developing and sharing knowledge** about proven methods with others
- **Influencing decision-makers** through lobbying and advocacy
- **Engaging the wider society** by raising awareness about humanitarian aid and poverty reduction

“ We use the evidence, knowledge and innovation from our programmes and projects to influence broader social change on a larger scale.”

### Sharing knowledge

CARExpertise is CARE Nederland's online knowledge platform. Here, a worldwide audience of policymakers, programme officers and academics can read our latest thoughts on humanitarian and development policy and practices. We also share knowledge by organising and/or speaking at conferences and seminars. Below are a few highlights from 2017-2018:

- **In September 2017**, we organised a seminar in cooperation with Tear that focused on building resilience in protracted crises through savings groups. The seminar was attended by colleagues from other NGOs.
- **In February 2018**, we introduced the Landscape Approach and the Upstream-Downstream game at the Strategic Partnership Meeting organised by the Dutch Ministry of Foreign Affairs. The meeting was attended by Ministry staff and colleagues from other NGOs.
- **In March 2018**, we organised a roundtable on women's skills development for entrepreneurship at the seminar 'Power of Partnerships – Making Finance Work for Women Entrepreneurs', organised by the Dutch Development Bank FMO, Better Future and the Royal Tropical Institute. The seminar was attended by an audience of women entrepreneurs from emerging markets, financial institutions from both established and emerging markets, and women's business networks and organisations.
- **At the end of March 2018**, we organised a policy debate on the conditions that enable women to increase their political influence in fragile contexts, in cooperation with NIMD and WO=MEN. The debate was attended by the Dutch Ambassador of Yemen, several politicians, secondary school students and colleagues from other NGOs.

## Lobbying & Advocacy

To strengthen our work in Humanitarian Action and to promote Sustainable Development, our lobbying and advocacy activities are aimed at improving the policies and practices of governments, businesses and society as a whole.

### Local level

At the local level, we strive, together with CARE country offices and partner organisations, to make people more aware of their rights, enabling them to make their interests known and hold policy-makers accountable. Furthermore, we train local government staff in understanding the rights of civilians, the importance of civic space, and the ways of negotiating with and representing the interests of civil society. We also support the establishment of accountability mechanisms and platforms for dialogue between local communities and relevant decision-makers, such as religious leaders, local government officials, and key figures in the corporate sector.

### Dutch, EU and international level

We seek to represent the interests of local communities by advocating for relevant policy measures and defending local positions at the Dutch, European Union and international level. In the Netherlands, CARE Nederland engages in dialogue with policymakers, mainly in the Ministry of Foreign Affairs and in Parliament, and also in the corporate sector. Other target groups include civil society and NGOs at Dutch, European and global levels, as well as international research institutes and universities.

## European Development Days

The European Development Days (EDD), organised by the European Commission, are Europe's leading forum on development and international coordination. In 2018, the forum took place in Brussels on 5 and 6 June. Together with its partners in the Partners for Resilience Alliance, CARE Nederland organised an event called Water Talk: Women, Water, Wetlands. Annet Kandole, CARE programme manager in Uganda, discussed the importance of strengthening women's role in wetlands and water governance. Wetlands are critical infrastructures that enable the regulated provision of water to society and help sustain people's livelihoods. Good water governance also contributes to the advancement of peace and security. With the right resources, women can play a key role in reducing risks such as drought, the loss of livelihoods, involuntary migration and conflict.

Members of CARE's Climate Change and Resilience Platform, an international CARE platform hosted by CARE Nederland, were present at the event as well, to call on governments to implement the Paris Agreement, a joint commitment of all 196 UN member states to keep the global temperature increase in this century below 2.0 – preferably even 1.5 – degrees. Visitors at the exhibition were given the opportunity to take a selfie in an Eiffel Tower costume and shared their photos on social media with the hashtags #ParisAgreement and #ClimateAction.



## Engagement

In an effort to increase support for development cooperation and further our mission to reduce poverty and increase social justice, we keep individuals and corporations informed about our work. When communicating with the general public and corporate partners, our starting point is always our shared desire to make the world a better place.

## Online communication channels

CARE Nederland continues to encourage open communication with individuals and corporate partners by sharing stories of the people impacted by our work, programme launches, and responses to conflicts and disasters. Communication channels include our website and social media channels: Facebook, Twitter, LinkedIn and YouTube.

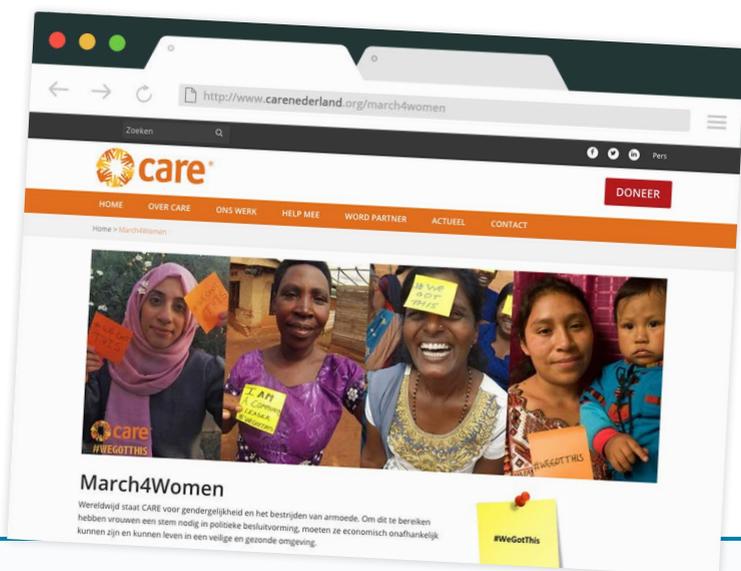
### Care4Yemen

Yemen is currently at the centre of one of the world's greatest humanitarian crises: almost 21 million people are in need of humanitarian assistance to counter threats to their lives and their livelihoods. In 2017, the situation worsened due to the closure and blockade of airports and seaports, and as a result, the prices for food and fuel increased rapidly. Yemen's isolation also meant that its crisis was underreported. To counter this, CARE Nederland hosted a solidarity campaign in addition to its humanitarian activities. Instead of asking people for money, we asked them to express their solidarity in a video clip. Talkshows such as RTL Boulevard and RTL Late Night paid attention to the campaign. Dutch celebrities like Louis van Gaal, Matthijs van Nieuwkerk and Daphne Bunschoek were among the many participants. All videos were posted on our Facebook page. In a relatively short period of time, the campaign inspired a vast number of people to read, write and speak out about the situation in Yemen.

"Such beautiful messages during a very hard situation. Thank you very much, this gives us so much strength to keep going. #Yemen #Care4Yemen"

**Hind Abbas, communications assistant at CARE Yemen**





### March4Women

Throughout March 2018, CARE Nederland organised events in honour of International Women’s Day (8 March) and to draw attention to the need for gender equality. In order to fight poverty, women need to participate in political decision-making and gain economic independence, and they need safe and healthy environments to do so. However, gender norms and stereotypes are still obstructing equality today.

[www.careneland.org/march4women/](http://www.careneland.org/march4women/)

### We Got This

Women can overcome barriers and take matters into their own hands. CARE Nederland gathered inspiring stories from women around the world about a moment in their lives when they thought: We got this! Selvamalar from Sri Lanka, for example, started her own company; Mediatrice from Burundi became a community leader; Claudia from Guatemala started a co-op; Hind from Yemen became a humanitarian worker. All their stories can be read on the March4Women campaign page. On social media, we invited women to share their own We Got This moment by posting a selfie and using the hashtag #WeGotThis.

Scan the QR-code with your phone to watch #WeGotThis



### The Power of Partnerships

On 12 March, CARE Nederland participated in the Power of Partnerships event, organised by the Dutch Development Bank FMO, Better Future and the Royal Tropical Institute in Amsterdam. Women entrepreneurs, financial institutions, women’s business networks, NGOs and governments from all over the world came together to discuss how to make finance work for women entrepreneurs. Queen Máxima of the Netherlands gave the keynote speech. Even though progress has been made, many women around the world do not have access to loans and financial services when a business opportunity presents itself. CARE Nederland organised a roundtable at the event, and one of the entrepreneurs who participated in our Women for Enterprise programme in Guatemala attended the event and shared her experience during a session with participants.



### CARE4Climate

During the Bonn Climate Change Conference in November 2017, CARE Germany organised an exhibition called Climate Heroines, featuring photos of women around the world who are standing up against climate change. Their hands shape the number “1.5”, referring to the 2015 Paris Agreement to limit global warming. In the captions, the women talk about their work as farmers, teachers, campaigners and so on. CARE Nederland used the photos for an online CARE4Climate campaign to draw attention to climate change. To round off the campaign, CARE Nederland Executive Director Reintje van Haeringen appeared on the popular Dutch TV show Koffietijd in December 2017. Before a wide national audience, she stressed the need for humanitarian action that not only helps people in the short term but also makes communities resilient over time, helping them cope with the long-term effects of climate change.

[www.careneland.org/care4climate/](http://www.careneland.org/care4climate/)



## An interview with... Inge Vianen



### Inge Vianen

Global leader of the Climate Change and Resilience Platform  
Born in the Netherlands in 1975  
With CARE since 2017

**In 2017, CARE Nederland signed up to host a new platform within CARE International: The Climate Change and Resilience Platform (CCRP). With staff from seven different CARE offices working together in a single team, the CCRP is a unique form of cooperation among the members of the CARE International confederation. Inge Vianen is working as the global leader of the platform in The Hague.**

### Why did CARE Nederland choose an international approach to climate change and resilience?

"The effects of climate change are putting people's resilience to the test in dramatic ways. Climate change hits the poorest the hardest, and it has had an impact on all development programmes from livelihood initiatives to health care projects. The impact of climate change is already being felt today and certainly brings setbacks for the development sector. Therefore, all members of CARE International need to integrate climate change and resilience into every aspect of their programming. By working together on an international platform, we can keep this on the agenda and

share our expertise across the entire CARE network. CARE Nederland has had resilience at the core of its strategy for years, which is one of the reasons we decided to lead the platform."

### The platform was established in July 2017. How do you look back on the first year?

"It is very inspiring to see that the platform is truly accelerating CARE-wide collaboration. One of the instruments we developed is a Resilience Marker. With this tool, we can measure how CARE's programmes are embedding the resilience approach in their design and implementation. This provides an entry point for discussion and learning. After the initial phase, adjustments were made to improve the practical usability of the marker, and now, both the UN World Food Programme and the UN Development Programme are interested in using it. That is fantastic, as it would increase our impact tremendously."

### The platform is not limited to exchanging expertise among the members of CARE International. It aims to influence local and global policymakers as well. How do you achieve this?

"Last year, we took part in key initiatives such as the UN Framework Convention on Climate Change (UNFCCC) negotiations, the Green Climate Fund meetings and meetings related to the National Adaptation Plans (NAPs). There, we influenced policymakers to increase efforts and support for climate finance and assistance to the poorest and the most vulnerable. Also, we entered into partnerships with external organisations like the Global Centre of Excellence on Climate Adaptation and the InsuResilience Global Partnership. All these partners and initiatives are important, because the more expertise we can share, the more we can contribute to increasing the resilience of people affected by climate change."



# Fundraising

## Chapter 5

### Introduction

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 people in need that CARE Nederland and its partners work with. 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.

### Individual Donors

In the 2017-2018 financial year, the number of individual donors was nearly 58,000. All donors receive monthly newsletters with updates on CARE Nederland's developments, programmes and projects. New donors receive nine additional themed newsletters during their first year of supporting CARE Nederland.

We received 15 individual donor complaints over the past year. Each complaint was dealt with according to our complaints policy to the satisfaction of the person who submitted the complaint.

“The regular contributions from our individual donors are extremely important for the continuity of our programmes.”

- Bas Klaassen, head of fundraising and communications at CARE Nederland

### VoorCARE.nl

The website VoorCARE.nl ('For CARE') was launched to enable individuals and companies to support CARE with their own fundraising initiatives. On the website, people can find tips and tools to make their action more successful, and they can set up a personal page to promote it. Some fundraising initiatives:

- A couple asked for donations instead of presents for their 50th wedding anniversary
- A mosque raised money during Eid al-Fitr and Eid al-Adha
- Deposits on returned bottles were collected at a supermarket
- Race participants raised money from friends and family willing to sponsor them for a good cause

### Noodhulpfonds

On the new website Noodhulpfonds.org ('Emergency fund'), people can donate money to CARE Nederland by purchasing an 'emergency package' for people in need. Donors can choose which country they would like their donation to be sent to. Last year, donations were sent to the Democratic Republic of the Congo, Somalia and the Philippines. For each country, CARE developed packages with the most needed items: for example, an antibiotics package (€10) for Somalia and an agricultural skills training package for the Democratic Republic of the Congo (€50). The website was launched at the beginning of 2018.

## Institutional Donors

The majority of our funding comes from institutional donors. The Dutch Ministry of Foreign Affairs and the European Commission are CARE Nederland's most important institutional donors.

### Dutch Ministry of Foreign Affairs

- 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

- International Cooperation and Development (DEVCO)
- European Civil Protection and Humanitarian Operations (ECHO)

## 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. Over the years, our focus has shifted from financial support to a mutual exchange of knowledge and expertise. This involves a long-term investment in time and energy. In the coming years, we hope to reap the fruits of this investment.

### LedsGoEco

LedsGoEco is a consulting company that advises companies with high energy consumption, such as 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 largest travel booking companies in the world. Booking.com donates a percentage of its booking fees 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 ([walkinher shoes.nl](http://walkinher shoes.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. Last year, the treadmills were placed at De Nederlandsche Bank and CMIS Group.

## 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) is the largest charitable



lottery in the Netherlands. It supports various NGOs striving for a greener and more sustainable world. CARE Nederland has been a Postcode Lottery partner since 2012. The unrestricted funds from the lottery make a substantial contribution to the co-financing of a large number of the programmes carried out by CARE Nederland. These funds also contribute to the organisation's capacity. As a partner of the Dutch Postcode Lottery, CARE Nederland is invited to submit requests for additional funding twice per year. In May 2017, we applied for the Dream Fund (Droomfonds) in a consortium with Oxfam Novib. After being admitted to the second round in September 2017, our proposal almost won: we came in second. In May 2018, we submitted a proposal for a project for Syrian refugees in Jordan. Again, we made it to the second round, and we hope to receive a positive decision in 2019.

### 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'), which focuses on vocational training in Somalia. The overall project aims to increase the quality of and access to all levels of education in Somalia. With the support of Nefkens, CARE has been providing vocational training to young men and women, who will be able to start their own businesses in the near future.

### H&M Foundation #M FOUNDATION

In 2014, CARE Nederland entered into its first three-year global partnership with H&M Foundation. After a successful first phase of the Global Women in Enterprise Programme, H&M Foundation renewed funding in April 2017 for the next three years. In this second phase, we are taking a deeper look into the dynamics of women-led entrepreneurship in Guatemala, Peru, Ivory Coast, Sierra Leone, Jordan, Yemen and Sri Lanka. In addition to the global programme, the H&M Foundation funded a project for women living in the slums of Addis Ababa which supports them in significantly improving their lives by becoming entrepreneurs. Over 5,000 women participated in the project, and the project's success was celebrated in CARE's Collective Power Magazine.



"I started donating to CARE when I was still a student, because of CARE's philosophy: not 'just' sending money but providing

vulnerable people with the knowledge and resources to take matters into their own hands. Helping vulnerable communities to prepare for the impact of climate change is especially important since climate change is the biggest challenge of our time."

- David Duijnmayr (37), Amersfoort



"When you watch the news, you can see that not everyone in the world is well off. I would like to contribute to people in need, even if my contribution is a very small one. It's possible to do nothing, but I'd rather do something."

- Harry Jansen (50), Apeldoorn

“In our relations with corporate partners, we always look for a shared value. With our international network and experience, CARE has a lot to offer.”

- Anneloes Besijn, corporate relations manager at CARE Nederland

## Board and personnel

### Board

The CARE Nederland Board comprises one member. Perry Heijne filled this position until March 2018. Reintje van Haeringen took over the position when she became CARE Nederland's executive director in April 2018. The duties, responsibilities and mode of operation of the Board are set out in the Rules for the Board. The Supervisory Council determines the profile of Board members and appoints, suspends and dismisses members of the board. Ms Van Haeringen is appointed for the duration of her employment contract and is eligible for reappointment with the consent of the Supervisory Council. The Board provides the Supervisory Council with the necessary information to perform its duties properly.

### Representation of CARE Nederland

Reintje van Haeringen represents CARE Nederland on the CARE International National Directors' Committee and within other CARE International advisory bodies. She also represents CARE Nederland on the Boards of the following Dutch organisations:

- Samenwerkende Hulp Organisaties
- Dutch Coalition for Humanitarian Innovation
- Dutch Relief Alliance (chair of the Executive Directors meeting)
- 4TU Centre Resilience Engineering (member of strategic advisory board)

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

### Register of interests

Reintje van Haeringen is also member of the Advisory Board of the Credit4Cuba (C4C) Foundation.

### Board remuneration

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

### Personnel

We work with a dedicated team of professionals based in The Hague, Nairobi and Manila to achieve our mission and strategic objectives. At the end of fiscal year 2017-2018, CARE Nederland employed a total of 54 people. A works council was established in February 2018, which replaced the former employee representative body.

# Our Organisation

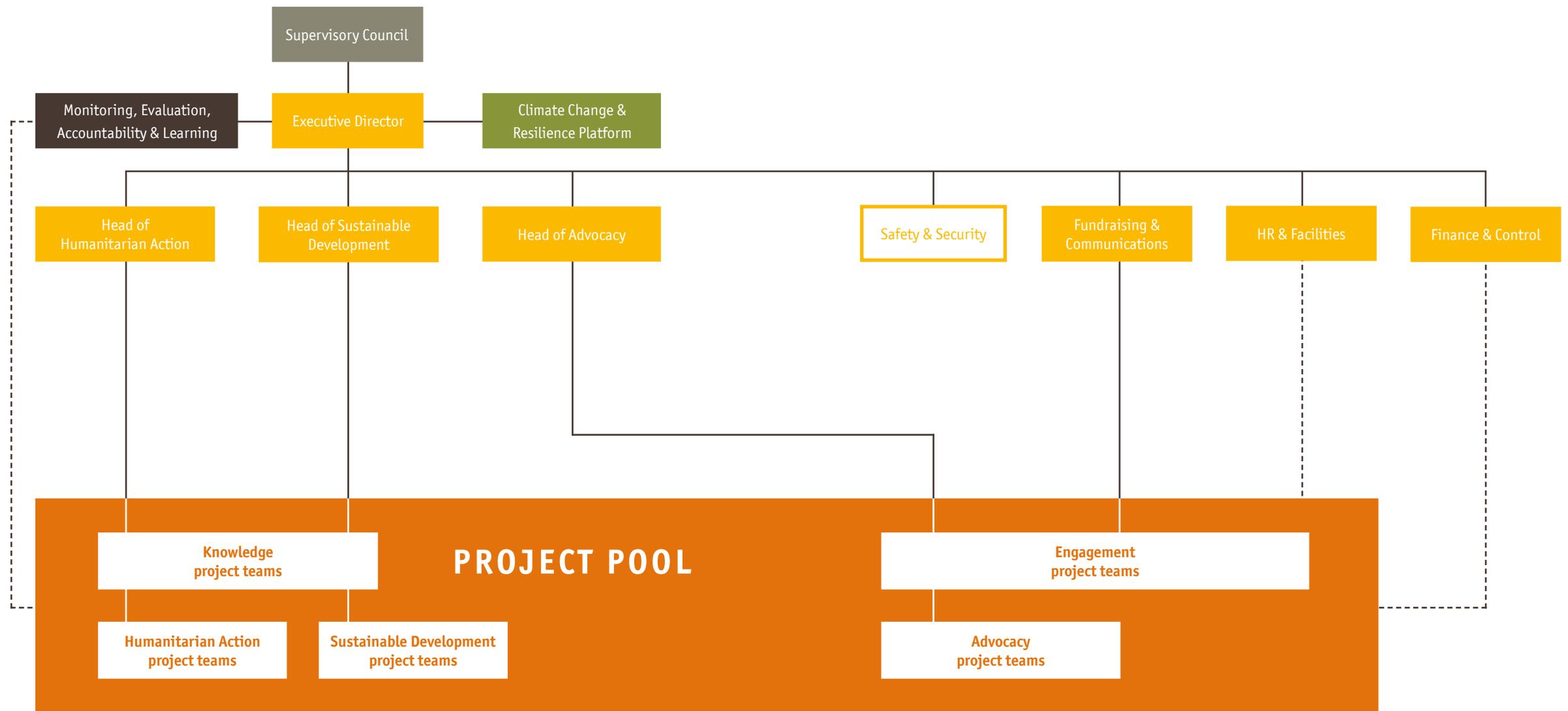
## Chapter 6

<sup>1</sup> See: [goededoelennederland.nl/sector/verantwoording-en-toezicht/codes-en-richtlijnen](http://goededoelennederland.nl/sector/verantwoording-en-toezicht/codes-en-richtlijnen) (in Dutch).

# Organisational chart

Over the past years, CARE Nederland has transformed from a departmental organisation into a project-oriented organisation. This transition has allowed us to generate more synergy between CARE Nederland's programming, advocacy and fundraising activities. Projects are implemented by teams in a 'pool' of specialised project staff.

Operational and strategic decisions are coordinated and discussed by the Leadership Team, which consists of the heads of Humanitarian Action, Sustainable Development and Advocacy, the executive director, and the managers of Finance & Control, HR & Facilities and Fundraising & Communication.



# The Supervisory Council

## Duties of the Supervisory Council

The Supervisory Council monitors the Board's policy as well as CARE Nederland's overall performance. The Council is responsible for ensuring that the implementation of projects conforms to the organisation's long-term strategic plan and budget. The Council is specifically focussed on internal risk management and control systems, as well as the reporting of risks associated with implementing projects, 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, in 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. When a vacancy arises, 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, their 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

## 2017-2018

By **Mariëtte Doornekamp**  
(chair)



In the past financial year, the Supervisory Council convened on five official occasions. The financial statements and the annual report for the 2016-2017 financial year were adopted in November 2017, and the planning and budget for the 2018-2019 financial year were approved in June 2018. The annual evaluation of the Supervisory Council took place in February 2018. The audit committee convened with the finance and compliance manager on two occasions: in November 2017 to approve the annual report and financial statements, and in June 2018 to approve the annual operating plan and budget for the following financial year. The Supervisory Council appreciates that the continuity reserve was increased and that the financial reports and budget were delivered on time as planned.

### Grateful

As a result of the changes initiated under the former executive director, Perry Heijne, CARE Nederland has entered a new phase. In April 2018, Mr Heijne and the Supervisory Council agreed that the time had come to part ways, mainly based upon the implementation of the changes mentioned above. The Supervisory Council is grateful to Mr Heijne for the work he has done for CARE over the past years. He initiated a transformation process that allowed CARE Nederland to gain a stronger position in the changing world of international development. It is partially thanks to Mr Heijne that our work is increasingly valued by our peers, donors and implementing partners.

Reintje van Haeringen, formerly director of operations, took over the role of executive director. Ms Van Haeringen has worked in international development in Latin America, Africa and Asia since 1990. She has led projects and programmes for different organisations, with an increasing focus on the involvement of private-sector stakeholders in development solutions. From 2011 to 2014, she was regional director of SNV in Latin America. She has been working with CARE Nederland since 2014. As their second four-year term ended, Peter ter Horst and Ed van Meeuwen stepped down as Supervisory Council members. We would like to thank them for their commitment to CARE Nederland. We were happy to welcome Fleur de Nijs, Wietze Smid and Pieter van der Stadt as their successors in April 2018. Ms De Nijs specialises in digital strategy and digital transformation, Mr Smid in strategic communication, and Mr Van der Stadt in national and international politics.

### CARE International

The chair of the Supervisory Council and the executive director represent CARE Nederland on the CARE International Council, which 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. In June 2018, the undersigned was appointed chair of this committee. The CARE International Council convened in June 2018, and the main topic on the agenda was CARE's strategy beyond 2020. CARE International is expanding with the addition of new members and affiliates from the Global South and aspires to

develop new forms of collaboration through various kinds of partnerships. The Supervisory Council recognises southern leadership as a positive development and also sees the need to re-examine the way CARE Nederland works with its southern partners.

The Supervisory Council promoted interaction with CARE Nederland staff by inviting staff members to attend Council meetings. The head of Humanitarian Action updated us on the new strategy of the Dutch Relief Alliance in February 2018, and in April 2018 the global leader of the Climate Change & Resilience Platform introduced the platform in more detail. Several Supervisory Council members joined an event focussed on the topic of country office relations, where knowledge and information were exchanged with CARE Nederland staff members. To the satisfaction of the Supervisory Council, a works council was established in February 2018, which replaced the former employee representative body. The chair and vice-chair of the Supervisory Council had several constructive meetings with the works council.

### Responsibility

The world is waking up to the scale of sexual harassment and abuse. As an organisation that champions the rights of women and girls, CARE Nederland recognises the responsibility we have to protect the people we work with from sexual abuse and exploitation. Sexual abuse, of anyone, by anyone, is totally unacceptable. Nevertheless, we realise that no organisation is fully immune to a minority of individuals who may choose to abuse

their position. Therefore, we have clear policies to investigate allegations, support victims and discipline perpetrators.

On 25 May, the General Data Protection Regulation (GDPR) went into effect. A dedicated team of CARE Nederland staff realised a number of important deliverables, allowing CARE Nederland to demonstrate a greater responsibility to its stakeholders. These include a register of processing operations, processor agreements with suppliers, a privacy statement on the website and a privacy policy. With these deliverables, CARE Nederland became "GDPR-ready" before the deadline. The Supervisory Council commends the efforts of all employees involved.

### Commitment

We are delighted with the continued support of the Dutch Ministry of Foreign Affairs, the European Union, the Dutch Postcode Lottery, the H&M Foundation and the Nefkens Foundation. We would also like to thank all individual and corporate donors for their kind donations. Their generous contributions make CARE Nederland's work possible.

This year's annual report illustrates how and where CARE Nederland has responded to emergencies, addressed poverty and its root causes, and scaled its impact beyond community boundaries. The Supervisory Council would like to thank all staff for their hard work over the past year.

On behalf of the Supervisory Council,  
**Mariëtte Doornekamp, Chair**

# 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, Stichting Aandelen Remeha, GGN Mastering Credit N.V. and Royal Haskoning DHV Nederland B.V. She is ranked 54th in the 2018 Management Scope Top-100 Most Powerful Women in the Netherlands. Ms Doornekamp was formerly the CFO of MCB and CFO of Damen Shipyards.



## Karen Bakhuizen

Karen Bakhuizen is a senior policy advisor at Nuffic. She is specialised in capacity-strengthening in higher education and training in developing countries. Ms Bakhuizen 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 specializes in EU and Dutch financial regulation, security and contract law and governance and compliance matters. Additional positions include a seat on the Governance Code Committee for Dutch Public Housing Associations and a seat on the supervisory board of Rijnbrink. Mr Broekhuizen is also associated with Groningen University's Centre for European Financial Services Law.



## Jochem Ijbema

Jochem Ijbema is finance director at BSH Huishoudapparaten B.V. and acts as treasurer at the branch organisation Home Appliance Europe (APPLiA). From 2011 to 2012, he was CFO of Siemens IT Solutions and Services, and from 2006 to 2011 he served as division controller. Before that he held various management positions at Siemens Nederland N.V.



## Fleur de Nijs

Fleur de Nijs is director of Distribution Management at KPN. She specializes in digital strategy, digital transformation and online conversion. She previously held management positions in KPN and ING. Ms de Nijs is a member of ETIS, the European Workgroup for telecom providers.



## Wietze Smid

Wietze Smid advises companies and organisations on strategic communication and public affairs issues and acts as interim manager. He worked in the Dutch parliament as a policy and press officer and later as the political assistant to the Dutch Minister of Foreign Affairs. Subsequently, he served as the head of stakeholder and reputation management of the Dutch Railways (NS) and as the head of public affairs and communications at AkzoNobel Netherlands.



## Pieter van de Stadt

Pieter van de Stadt is the mayor of the Municipality of Lansingerland. Previously, he was vice-mayor of Heemstede, policy advisor on Foreign and European Affairs for the VVD in the Dutch parliament and a member of the cabinet of European Commissioner Frits Bolkestein. He also served as international secretary on the board of the VVD. Mr van de Stadt is currently chairman of the Supervisory Board of the Haarlemmermeer Museum De Cruquius.

## Supervisory Council retirement schedule

Supervisory Council members	First term	Second term	Audit Committee	Remuneration Committee
Mariëtte Doornekamp (Chair)	Dec 2013 - Dec 2017	Dec 2017 - Dec 2021		✓
Karen Bakhuizen	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		
Fleur de Nijs	April 2018 - April 2022			
Wietze Smid	April 2018 - April 2022			
Pieter van de Stadt	April 2018 - April 2022			

# 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 Board and the Supervisory Council. The annual report and financial statements are adopted and signed by the Board within six months of the end of the financial year, following the Supervisory Council's approval.

CARE Nederland is committed to preventing, detecting and correcting all forms of misconduct. The CARE International Code of Conduct sets out the standards of conduct expected of everyone who represents CARE. In addition to feedback and complaints and whistle-blowing policies, CARE also provides an anonymous ethics line which staff and anyone outside the organisation, anywhere in the world, can use.

In 2017, CARE had more than 9,000 staff in more than 90 countries. In that year, CARE received 13 sexual abuse or exploitation reports from communities, of which eight were substantiated. Seven of those eight staff were dismissed as a result and one resigned. CARE received reports of 15 cases of sexual harassment within the organisation, of which eight were substantiated. Of those eight staff members: four were dismissed as a result; two contracts were not renewed; and the remaining two staff members received a warning and one no longer works for CARE. None of the reports involved CARE Nederland staff.

We respect the following other 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

The risks affecting CARE Nederland can have consequences for our economic performance and professional reputation, not to mention the negative impact they can have on our environmental, safety and societal outcomes. CARE Nederland uses a risk matrix to help determine the size and scope of each risk it faces. The most significant 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 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. By carefully selecting and managing a team of core staff, as well as a flexible layer of project staff and consultants, we can mitigate the risk of having a sub-optimal team. In addition, we constantly strive to maintain collaborative relationships with CARE country offices. 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 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 primarily related to the possible decrease in restricted (for specific projects) or unrestricted funds. To minimise

these risks, CARE Nederland seeks to diversify its sources of funding by engaging a range of donors. We follow the guidelines established by Goede Doelen Nederland and the CBF to ensure that the risk of insufficient funding does not endanger the continuity of our activities. Moreover, we maintain several reserves to cushion financial setbacks, and our investment policy is conservative. Another financial risk includes overexposure in Somalia, which could potentially expose CARE Nederland to financial losses. To mitigate this risk, we have stationed CARE Nederland employees in the CARE Somalia office to increase monitoring and control activities.

- **Reputation risks**

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

In May 2018, the General Data Protection Regulation (GDPR) became enforceable. CARE Nederland became "GDPR-ready" by developing a register of processing operations, processor agreements with suppliers, a privacy statement on the website and a privacy policy. We will continue to refine, monitor and improve our policies to ensure that we stay GDPR-ready. In February 2018, we witnessed extensive media coverage on sexual misconduct by staff from humanitarian organisations. Such abuse, of anyone, by anyone, is totally unacceptable. CARE Nederland has clear policies to investigate allegations, support victims and discipline perpetrators.

# Corporate Social Responsibility

While working internationally against poverty and climate change, we feel the need to critically assess our own organisation and the ways in which we work. Therefore, we follow the Corporate Social Responsibility (CSR) guidelines of the ISO 9001 Quality Standard. Regarding the safety of our staff, 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 coming 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 project participants
5. Have a transparent cost accounting

## Green team

In 2017, we set up a green team to focus on our CSR priorities. The team started out by conducting an analysis of the organisation's carbon footprint. Unsurprisingly, it was concluded that air travel is to blame for the greatest portion of our CO<sub>2</sub>-emissions. Therefore, in the coming years, we aim to cut back on flights and seek smarter alternatives, such as investing in better teleconferencing facilities and traveling by train whenever possible. When flying is truly unavoidable, we donate money to a CO<sub>2</sub> compensating programme. Secondly, we developed a concrete plan to make our organisation more sustainable on a daily basis. This includes actively separating waste, replacing light bulbs with LED lights and exploring sustainable banks and energy suppliers. And finally, we continue to invest in raising awareness among our employees, because their awareness and support are crucial to minimizing our carbon footprint.

## Safety and security plan

A new safety and security policy was developed this year. We wrote a safety and security management plan that includes travel safety procedures. A security assessment was conducted for the entire office and organisation, which resulted in a set of recommendations that are now being carried out. Additionally, we invested in capacity building by training our staff. Most project-related employees followed a five-day High-Risk Environment Awareness Training (HEAT) to help them be better prepared for traveling to conflict zones and other high-risk areas.

# Outlook

## Chapter 7

### Our plans for 2018-2019

#### The organisation

In 2018-2019, we will conduct a review of CARE Nederland's 2016-2020 Strategic Plan to assess whether adjustments need to be made. Furthermore, we aim to make improvements to our information systems and organisational procedures and will continue to invest in our relationships with country offices.

#### Humanitarian Action

"In the new financial year, our focus will not be on quantity, but on quality and innovation," says Nok van de Langenberg, head of Humanitarian Action. As a member of CARE International, we have participated in defining a new International Core Humanitarian Standard. The next step is to make sure our own organisation is compliant with this standard. To achieve this, we will invest more in innovation and staff training. We also intend to introduce new systems for providing cash instead of goods and to improve our data management systems. Van de Langenberg: "The coming year will be a year of consolidation."

#### Sustainable Development

"In 2018-2019, we will continue to implement our flagship programmes, and we hope to be able to show even more results. Our focus will be on agency and how communities influence policymakers, especially in the Partners for Resilience and Every Voice Counts programmes," says Merlijn van Waas, head of Sustainable Development. "Also, we will continue to address root causes of violent conflict in South Sudan, a country that is dealing with increasing instability. In Ethiopia and Somalia, we will keep working on resilience projects that address drought and food crises." "We will also continue to collaborate with the private sector," Van Waas adds. "Corporations are becoming increasingly aware of their social impact and concerned about issues such as the exclusion

of women and the poor's access to resources, and we want to contribute to their efforts.

#### Multiplying Impact

"The upcoming year will bring both challenges and opportunities when it comes to CARE's role as an influencer for positive change," says Okke Bouwman, advocacy officer at CARE Nederland. We will continue to support and amplify the voices of our partners around the globe: individuals and organisations seeking more inclusive, sustainable and resilient societies where people can thrive. We will support the implementation of the new Dutch policy framework for development and aid, 'Investing in Future Prospects', in a critical yet constructive manner. "A rapidly changing world requires new approaches and alternative ways of working," Bouwman says. "CARE wants to see more of its partners in the driver's seat—especially women and girls, who have traditionally struggled to be heard."

#### Fundraising

Increasing the number of individual donors remains a top priority. In addition to attracting new donors, we will invest in our relationships with existing ones. In addition to our successful face-to-face marketing activities, we will also investigate new strategies for reaching new donors. "We are exploring new ideas, such as donor events, online fundraising, television campaigns and joining an international news platform started by CARE United States," explains Fundraising and Communications manager Bas Klaassen. CARE Nederland will also continue collaborating with companies and maintaining corporate partnerships, particularly those that offer a fruitful exchange of knowledge and experience. Finally, we intend to maintain our existing relationships with charitable foundations.

# Our budget for 2018-2019

The total budgeted revenue for the 2018-2019 financial year amounts to €43,454,000. The total budgeted expenses are €46,160,000. Thus, the result before movements in our earmarked reserves is minus €2,724,000. This is due to several large multi-year donations that were received and recognized as revenue in previous years. The costs for the projects for which this funding was received will be covered by our earmarked funds. CARE Nederland expects to add €124,000 to its continuity reserve.'

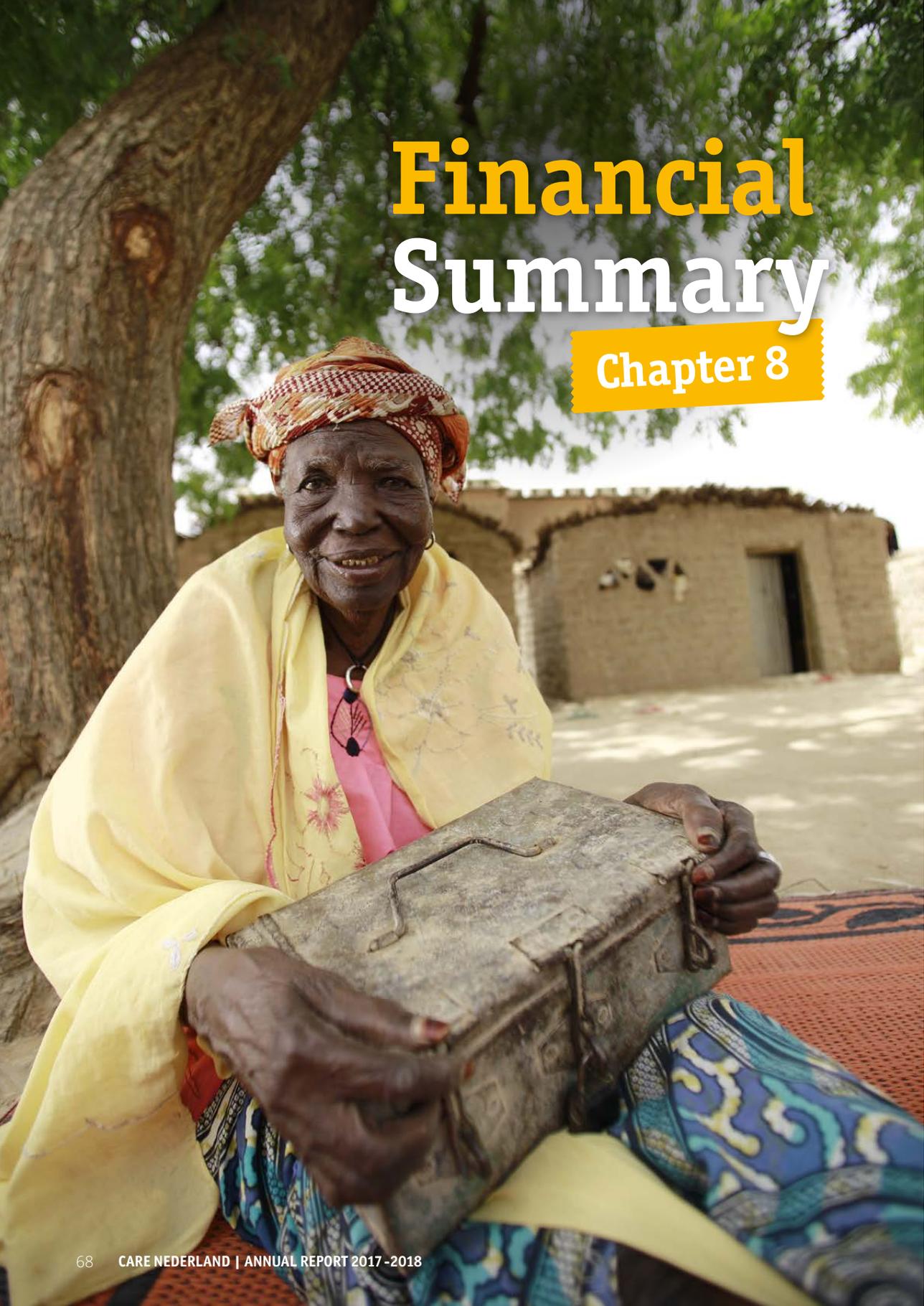
“ We are accountable to the people and partners we work with, transparently sharing our results, stories and lessons.”



Statement of income and expenditure	Budget 2018-2019
<b>Revenue</b>	<b>€43,454,000</b>
<b>Fundraising</b>	<b>€43,454,000</b>
Individual fundraising	€3,095,000
Corporate fundraising	€274,000
Lotteries	€1,000,000
Institutional grants	€38,635,000
Other fundraising organisations	€ 450,000
<b>Expenses</b>	<b>€46,160,000</b>
<b>Strategic objectives (grants/direct costs)</b>	<b>€43,345,000</b>
Humanitarian Action	€10,367,000
Sustainable Development	€30,813,000
Multiplying Impact	€2,165,000
<b>Fundraising</b>	<b>€1,798,000</b>
<b>General &amp; administration</b>	<b>€1,017,000</b>
<b>Result before change finance revenue/expense</b>	<b>€2,706,000-</b>
<b>Result financial income/expenses</b>	<b>€18,000-</b>
Interest	€20,000
Financial expenses	€38,000
<b>Result after change finance revenue/expense</b>	<b>€2,724,000-</b>
<b>Appropriation of result to designated reserves</b>	<b>€635,000-</b>
<b>Appropriation of result to designated funds</b>	<b>€2,213,000-</b>
<b>Continuity reserve movement</b>	<b>€124,000</b>

# Financial Summary

## Chapter 8



### Introduction

CARE Nederland's financial statements are prepared according to the RJ650 Dutch Annual Accounting Standard for Fundraising Institutions as per October 2016 (RJ-Uiting 2016-13) issued by the Dutch Accounting Standards Board. The detailed 2017-2018 Annual Accounts are presented separately and can be downloaded from the CARE Nederland website. The financial statements cover the period from 1 July 2017 to 30 June 2018 (indicated as 2017-2018). All amounts are in EURO unless stated otherwise.

After withdrawing from earmarked reserves and funds to cover project-related activities and subsequently adding to other earmarked reserves, CARE Nederland realized a positive result of EUR 158,000, which will be added to the continuity reserve. This reserve would allow CARE Nederland to continue its activities for more than nine months if all new funding were to stop.

In the 2017-2018 financial year, the total CARE Nederland revenue decreased by EUR 12.5 million compared to financial year 2016-2017. At the

same time, however, it was higher compared to the budget: the 2017-2018 total revenue was EUR 41.5 million, which is EUR 0.5 million more than budgeted.

- The income from institutional donors was EUR 5.4 million more than expected, mainly due to more income generated for our Humanitarian Action activities.
- Income from corporate fundraising is still nearly EUR 3 million under budget.
- The revenue from individual donations continues to grow steadily. In the 2017-2018 financial year, CARE Nederland received a huge one-time donation of EUR 200,000.

As a result, our Humanitarian Action activities were - at EUR 16.6 million - 38% above budget, while our Sustainable Development activities were almost on budget (at EUR 24.6 million). Fundraising costs were lower than budgeted and decreased by 5% compared to 2016-2017. CARE Nederland's management and administration costs increased by 12% in 2017-2018 but were still 17% lower than budgeted.

## Balance sheet after appropriation of the result

Assets	30 June 2018	30 June 2017
Tangible fixed assets	24,521	34,255
Financial fixed assets	54,021	54,131
Current assets	37,365,208	47,254,039
<i>Receivables, prepayments and accrued income</i>	<i>19,456,726</i>	<i>20,549,991</i>
<i>Cash and cash equivalents</i>	<i>17,908,482</i>	<i>26,704,048</i>
<b>Total assets</b>	<b>37,443,750</b>	<b>47,342,425</b>

Liabilities	30 June 2018	30 June 2017
Reserves and Funds	9,075,512	12,029,174
<i>Continuity reserve</i>	<i>3,319,907</i>	<i>3,162,021</i>
<i>Earmarked reserves</i>	<i>2,566,204</i>	<i>2,832,017</i>
<i>Earmarked funds</i>	<i>3,189,401</i>	<i>6,035,136</i>
Current liabilities	27,937,916	34,774,528
Non-current liabilities	430,322	538,723
<b>Total liabilities</b>	<b>37,443,750</b>	<b>47,342,425</b>

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

## Statement of income and expenditure

Revenue	Result 2017-2018	Budget 2017-2018	Result 2016-2017
Individual donations	3,322,013	3,095,000	2,942,118
Corporate donations	142,396	3,053,000	6,410,191
Lotteries	900,000	1,650,000	949,782
Government grants	36,958,239	31,607,000	41,519,183
Other fundraising organisations	151,575	1,640,000	2,001,505
Other income	32,933	-	145,163
<b>Total revenue</b>	<b>41,507,156</b>	<b>41,045,000</b>	<b>53,967,942</b>

Expenses	Result 2017-2018	Budget 2017-2018	Result 2016-2017
Expenditure on objectives	42,460,311	39,040,000	48,096,395
<i>Humanitarian Action</i>	<i>16,589,890</i>	<i>12,031,000</i>	<i>20,255,097</i>
<i>Sustainable Development</i>	<i>24,558,207</i>	<i>24,806,000</i>	<i>26,301,162</i>
<i>Multiplying Impact</i>	<i>1,312,214</i>	<i>2,203,000</i>	<i>1,540,136</i>
Fundraising	1,163,089	1,372,000	1,224,589
Management and administration costs	878,699	1,058,000	785,098
<b>Total expense</b>	<b>44,502,099</b>	<b>41,470,000</b>	<b>50,106,082</b>

	Result 2017-2018	Budget 2017-2018	Result 2016-2017
Result before change, finance revenue/expense	-2,994,943	-425,000	3,861,860
Result, financial revenue/expense	41,283	20,000	28,816
<b>Result after change, finance revenue/expense</b>	<b>-2,953,660</b>	<b>-405,000</b>	<b>3,890,676</b>

## Appropriation of the result

	Result 2017-2018	Budget 2017-2018	Result 2016-2017
<b>RESULT</b>	<b>-2,953,660</b>	<b>-405,000</b>	<b>3,890,676</b>
Continuity reserve	157,887	182,000	332,663
Earmarked reserves	-265,813	-185,000	61,891
Earmarked funds	-2,845,735	-402,000	3,496,122

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

## Specification of the organisation’s costs

Allocation	Objectives			Fundraising	Management & administration costs	Actual 2017-2018	Budget 2017-2018	Actual 2016-2017
	Humanitarian Action	Sustainable Development	Multiplying Impact					
Grants & contributions	15,845,394	22,105,429	186,963	-	-	38,137,786	34,921,000	43,914,751
Public information & awareness campaigns	-	-	742,292	652,477	-	1,394,769	1,511,000	1,456,570
Staff costs	553,719	1,689,557	306,427	342,427	694,807	3,586,937	3,629,000	3,224,314
Housing costs	28,366	113,480	11,379	25,007	27,342	205,574	194,000	127,080
Office & general costs	159,491	638,060	63,982	140,604	153,736	1,155,837	1,196,000	1,360,473
Depreciation	2,920	11,680	1,171	2,574	2,814	21,159	19,000	22,894
<b>Total</b>	<b>16,589,889</b>	<b>24,558,207</b>	<b>1,312,214</b>	<b>1,163,088</b>	<b>878,699</b>	<b>44,502,098</b>	<b>41,470,000</b>	<b>50,106,082</b>



## Personnel costs

Staff costs	Actual 2017-2018	Budget 2017-2018	Actual 2016-2017
Gross salaries	2,386,934	2,356,421	2,084,442
Holiday entitlement and holidays	212,384	242,703	216,584
Social security contributions	414,829	405,703	371,281
Pension contributions	276,622	337,542	280,792
Employee insurances	106,415	90,437	101,439
Commuting expenses	63,294	68,564	64,828
Year-end gratification	126,459	128,112	104,948
<b>Total staff costs</b>	<b>3,586,937</b>	<b>3,629,482</b>	<b>3,224,314</b>

## Key performance indicators

Key performance indicators	Result 2017-2018	Target 2017-2018	Result 2016-2017
Expenditure on objective as a percentage of total income	102%	95%	89%
Expenditure on objective as a percentage of total expenditure	95%	94%	96%
Costs of own fundraising activities as a percentage of income from these activities	34%	22%	13%
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

## Report on the summary financial statements 2017/2018

### Our opinion

In our opinion, the accompanying summary financial statements 2017/2018 of Stichting Care Nederland are consistent, in all material respects, with the audited financial statements.

### The summary financial statements

The Company's summary financial statements, derived from the audited financial statements 2017/2018, comprise:

- the financial summary balance sheet as at 30 June 2018;
- the financial summary statement of income and expenditure for the year then ended; and
- the related notes to the financial summary.

The summary financial statements do not contain all of 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 and the auditor's report thereon.

The audited financial statements and the summary financial statements do not reflect the events that occurred subsequent to the date of our report on the audited financial statements.

### The audited financial statements and our auditor's report thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 6 December 2018.

### Responsibilities of the CEO

The CEO is responsible for the preparation of a summary of the audited financial statements in accordance with the notes to the financial statements.

### Auditor's responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which we conducted in accordance with Dutch Law, including the Dutch Standard 810 'Engagements to report on summary financial statements'.

Amsterdam, 6 December 2018  
PricewaterhouseCoopers Accountants N.V.

J.L. Sebel RA



# Appendix

Annual Report 2017-2018



## Overview of projects running in 2017-2018

Nr.	Country	Project	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
<b>Humanitarian action</b>						
1	Afghanistan	Afghanistan Joint Response II (AFJR 2)	€ 4,491,973	€ 436,320	Dutch Ministry of Foreign Affairs	START: 01/06/2017 END: 30/11/2017
2	Bangladesh	Bangladesh Joint Response (BGDJR)	€ 2,747,000	€ 446,974	Dutch Ministry of Foreign Affairs	START: 01/11/2017 END: 30/04/2018
3	Bangladesh	Bangladesh Joint Response II (BGDJR 2)	€ 2,626,000	€ 550,182	Dutch Ministry of Foreign Affairs	START: 08/05/2018 END: 31/10/2018
4	Democratic Republic of the Congo	Democratic Republic of Congo Joint Response (DRCJR)	€ 3,426,534	€ 540,000	Dutch Ministry of Foreign Affairs	START: 01/03/2018 END: 30/09/2018
5	Ecuador	Contribute to reduce vulnerability and build resilience to disasters in peri-urban and rural areas of Cotopaxi and Manabí	€ 444,121	€ 190,121	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/05/2018 END: 01/11/2019
6	Iraq	North Iraq Joint Response III (NIJR 3)	€ 5,918,460	€ 381,320	Dutch Ministry of Foreign Affairs	START: 01/03/2017 END: 31/12/2017
7	Peru	Preparing Ourselves for Hydro-meteorological Hazards Scenarios/ Kamarikuy Ch'aki Manta	€ 483,786	€ 483,786	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/04/2016 END: 30/09/2017
8	Peru	Let's build resilience for safe and sustainable development/ Vamos Piuranos!	€ 532,542	€ 532,542	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/06/2018 END: 30/11/2019
9	Philippines	Moving Urban Poor Communities Towards Resilience (Move-Up Project)	€ 1,000,000	€ 316,581	European Commission and Humanitarian Aid Operations (ECHO)	START: 15/02/2016 END: 14/08/2017
10	Philippines	Moving Urban Poor Communities Towards Resilience II (Move-Up 2 project)	€ 777,777	€ 233,965	European Commission and Humanitarian Aid Operations (ECHO)	START: 14/08/2017 END: 14/02/2019
11	Somalia	Somalia Somaliland Puntland Joint Response II (SSPJR 2)	€ 3,000,000	€ 567,936	Dutch Ministry of Foreign Affairs	START: 15/02/2017 END: 15/08/2017
12	Somalia	Emergency Response for Disaster Affected Communities (ERDAC)	€ 880,000	€ 880,000	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/03/2017 END: 31/12/2017
13	Somalia	SHO - Support Victims of Famine	€ 34,746,564	€ 466,316	Samenwerkende Hulporganisaties/Giro 555	START: 06/03/2017 END: 28/02/2018

Nr.	Country	Project	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
14	Somalia	ECHO (HIP) 2018 : Somalia Integrated Emergency Response (SIER)	€ 1,575,000	€ 1,575,000	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/01/2018 END: 01/09/2018
15	Somalia	Horn of Africa Joint Response (HoAJR)	€ 4,000,000	€ 618,955	Dutch Ministry of Foreign Affairs	START: 23/04/2018 END: 31/12/2018
16	South Sudan	South Sudan Joint Response III (SSJR 3)	€ 11,065,000	€ 1,113,048	Dutch Ministry of Foreign Affairs	START: 01/03/2017 END: 31/12/2017
17	South Sudan	South Sudan Joint Response IV (SSJR 4)	€ 6,680,000	€ 650,796	Dutch Ministry of Foreign Affairs	START: 01/01/2018 END: 31/12/2018
18	Syria	Syria Joint Response III (SJR3)	€ 8,500,000	€ 548,145	Dutch Ministry of Foreign Affairs	START: 01/03/2017 END: 31/12/2017
19	Syria	Syria Joint Response IV (SJR 4)	€ 8,110,000	€ 750,402	Dutch Ministry of Foreign Affairs	START: 01/01/2018 END: 31/12/2018
20	Yemen	Yemen Joint Response III (YJR3)	€ 9,395,000	€ 2,377,511	Dutch Ministry of Foreign Affairs	START: 01/03/2017 END: 28/02/2018
21	Yemen	SHO - Support Victims of Famine	€ 34,746,564	€ 1,600,000	Samenwerkende Hulporganisaties/Giro 555	START: 06/03/2017 END: 28/02/2018
22	Yemen	Yemen Joint Response IV (YJR4)	€ 5,820,000	€ 1,174,434	Dutch Ministry of Foreign Affairs	START: 01/01/2018 END: 31/12/2018
23	Bolivia, Ecuador	Building resilient communities in Bolivia and Ecuador	€ 1,058,823	€ 1,058,823	European Commission and Humanitarian Aid Operations (ECHO)	START: 01/05/2017 END: 01/11/2018

Nr.	Country	Project	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
<b>Sustainable Development</b>						
24	Burundi	Improving the sexual and reproductive health of adolescents and youth in Burundi (Conjoint)	€ 14,286,968	€ 7,459,811	Dutch Ministry of Foreign Affairs	START: 01/12/2015 END: 30/12/2020
25	Burundi	Addressing Root Causes - Respect Me / Nyubahiriza (ARC)	€ 6,000,000	€ 1,832,438	Dutch Ministry of Foreign Affairs	START: 01/09/2016 END: 30/09/2020
26	Democratic Republic of the Congo	Let's Govern Together / Tuongoze Pamoja	€ 770,454	€ 770,454	European Commission	START: 01/04/2015 END: 31/03/2018
27	Democratic Republic of the Congo	Three Pebbles / Mawe Tatu	€ 4,499,994	€ 4,499,994	Dutch Ministry of Foreign Affairs	START: 01/12/2015 END: 31/05/2019
28	Democratic Republic of the Congo	NAP 1325 - Women, Peace and Security / Mwanamke, Amani na Usalama (MANU)	€ 2,000,000	€ 711,950	Dutch Ministry of Foreign Affairs	START: 01/01/2017 END: 31/12/2019
29	Ethiopia	Women for Women: Creating opportunities for Women in Enterprise Development	€ 2,173,913	€ 2,173,913	H&M Foundation	START: 05/02/2015 END: 31/07/2018
30	Ethiopia	Promoting Resilient Livelihoods (RESET II)	€ 6,600,000	€ 6,600,000	European Commission	START: 01/10/2016 END: 01/03/2020
31	Ethiopia	Innovations in Water Development	€ 1,362,000	€ 1,362,000	European Commission	START: 01/05/2018 END: 31/10/2019
32	Guatemala	Women managed coffee farms in Guatemala: frontrunners in production increase and climate change adaptation	€ 180,000	€ 145,000	Lidl	START: 01/05/2018 END: 30/04/2020
33	Madagascar	Improving Food Security and Income through Agriculture / Amélioration de la Sécurité Alimentaire et Augmentation des Revenus Agricoles (ASARA)	€ 2,749,325	€ 2,749,325	European Commission	START: 06/01/2014 END: 05/01/2018
34	Madagascar	Improving Nutrition for Women and Children / Renforcement des Actions de Nutrition (RAN)	€ 1,051,109	€ 1,051,109	European Commission	START: 01/06/2014 END: 14/12/2017
35	Niger	Reversing Land Degradation in Africa by Scaling-up Evergreen Agriculture	€ 20,689,655	€ 216,292	European Commission	START: 04/09/2017 END: 03/09/2022
36	Philippines	Proud of my Purok / Dijk van een Wijk	€ 2,153,500	€ 649,058	Dutch Postcode Lottery / Nationale Postcode Loterij (NPL)	START: 01/06/2014 END: 31/08/2017

Nr.	Country	Project	Total Project Budget (in EUR)	Total CARE Budget (in EUR)	Donor	Duration
37	Somalia	Towards Self-Reliance II / Iskufilnaasho (TSR II)	€ 2,260,000	€ 2,260,000	European Commission	START: 28/11/2013 END: 31/08/2017
38	Somalia	Your Environment is Your Life / Degaankaagu Waa Noloshaada (NRM)	€ 8,000,000	€ 8,000,000	European Commission	START: 12/02/2013 END: 12/08/2017
39	Somalia	Somalia Resilience Program (SOMREP)	€ 12,777,778	€ 2,955,730	European Commission	START: 01/02/2016 END: 31/01/2019
40	Somalia	Education for Empowerment II / Horumarinta Elmiga II	€ 3,488,207	€ 3,488,207	European Commission	START: 01/09/2015 END: 31/08/2018
41	Somalia	Education is light II / Waxbarashadu Waa Iftiin II	€ 7,368,421	€ 3,509,303	European Commission	START: 10/09/2015 END: 09/03/2018
42	Somalia	Strengthening Civil Society Organisations and Public Sector Engagements in Somalia (SCOPEs)	€ 1,066,667	€ 1,066,667	European Commission	START: 01/01/2016 END: 28/02/2018
43	Somalia	The Bridges	€ 3,888,889	€ 3,441,748	European Commission	START: 01/12/2016 END: 30/11/2019
44	Somalia	Durable Solutions for IDPs and Returnees in Somalia (DSIRS)	€ 10,000,000	€ 4,849,093	European Commission	START: 10/01/2017 END: 09/01/2020
45	South Sudan	Addressing Root Causes of Violent Conflict (ARC)	€ 5,994,959	€ 5,994,959	Dutch Ministry of Foreign Affairs	START: 01/09/2016 END: 30/08/2021
46	Yemen	NAP 1325 - Women, Peace and Security	€ 1,500,000	€ 1,500,000	Dutch Ministry of Foreign Affairs	START: 01/11/2016 END: 01/11/2019
47	Yemen	Addressing Food Crises in Yemen: Multi-Purpose Cash-Based Assistance (MPCBA)	€ 5,000,000	€ 5,000,000	European Commission	START: 16/10/2017 END: 15/01/2019
48	Afghanistan, Burundi, Pakistan, Rwanda, Somalia, Sudan	Strategic Partnership: Every Voice Counts (EVC)	€ 16,352,680	€ 16,352,680	Dutch Ministry of Foreign Affairs	START: 01/01/2016 END: 31/12/2020
49	Ethiopia, Guatemala, Mali, Indonesia, Philippines, Uganda	Strategic Partnership: Partners for Resilience II (PFR II)	€ 50,366,250	€ 9,193,216	Dutch Ministry of Foreign Affairs	START: 01/01/2016 END: 31/12/2020
50	Guatemala, Ivory Coast, Jordan, Peru, Sierra Leone, Sri Lanka, Yemen	Women in Enterprise Phase II - Taking Enterprise Development for Women Empowerment to Scale	€ 6,271,886	€ 6,271,886	H&M Foundation	START: 01/04/2017 END: 31/03/2020



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