

A WORLD OF IMPACT

CARE NEDERLAND
ANNUAL REPORT 2015 - 2016

WOMEN'S EMPOWERMENT

Addressing poverty
at its root

RESILIENT COMMUNITIES

Sustainable solutions
in fragile settings



Vision of CARE

We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security.



Foreword

When I look back at last year, I am happy to see that some important steps were taken towards a more fair and sustainable world. One important example is the Paris agreement, which was adopted by 195 countries during the Climate Conference in December 2015. This agreement aims to limit the increase in temperature caused by climate change to a maximum of 1.5 degrees. CARE and its partners worked together side by side in a broad and successful movement to actively advocate for this agreement.

Another historical step was taken at the World Humanitarian Summit in May 2016. The Grand Bargain aims to offer real solutions to close the gap between humanitarian needs and available resources. CARE never lost this focus during the many humanitarian crises last year.

We joined forces with other Dutch NGOs in the Dutch Relief Agency. Together, we managed to support people in the most difficult situations. I was excited to see how the cooperation within the platform really took off last year.

After a crisis, CARE's work is not done once the basic needs are covered. Together with our local partners we work towards sustainable development to make communities more resilient. One example is the Peace Under Construction programme, which aims to contribute to sustainable peace and stability after conflict. The key is to improve community-based governance and the social and economic position of youth and women.

While the amount of people hit by disasters doubled in the last period, the costs to help them more than tripled. We need to invest in local capacity and

innovative solutions. CARE is therefore taking steps on the path of innovation. We joined forces with several NGOs in the Dutch Coalition for Humanitarian Innovation to contribute to the progression in the field.

None of the above would have been possible without the financial support of our partners, donors and stakeholders. We are sincerely grateful for their trust and generous support. We particularly appreciate the Dutch Ministry of Foreign Affairs' commitment to working with us. I would also like to specifically mention here the input and ideas that we received from the online platform Whocares. Their inspiring and creative work keeps us sharp, focussed and relevant.

I'm looking forward to another year of inspiration, cooperation, innovation, and capacity building. Together we can create a world of hope, tolerance, and social justice, where poverty has been overcome and all people live with dignity and security.

On behalf of the CARE Nederland team,

Chief Executive Officer, CARE Nederland



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General information

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Corporate domicile: The Hague
Address: Parkstraat 21
Telephone number: +31 70 310 50 50

Legal form: A foundation under Dutch law [stichting]

Chamber of Commerce registration: Articles of Association were filed on 2 December 1993 under number 41158230

Latest amendment to the Articles: 12 April 2013

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

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Summary

CARE Nederland seeks to save lives in emergencies, defeat poverty and achieve social justice. Our mission is to increase the resilience of communities made vulnerable by natural disasters and violent conflicts. Our work focuses mainly on women and girls. Seven decades of humanitarian and development work have taught us that we must address the root causes of poverty and social injustice.



CARE Nederland focuses on three roles:

- **Humanitarian Action:** we provided in basic needs in emergencies in 14 countries
- **Sustainable Development:** we created lasting solutions to tackle poverty and strengthen resilience in 23 countries
- **Multiplying Impact:** we shared knowledge, influenced decision-makers and engaged in The Netherlands and abroad

In financial year 2015-2016, CARE Nederland:

- Had its largest portfolio share in Somalia with €25 million
- Started 24 new programmes in 13 countries
- Concluded 19 programmes in 17 countries

Our core themes are:

- Gender in Emergencies
- Integrated Risk Management
- Inclusive Governance in Fragile Settings
- Women's Empowerment through Enterprise Development

What we are proud of:

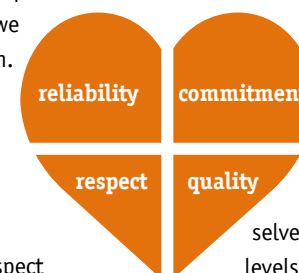
- In Puntland, we helped to develop the first environmental law, which is now under review by the relevant ministries.
- In the Philippines, the emergency response to typhoon Haiyan was considered one of the most effective emergency responses by CARE.
- The Dutch Relief Alliance has proven to be an effective platform for allocating humanitarian response funds. Since April 2015, 21 Joint Responses were launched.
- Even in precarious political situations like in Burundi, we manage to empower excluded groups of women and youth and give them a voice in governance processes.
- The number of people who liked the inspiring stories on our Whocares platform increased from 40,000 to 90,000.
- The programme 'Women's Empowerment through Enterprise Development' funded by H&M Foundation puts women entrepreneurs in a position to better negotiate the conditions for their development.
- The number of individual donors increased from 52,000 to 57,000.
- We undertook a successful advocacy effort with the Dutch Ministry of Foreign Affairs to include Gender in Emergencies in the agenda of the World Humanitarian Summit.
- In war-torn South Sudan, CARE's work effectively contributed to maintaining peace and stability in the target communities of the Peace Under Construction programme.

Who we are

Our values

We are reliable and we practice what we preach.

We are committed to our purpose.



We respect ourselves, others and our surroundings.

We constantly challenge ourselves to the highest levels of learning and performance in order to achieve greater impact.

Our vision

We seek a world of hope, tolerance and social justice, where poverty has been overcome and all people live with dignity and security. CARE is a global leader within a worldwide movement dedicated to ending poverty. We are known everywhere for our unshakable commitment to the dignity of people.

Our mission

CARE Nederland helps to strengthen the resilience of poor communities prone to disasters, including violent conflict, by addressing immediate needs and contributing to sustainable solutions to underlying causes of vulnerability.

Our focus

CARE Nederland predominantly operates in fragile settings. These are areas or countries characterised by weak governance or at risk of natural disasters and/or conflicts. We focus our long-term programming on 19 countries. This enables us to

develop extensive knowledge about local circumstances. Eighty per cent of our activities are carried out in these focus countries. Since we give high importance to emergency response wherever appropriate and want to stay open to innovative types of programming, a maximum of 20 per cent of our activities are carried out in non-focus countries. Within fragile settings, CARE Nederland especially focusses on women and girls. They are often severely marginalized and affected by conflicts and natural hazards.

Our position

CARE Nederland is one of the 14 national member organisations of the CARE International Confederation. CARE International works through 61 country offices. These country offices are embedded in the local civil society, enter into partnerships with different actors and constantly perform contextual analyses. Each country office is managed by one of the member organisations of CARE International.

Our partnerships and network

Strategic partnerships enable CARE Nederland to achieve greater impact for beneficiaries, work more efficiently and strengthen influence on all levels. We work together with a variety of partners, including CARE member organisations, CARE country offices and local partner organisations, Dutch and international NGOs, international civil society organisations, knowledge institutions and fundraising partners. CARE Nederland takes part in various platforms, is member of the branch organisations Partos and Goede Doelen Nederland, and collaborates with peers in Samenwerkende Hulp Organisaties (SHO), Dutch Relief Alliance (DRA) and Dutch Coalition for Humanitarian Innovation (DCHI).

The WORLD Chapter One of CARE

In 2015 CARE International



Reached more than
65 million
people directly

Benefited more than
231 million
people indirectly

History of CARE

70 years of CARE

In 2015, it was 70 years ago that CARE was founded in the aftermath of World War II. Twenty-two American charities set up CARE for the purpose of distributing millions of emergency relief packages to the victims of war in Europe. When the economic recovery of the former war-torn countries set in, CARE's focus shifted from Europe to the problems facing developing countries.

CARE Nederland has its roots in the Disaster Relief Agency, which was set up in 1993 by a group of Dutch development organisations. The Disaster Relief Agency focused on reconstruction efforts in regions afflicted by war or disasters. In 2001 the Disaster Relief Agency joined the CARE International Confederation and changed its name to CARE Nederland. Now, in 2016, CARE Nederland has 49 employees and carries out programmes in 31 countries.

► A group of Dutch boys and girls receives CARE packages after World War II.



◄ The early CARE packages included foods such as beef, margarine, gravy, fruit preserves and milk powder for survivors of World War II in Europe. The very first shipment of CARE packages arrived at Le Havre, France, on May 11, 1946.



Surprise for our supporters

To celebrate 70 years of CARE International and 15 years of CARE Nederland, we put our donors in the spotlight. In May 2016, a special 'CARE Compliments Team' rang the doorbells of dozens of CARE donors for a surprise visit to thank them for their loyalty and support. The team connected with our donors, heard their stories and wrote a personal thank you card to each of them.



▲ In the conversations with the CARE Compliments Team, donors told the team about themselves and their motivation to support CARE. Donor Hans Hazenak: "I enjoy life, and I want to share that feeling with people who can't. We are healthy and we want to pass that on."



▲ The CARE Compliments Team carried a replica of the original CARE package that was used for emergency relief after World War II. Unlike the original packages, CARE packages nowadays have no expiration date.



What we do

Our roles

CARE Nederland predominantly operates in fragile settings. In these settings, CARE Nederland focusses on three roles:

Humanitarian Action

CARE responds to emergencies and alleviates human suffering caused by conflict and natural disasters. Special attention goes to women and girls and the most marginalised. Humanitarian Action includes preparation and early action, emergency response and recovery, and encourages future resilience and equitable development.

Sustainable Development

CARE aims to achieve systemic and sustainable change on a significant scale. Together with partners and based on evidence of what works, CARE works on:

- delivering essential services to poor and marginalised people
- building capacity to tackle poverty
- supporting communities to strengthen future resilience for reducing risk
- empowering the most vulnerable, particularly women and girls

Multiplying Impact

We use the evidence, learning and innovation from our Humanitarian Action and Sustainable Development programmes to influence broader social change. In collaboration with a wide range of actors from civil society, the government and the private sector, the media and our supporters, we work towards Multiplying Impact. This takes place through three kinds of activities:

- developing and sharing knowledge about proven methods for others to use
- influencing policies through lobby and advocacy
- involving and engaging groups from society who can contribute to poverty reduction

“ Women who have their own income have more control over their lives.”

Our core themes

CARE Nederland aims to further strengthen its expertise in four core thematic areas. This expertise is developed and applied through our work in the three roles mentioned on the previous page.

Gender in Emergencies

Emergencies have different impacts on men and women and often change households' dynamics. To provide effective protection and assistance for women, men, girls and boys, it is necessary to understand their different roles and responsibilities as well as their needs and capacities. CARE Nederland is committed to integrating gender into emergency response. Furthermore, CARE Nederland lobbies for including gender justice into the programming of partners and donors and overall poverty/vulnerability analysis.

Integrated Risk Management

Disasters undermine efforts to achieve Sustainable Development for communities and individuals – and will continue to do so. Natural disasters, as we face them today, are exacerbated by climate change and degraded ecosystems. At the same time, investing in and building healthy ecosystems can play a role in mitigating disasters and strengthening the resilience of individuals and communities. Integrated Risk Management strengthens the capacities of poor and vulnerable communities to anticipate, absorb, adapt and transform in the face of increasing and intensifying natural hazards.

Inclusive Governance in Fragile Settings

Some 1.5 billion people, 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. Moreover, certain groups are marginalised, especially poor people, youth, women, ethnic and religious minorities and indigenous people. They lack access to scarce resources, but also the capabilities and opportunities to voice their demands and to influence decisions. Multiple and complex causes have to be addressed for a transition out of fragility. Among these, establishing inclusive governance processes is essential. Inclusive governance is more than just improving the capacity of a government. It is also about the process of decision-making and public policy formulation, about accountability, legitimacy and participation.

Women's Empowerment through Enterprise Development

The majority of the world's poor are women and girls. Opportunities for them to generate an income are often limited. The development of small enterprises, either by individual women or in groups, is one way to provide women with a means to become economically empowered. Women who have their own means of generating an income, have more control over their lives and can participate more effectively in decision-making processes at the household and community levels. In order to achieve this, changes are required both in the context in which women entrepreneurs operate (e.g. social gender norms, legislative and administrative conditions), as well as in terms of access to training, resources and markets.

Our goals for 2020

Multiplying Impact

We will have established a community of **100,000 active supporters** who are committed to enhancing and multiplying our impact.

Our approaches and policy recommendations will have been:

- structurally embedded in policies, communications and fundraising schemes by relevant stakeholders
- applied, replicated, scaled-up and/or advocated for by relevant stakeholders

Humanitarian Action

We will have reached **2 million people** affected by humanitarian crises.

Sustainable Development

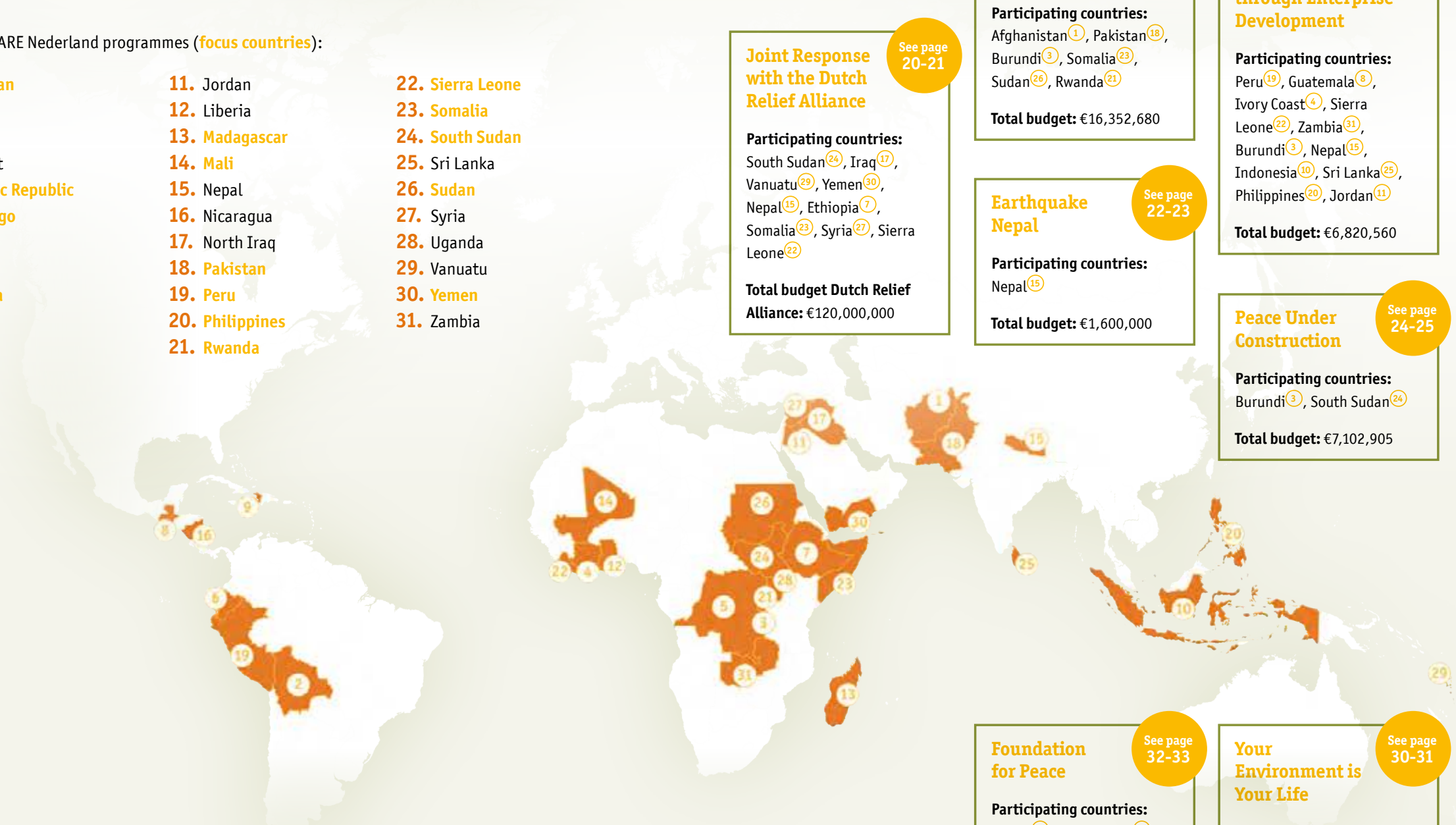
We will have had a lasting impact on the lives of **6 million people** in fragile settings.



Where we work

Countries with CARE Nederland programmes (**focus countries**):

- | | | |
|-------------------------------------|-----------------|------------------|
| 1. Afghanistan | 11. Jordan | 22. Sierra Leone |
| 2. Bolivia | 12. Liberia | 23. Somalia |
| 3. Burundi | 13. Madagascar | 24. South Sudan |
| 4. Ivory Coast | 14. Mali | 25. Sri Lanka |
| 5. Democratic Republic of the Congo | 15. Nepal | 26. Sudan |
| 6. Ecuador | 16. Nicaragua | 27. Syria |
| 7. Ethiopia | 17. North Iraq | 28. Uganda |
| 8. Guatemala | 18. Pakistan | 29. Vanuatu |
| 9. Haiti | 19. Peru | 30. Yemen |
| 10. Indonesia | 20. Philippines | 31. Zambia |
| | 21. Rwanda | |



Highlighted programmes

Joint Response with the Dutch Relief Alliance

See page 20-21

Participating countries: South Sudan²⁴, Iraq¹⁷, Vanuatu²⁹, Yemen³⁰, Nepal¹⁵, Ethiopia⁷, Somalia²³, Syria²⁷, Sierra Leone²²

Total budget Dutch Relief Alliance: €120,000,000

Every Voice Counts

See page 34-35

Participating countries: Afghanistan¹, Pakistan¹⁸, Burundi³, Somalia²³, Sudan²⁶, Rwanda²¹

Total budget: €16,352,680

Women's Empowerment through Enterprise Development

See page 40-41

Participating countries: Peru¹⁹, Guatemala⁸, Ivory Coast⁴, Sierra Leone²², Zambia³¹, Burundi³, Nepal¹⁵, Indonesia¹⁰, Sri Lanka²⁵, Philippines²⁰, Jordan¹¹

Total budget: €6,820,560

Earthquake Nepal

See page 22-23

Participating countries: Nepal¹⁵

Total budget: €1,600,000

Peace Under Construction

See page 24-25

Participating countries: Burundi³, South Sudan²⁴

Total budget: €7,102,905

Foundation for Peace

See page 32-33

Participating countries: Yemen³⁰, Afghanistan¹, Somalia²³

Total budget: €2,321,100

Your Environment is Your Life

See page 30-31

Participating countries: Somalia²³

Total budget: €8,000,000



Humanitarian ACTION

Chapter Two

Introduction

Humanitarian emergencies have many guises and may take on complex forms. The provision of emergency aid, in accordance with the Core Humanitarian Standard on Quality and Accountability, is one of our key priorities, an emphasis reflected in many of our projects. Following the guidelines of the CARE International Humanitarian and Emergency Strategy, CARE Nederland mobilises its donors, companies and the Dutch public to raise funds, which can then be channelled quickly and efficiently to those in need.

By sourcing materials locally whenever possible, we support local businesses, distribute supplies more efficiently to people in need, and make our budget stretch further. By partnering with local aid agencies and community groups and by hiring local staff, we tap into the knowledge of a community's language and culture, develop a deeper understanding of the people we are serving, and make effective use of local expertise.

Before an emergency strikes

For poor, vulnerable communities, the impact of any emergency can destroy hard-won gains in the fight against poverty. Good planning and preparation can help save lives, reduce the impact of disasters and support recovery. Integrated Risk Management is therefore one of the four core themes of CARE Nederland. By incorporating disaster risk reduction methods and emergency preparedness plans into our long-term development programming, CARE Nederland helps people and communities develop sustainable methods and strengthen community resilience for future disasters.

During an emergency

With ongoing programmes in many of the world's most disaster prone areas, the CARE network of organisations already has emergency response experts on the ground and additional emergency specialists ready to deploy immediately. During an emergency, CARE coordinates with local governments and participates in the United Nations cluster system, a coordinated approach that aims to ensure humanitarian actors work together, reducing duplication of efforts and ensuring all people in need receive aid. The aid we provide is always tailored to the needs of those affected and focuses on shelter, food security, sexual and reproductive health, and water, sanitation and hygiene (WASH). Gender in Emergencies is a core theme of CARE Nederland. We promote for instance the use of the CARE Gender Marker in our programmes, a simple and easy-to-use tool that grades whether or not humanitarian relief work is prepared for, designed, and implemented in a way that ensures women, men, boys and girls benefit equally.

After an emergency

Following the emergency phase, CARE Nederland works together with communities towards Sustainable Development. Instead of providing long-term handouts, we help people to help themselves so as to reduce community vulnerability for future emergencies. Examples are small business assistance, agricultural rehabilitation and peace-building efforts.

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



About the programme

Countries with CARE involvement:
South Sudan, Iraq, Vanuatu, Yemen, Nepal,
Ethiopia, Somalia, Syria, Sierra Leone

Themes:
Gender in Emergencies &
Integrated Risk Management

Target groups:
Persons affected by conflict or natural
disasters with a focus on the most
vulnerable groups and households.

Duration:
2015-2017

Donor:
Dutch Ministry of Foreign Affairs

Total budget Dutch Relief Alliance:
€120,000,000

Working together in acute crises

Joint responses with the Dutch Relief Alliance

In 2014, Minister Ploumen announced the creation of a three-year Dutch Relief Fund with a budget of €570 million. This was meant to increase the quality of Dutch contributions to Humanitarian Action and respond to cuts in the development aid budget. Roughly one-fifth of this budget was earmarked for Dutch NGOs. Twelve Dutch NGOs joined forces to develop a structure and mechanism through which this money could be allocated. This new platform became the Dutch Relief Alliance (DRA), launched in April 2015.

Different visions

“It was a very revolutionary step to earmark such a big amount for NGOs,” says Nok van de Langenberg, Head of Humanitarian Action at CARE Nederland. “Historically, Dutch NGOs have received very little money from the government compared to other European countries.” The platform has grown to 14 NGOs by the end of 2016. “Working together is not always easy,” van de Langenberg admits. “We are all very different. Some are big, some are small, we have different visions, missions and target groups. But we have a common goal: saving lives in emergency situations.”

Glimmer of hope

Since the start, the DRA has launched 21 Joint Responses. CARE is the lead in Yemen and in Somalia. “The situation in Yemen is very challenging”, according to Shelly Sayagh, Emergency Response Programme Officer at CARE Nederland. Although the war has had devastating effects throughout the country, she signals a glimmer of hope: “The conflict has propelled women into a leading role in the household. CARE supports women and girls during this transformation, wherever we can.”

Time for reflection

Working together as NGOs may sound like the normal thing to do, but in acute crises it’s not always so easy. Sayagh explains, “The primary focus is on saving lives, and there is not always enough time for reflection. Now that we’ve established good working relations, we can better leverage each other’s experiences for joint learning at field and organisational levels. That is a big improvement in such a changing and volatile context.”

“We have a common goal: saving lives in emergency situations.”

Moving forward after the earthquake

Earthquake Nepal

In April 2015 Nepal was hit by a devastating earthquake. CARE Nederland immediately provided humanitarian aid in the districts that were the most affected. In this first phase, shelter was offered and water and food were distributed. The situation has improved a lot since then, says Santosh Sharma, who has been working for CARE since 1995. Currently, he is team leader and responsible for the grant management around the earthquake.

Geographical differences

“After the first needs were met, we could move on to focus on the longer term. How can we get back to the normal situation, or maybe even achieve some improvements?” One answer to this question was to invest in food security. “We distributed seeds, agricultural tools, plastic tunnels and other materials to enhance the agricultural production.” The seeds were not distributed randomly; great care was given to geographical differences. “We looked at the quality of the land and the climate to know which seeds to distribute in which areas.”



“After the first needs were met, we could focus on the longer term.”

Women as heads of households

The focus is always on vulnerable people within the communities. “Not only in the beginning, but also in the second phase, where we provided tools and training for extremely poor people who don’t own land for agricultural production. We also targeted women as the heads of households and often the ones responsible for food production.”

Back to school

In addition to food security, CARE Nederland developed projects around water, sanitation and hygiene issues (WASH) and trained people in safe methods to demolish the houses that were destroyed by the earthquake. “Nowadays, many people still live in temporary shelters,” Sharma says, “but social networks have been recovered, people have started planting and harvesting crops and all schools, health posts and other public services have been resumed.” The people in the affected areas are grateful for the help of CARE Nederland, according to Sharma. “Most of all because the cooperation was more focused on the longer term than has been the case with other partners.”



About the programme

Country:
Nepal

Themes:
Gender in Emergencies &
Integrated Risk Management

Target groups:
Women and vulnerable people

Duration:
April 2015 – April 2016

Donor:
Samenwerkende Hulporganisaties (SHO)

Budget:
€1,600,000



Peace at all levels

Peace Under Construction

With its focus on lasting peace, Peace Under Construction is a good example of the transition from emergency aid to sustainable development. The programme has three outcome areas. First of all, it aims to increase stability within and between communities. It aims to reinforce civil society organisations as well as community-based peace groups, to prevent and resolve conflict. Secondly, the programme focuses on increasing the capacity of governments to implement their own laws and policies designed to protect citizens against violence and human rights violations, leading to increased government legitimacy. Finally, it aims at increasing economic opportunities for women and youth to build secure and self-reliant livelihoods. The programme booked results in each of these areas.

Peace Clubs

Peace Clubs are an important result of the programme. “Their power is that they relieve tensions within communities”, Merlijn van Waas says. He is the focal point of the Peace Under Construction programme. From The Hague, he communicates and consolidates with the donor, the Dutch Ministry of Foreign Affairs. During the elections in Burundi in 2015, some youths became involved in electoral violence. Peace Clubs connected with them and with political leaders, to explain that violence only creates more tension and hate. In South Sudan, cattle raids are often a source for a vicious circle of conflict. Peace Clubs intervene to prevent further escalations. Van Waas: “I admire the Peace Club members for their courage. CARE supports them with knowledge and ideas. But the results are theirs.”

“The results are theirs.”

Investing in local businesses

Another result to be proud of, are the businesses that people were able to start with the help of Village Savings and Loan Associations (VSLAs). Villagers collectively save money and decide in which business ideas they want to invest. Within a year, the loan must be refunded. This way, entrepreneurs who can’t get a loan from a bank, are able to start up their own small business, such as a food stall or a tearoom. In Burundi, almost 6,700 women and 4,600 youth participate in such saving groups, which funded more than 1,600 enterprises. In South Sudan, more than 1,300 people participate in VSLAs, and 560 businesses were funded. “I met a young woman in Burundi who started a hair salon and several market stalls. It was wonderful to see how proud she was”, Van Waas recalls. “The potential that villagers can release in each other, just by saving a little money, struck me. It shows what development our work is really about.”



About the programme

Country:

Burundi and South-Sudan

Themes:

Inclusive Governance in Fragile Settings & Women’s Economic Empowerment

Target groups:

Women and youth

Duration:

July 2012 – June 2016

Donor:

Dutch Ministry of Foreign Affairs

Budget:

€7,102,905



Country: The Philippines

CARE works with local country offices that are functioning as independent organisations. What are the results of these partnerships? And which challenges do our country offices face? An interview with the country director of the Philippines.

What are the results of the Humanitarian Action programme after typhoon Haiyan?

"After the immediate emergency relief phase came the recovery phase. We have supported the livelihood recovery of over 800 community enterprises run by women so far. The Haiyan project is considered one of CARE's best emergency responses. We have reached almost 350,000 people. CARE also raised a significant amount of funding: about \$30 million."

What other issues do you focus on?

"An important issue is Integrated Risk Management: how can we prepare for disasters? The Move Up project is focused on urban resilience in the Manila area. We develop disaster reduction and response plans with local governments, universities and private companies. Partners for Resilience is a nationwide programme about increasing funding for disaster risk reduction, ecosystem management and climate change adaptation by influencing government practices and policies."

"The Haiyan project was considered one of CARE's best emergency responses."

How would you describe the relationship with CARE Nederland?

"We work very closely together. Currently, we are setting up a learning lab for Integrated Risk Management. CARE Nederland is known for its expertise on this subject. The lab will be a virtual library with best practices, manuals and toolkits. We will share ideas and information with other country offices and CARE partners."

What are you proud of?

"We work in partnerships with a lot of local organisations. This is never easy: it requires trust, mutual goals and clarity on roles and responsibilities. The Philippines is a big country with thousands of islands. Right now, we can respond in 70 per cent of the areas that can potentially be hit by disasters. It is our priority to make that 100 per cent."

Interview with...

Name:

David Gazashvili

Born:

Republic of Georgia, 1964

Country director since:

2015

With CARE for:

19 years





SUSTAINABLE

Chapter Three Development

Introduction

In many of the countries where we work, poor governance, gender discrimination, conflict and the effects of climate change lead to increasing fragility. In response, we focus on quality programming related to Inclusive Governance in Fragile Settings, Integrated Risk Management and Women's Empowerment through Enterprise Development. Given the complex and inter-related causes of fragility, many of our Sustainable Development programmes offer a holistic approach, integrating the above-mentioned thematic areas.

Capacity building

We provide capacity building support to CARE country offices dealing with the increasingly complex causes of fragility. Our support focusses on the topics mentioned above, as well as planning, monitoring, evaluation and learning. Capacity building takes place through the development of practical guides and tools, coaching and monitoring, and where possible, we coordinate with other national member organisations.

Facilitate learning

Furthermore, we contribute to education on Inclusive Governance in Fragile Settings, Integrated Risk Management and Women's Empowerment through Enterprise Development, and study how these different approaches mutually reinforce each other to contribute to systemic and sustainable change. We work with CARE country offices to document and share their best practices and strive to facilitate learning between country offices. Where possible, we seek to share resources and draw on knowledge from across CARE International to maximize our collective learning.

“ We offer a holistic approach on the complex and inter-related causes of fragility.”

Improving the land, securing the future

Your Environment is Your Life



In the Puntland State in Somalia, drought and deforestation have caused gully erosion. This degradation of land threatens food security of local communities, who use the areas around villages as rangeland for livestock. The programme Your Environment is Your Life seeks to improve rangeland conditions, promote sustainable use of resources and strengthen institutional capacity to develop and implement rangeland management policies.

Engaging communities

From the Puntland capital of Garowe, Wangui Karanja coordinates the project. With the project in the final phase, the results are clearly visible. "We have worked closely with village committees and engaged people in public works. We have given them jobs to build stone check dams to prevent further erosion. We have also raised awareness among communities about environmental protection and conservation, as well as their own role in the underlying causes of degradation."

"The Puntland environmental law is the first of its sort in all Somalia."

Children and youth were also involved, Karanja says. "We did school projects and developed a school greening manual. Additionally, we supported the East Africa University in developing a two-year natural resource management course, which started in 2014. The first graduations will be at the end of this year."

Policy framework

According to Karanja, the most interesting results of the project are the broad institutional, legal, and policy frameworks that support effective rangeland management. "We have equipped the Ministry of Environment with technical advisors, staff trainings, new headquarters and ten regional offices. Furthermore, we have supported the Ministry in developing an environmental policy and a five-year strategic plan for natural resource management. And last but not least, we helped developing the Puntland environmental law, which is the first in its kind in all Somalia."



About the programme

Country:
Somalia

Themes:
Integrated Risk Management

Target groups:
20 villages in the Nagaal and Karkaar regions

Duration:
February 2013 – December 2016
(possibly extended by 6 months)

Donor:
EuropeAid

Budget:
€8,000,000

A message about peace

Foundation for Peace

After the Arab spring in 2011, CARE wanted to help youth make their voices heard and improve their relationship with the state. In Yemen, this resulted in the Foundation for Peace programme.

The programme had three objectives: build capacities of local civil society for conflict resolution and peace activities, give youth a voice in decision-making, and build economic capacities among youth. The implementation went well until the civil war started in 2015.

Need to transform

Suddenly, the humanitarian need became very high and some communities were cut off from water. "We had to transform some of our activities," programme manager Mohammed Faisal explains. "The youth made water vehicles and distributed water in neighbourhoods. In doing so, they talked to families about how to prevent kids from participating in the conflict so that they could deliver a message about peace."



"They talked to families about how to prevent kids from participating in the conflict."

Tell human stories

Another way to trigger discussions about topics such as revenge, child labour and child marriage, was to let teenagers make films about these issues and organise screenings. They were also taught how to make blogs so that they could reach an even wider audience. "They became the voice of youth in the discussion about the conflict situation in Yemen. It was regarded as one of the most successful activities of the programme," Faisal says. "Of course people are very sensitive to what's being said. That's why we teach them not to take side with anyone, but to tell human stories. We don't point fingers; we are politically free."

Because the country office in Yemen has to focus on emergency response, the funds for youth programmes have practically dried up. "That worries me," Faisal says, "If their voice is not being heard and we cannot offer them alternatives, I'm afraid that they will be tempted to actively take part in the war."



About the programme

Country:

Yemen, Afghanistan, Somalia

Themes:

Inclusive Governance in Fragile Settings

Target groups:

Youth in 3 cities: Sana'a, Taizz and Aden

Duration:

July 2012 – July 2016

Donor:

Dutch Ministry of Foreign Affairs

Budget:

€2,321,100

An innovative approach to advocacy

Every Voice Counts

Inclusive government leads to peace and stability: this is one of CARE's core beliefs. Having equal access to power, health, education, justice and resources enables people to participate in society and achieve their potential. The new programme Every Voice Counts (EVC) aims to empower excluded groups - with a specific focus on women and youth - in countries with fragile governance processes.

Hostile environment

Lori Cajegas joined CARE at the end of 2015 to coordinate Every Voice Counts. "The most challenging part of this project is the political context in the countries," says Cajegas. "In Afghanistan for example, the security situation has worsened because of the on-going conflict between the government and opposed armed groups. But also because recently, around 260,000 Afghan refugees who resided in Pakistan fled back to their home country. Local communities generally lack basic services such as health care, education and jobs." The hostile environment requires an innovative approach to advocacy. "Therefore, we introduced the community scorecard tool. It connects women groups, civil society groups or community development councils to service providers to score certain services such as health or education. We compare the scores, facilitate discussion and assist in discussions. Solutions are presented to policy makers such as the Ministry of Education."

Creative communication

The situation in countries like Afghanistan also means that CARE has to be creative in packaging the message of EVC, so that it's not perceived as threatening to commune leaders. Cajegas explains, "We use the terminology 'dialogue' and 'negotiation' instead of 'advocacy' and 'lobby'."

The ambition with EVC is to extend its scope beyond the project countries, Cajegas says. "We want to demonstrate that in fragile settings, inclusive governance is possible. And that change can only be achieved by addressing the structural causes of exclusion. Also, we want to learn from different approaches and establish what works in which context, and share knowledge about the necessary conditions for women and youth to participate."

"Change can only be achieved by addressing the structural causes of exclusion."



About the programme

Country:

Afghanistan, Pakistan, Burundi, Somalia, Sudan, Rwanda

Themes:

Inclusive Governance in Fragile Settings

Target groups:

Women and youth

Duration:

2016-2020

Donor:

Dutch Ministry of Foreign Affairs

Budget:

€16,352,680



Country: Mali

CARE works with local country offices that are functioning as independent organisations. What are the results of these partnerships? And which challenges do our country offices face? An interview with the country director of Mali.

What issues do you focus on in Mali?

“First, we are focussing on humanitarian response. Over 400,000 people have been affected by conflicts. The country also deals with recurrent disasters such as floods and drought. Second, empowering women. Because of gender-based violence and low social status, women suffer the most from conflict and crisis. Third, climate change and food security. We mainly focus on nutritional resilience, in other words access to land, agricultural practices and hygiene.”

What are you proud of?

“How women in difficult situations have been able to go on with their lives, generate income and support each other. They act, rather than positioning themselves as victims. For example, there was a small group of displaced women from the Mopti region who had lost everything. We secured land for them and provided them with agricultural tools and techniques. One year later, they had their own farm and were able to provide for their families. The second year, they could send their children to school.”

“They act, rather than positioning themselves as victims.”

What are your challenges for the coming year?

“Safety is one of our key challenges. Without safety, it is impossible to reach all those people in remote areas. Another challenge is to scale up, so that more women can benefit from our activities. Lastly, we want to help implement a national gender action plan that will be adopted by the Mali government: it will give women more voice and it will help them to fulfil their fundamental rights.”

How is the collaboration between the Mali country office and CARE Nederland?

“We work together as one entity to make sure that we design programmes that respond to the real needs of the Mali community. It is important to share our challenges and priorities with other stakeholders. We, as development workers, cannot do it alone. Having strategic partners is crucial.”



Interview with...

Name:

Yawo Douvon

Born:

Togo, 1961

Country director since:

2015

With CARE for:

25 years





Chapter Four

Multiplying IMPACT

Introduction

CARE Nederland seeks to make an impact in the communities we work with, and at the same time we are aware that systemic change is needed beyond the community boundaries. We use the evidence, learning and innovation from our Humanitarian Action and Sustainable Development work to influence broader social change. In collaboration with a wide range of actors from civil society, the government and the private sector, the media and with our supporters, we work towards multiplying our impact. The process of Multiplying Impact takes place through three kinds of activities: developing and sharing knowledge about proven methods for others to use, influencing policies through lobby and advocacy, and engaging broader society (individuals, groups, corporate relations) who can contribute to poverty reduction. Together, these activities help create a greater impact of our work towards Sustainable Development.

Sharing Knowledge

Power of Entrepreneurial Women – Worldwide

To promote female entrepreneurship worldwide, CARE Nederland and research institute SMO organised the second conference Power of Entrepreneurial Women Worldwide on March 8 in The Hague. Highlight was the presentation of the report 'Integrating women entrepreneurs in global supply chains' to the participants – international enterprises, researchers, policy makers and other stakeholders.

One of the outcomes we present in the report is that international enterprises deliberately choose to work with female entrepreneurs as trade partners because of the high quality of their products and their positive effect on the company reputation. At the same time, companies stress the importance of empowering women entrepreneurs with access to resources and skills trainings. The report is available online: <https://goo.gl/an99pj>.

About the programme

Countries:

Peru, Guatemala, Ivory Coast, Sierra Leone, Zambia, Burundi, Nepal, Indonesia, Sri Lanka, Philippines, Jordan

Themes:

Women's Empowerment through Enterprise Development

Target groups:

100,000 women in 11 countries

Duration:

February 2014 – January 2017

Donor:

H&M Foundation

Budget:

€6,820,560

Fighting poverty and achieving equality by economically empowering women

Women's Empowerment through Enterprise Development

Since 2014, CARE Nederland is implementing a global programme, supported by the H&M Foundation focussing on women's empowerment. The programme seeks to empower women economically by establishing lasting change through the following: providing women with skills and/or funding to start their own enterprises, running campaigns that share inspiring stories of female role models, and advocating for policy changes needed for women to become economically independent.

'It is the force inside you that will bring you wherever you want to go'

Philomène Tia (56) from the Ivory Coast has overcome multiple barriers and inspired hundreds of women to pursue their own development. She was chosen as one of the role models for a campaign in the Ivory Coast supported by the programme.

"My parents were poor. I never went to school. As a teenager, I was forced to marry an older man who already had seven wives. He was poor, some days I couldn't feed my children. I realised you can't count on anyone except yourself.

One day, I saw people leaving the field with peanuts in their hands. I realised peanuts were equal to money and trade. This inspired me to start working on a peanut field in 1984. I then started doing business with my profits. I sold frozen fish and initiated cattle breeding.

In 2002, the civil war started and I lost everything. I fled to Guinea and returned home in 2007. Thanks to a loan, I re-started my businesses. I established a taxi service that resulted in the first bus company in the West Ivory Coast with 90 buses. Later, I opened a hotel and several beverage stores.

I now bring people together in associations and cooperatives. I tell women it is the force inside you that will bring you wherever you want to go. CARE gave me a platform to share my story. My doors are always open to women who want my advice so that they too can grow as entrepreneurs."



'My dream is to be successful as an entrepreneur'

Elida Chopox (23) was 18 when she joined a women's group from her municipality in Santa Cruz Balanyá in Guatemala. She is one of the beneficiaries of a skills development project supported by the programme.

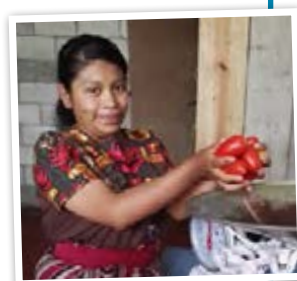
"My dad left us when I was young. My mum worked hard and got us through school. I admire her, she taught me to move forward.

We learned a lot in the women's group: how to grow tomatoes and oyster mushrooms, how to plant and harvest green beans and peas and how to sell them at the local market and for export. This allowed me to start my own small business. My dream is to be successful and deliver products of good quality and quantity. Being an entrepre-

neur means you are constantly learning, evolving and guiding other people.

There is a lot of discrimination and 'machismo' here, and many women think they cannot do things. We should change this towards more positive thinking. Women can do many things and achieve great success in life.

I am now able to pay for university and for my own clothes. Earning my own income is a big change for me. I can now support my mum."



Multiplying the impact

The H&M Foundation programme is not only about empowering and inspiring women. It also works on changes needed worldwide to enable more women to become economically independent. Early 2017, we will present a report based on the programme experiences. The report describes which barriers should be lifted and conditions created for women to become successful and empowered entrepreneurs.

Changes are proposed in:

- Social gender norms
- Market conditions
- Skills development
- Resources
- Laws and regulations

With this report we aim to change conditions for women entrepreneurs together with relevant stakeholders worldwide.



Lobby and 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.

Lobby and advocacy at local, regional and national level is part of programming implemented by CARE country offices and their implementing partner organisations. CARE Nederland's role at these levels is to provide technical support and advice. At international level, lobby and advocacy may be taken up by (groups of) country offices and/or by CARE Nederland, often in collaboration with other CARE members and CARE International structures in Brussels, Geneva and New York.

Local level

At the local level, CARE Nederland primarily strives to make people who live in fragile or conflict situations aware of their rights, enabling them to make their interests known and hold policy makers accountable. To this end, CARE Nederland trains staff of CARE country offices and local community organisations to help them defend the rights of the

local population more effectively. CARE Nederland also provides training to 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. And finally, CARE Nederland supports the establishment of accountability mechanisms and platforms for dialogue between local communities and relevant policy / decision makers: informal leaders, religious leaders, (local) government, and leadership in the corporate sector.

Dutch, EU and international level

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

World Humanitarian Summit

The World Humanitarian Summit (WHS) in Istanbul (23-24 May 2016) provided an important and potentially once-in-a-generation opportunity to address some of the major challenges facing efforts to protect, assist and empower people affected by crises. CARE Nederland engagement around the WHS started in late 2015 and consisted of several work streams. On behalf of CARE Nederland, the advocacy department worked closely with the Ministry of Foreign Affairs to influence the Dutch Commitments for the WHS around Gender in Emergencies. The suggested text, drafted by CARE Nederland and two partner organisations, was well received by the Ministry of Foreign Affairs and adopted almost in its entirety.

CARE Nederland was also actively involved in wider policy discussions leading up to the WHS. For instance, it co-organised the VOICE Round Table, during which key humanitarian stakeholders in the Netherlands and the EU discussed the WHS and where CEO Perry Heijne was a panellist. Furthermore, the advocacy department co-drafted input for WHS-discussions in parliament,

which was delivered in the form of Principles for Humanitarian Action (PHA)-letters. These letters are widely used as input during parliamentary sessions.

Further engagement centred around the so-called 'Grand Bargain' (GB). This set of agreements between the major donors and humanitarian actors seeks to improve efficiency, effectiveness and accountability of aid. If implemented, the GB could substantially improve the functioning of the humanitarian ecosystem. Lastly, CARE International announced a series of own commitments that it seeks to implement over the next years.

Overall, the WHS addressed important operational aspects of humanitarian aid but failed to address one core issue: political action to prevent and resolve conflicts, thereby reducing the humanitarian needs. The key challenge now is to keep pushing for more political action whilst not losing momentum to carry forward the various commitments made.

European Development Days

The European Development Days (EDD) are Europe's leading forum on development and international coordination, organised by the European Commission. This year, the forum took place on June 15 and 16. CARE Nederland participated by setting up a project lab on peace clubs with The Hague Academy for Local Governance, in which the audience could brainstorm about the structure of these clubs and their potential for peacebuilding and conflict resolution. Also, the latest research on and development of Peace Clubs was presented

to the audience, after which audience members discussed the future of Peace Clubs.

Peace Clubs are representative and inclusive structures whose aim is to reconcile community members on past and present conflicts. CARE has been working with Peace Clubs for over 20 years, because we believe that building on public participation has a positive impact on social cohesion and can help sustain or improve the social contract between citizens and the state.



Interview with...

Name:

Ada Zambrano

Born:

Guatemala, 1965

Country director since:

2014

With CARE for:

5 years



Country: Guatemala

CARE works with local country offices that are functioning as independent organisations. What are the results of these partnerships? And which challenges do our country offices face? An interview with the country director of Guatemala.

What programmes does CARE Nederland have in Guatemala?

"We carry out two programmes together. Partners for Resilience is a programme about advocacy and lobby on climate change adaptation issues. And we work in the H&M Foundation programme on economic empowerment for indigenous women in the highlands of Guatemala."

What are the most important results of the last year?

"In the H&M Foundation programme we strengthened the capacities of indigenous women in business. They enhanced their self-esteem and financial capacities, built relations with the local private sector, and participated in forums, roundtables and negotiation spaces. In the Partners for Resilience programme the main result has been the inter-institutional agenda. This shows our capability to work with ministries and build trust and confidence between civil society and the government in Guatemala."



How do you cooperate with CARE Nederland?

"CARE Nederland has made a very good effort in understanding our key programmatic issues and main goals and strategies. Also, many of the staff members speak Spanish. Communication is transparent and we have an excellent working relationship in the programmes we carry out together."

What are you proud of?

"The results of the Partners for Resilience programme will have national impact. The Ministry of Education is developing study materials about climate change and biodiversity. These will be part of the curriculum for years to come. This demonstrates the importance of taking into account these issues in the education of children."

What is your most important challenge for the next year?

"We have to innovate our work and the way we tell our stories. We are very traditional in the way we show what we do: we write reports. Maybe we should learn more about technology and choose other ways of communication."

"We have to innovate our work and the way we tell our stories."

Engagement

CARE Nederland strives to engage individuals and corporate relations in our ambition to reduce poverty and obtain more social justice by working alongside women and girls. Our engagement with the general public and corporate relations ranges from active donations of time and experience to funding. In this way, we can multiply the impact of our programmes and increase awareness of the underlying causes of poverty worldwide.

Our goal is to increase the number of supporters from the present-day number of approximately 57,000 to over 100,000 supporters (both individuals and corporate relations) by the year 2020. We would like to engage with supporters who are enthusiastic about CARE Nederland's vision and mission, share our messages amongst friends and colleagues, employees and clients, advocate for CARE by signing petitions and / or carry out fundraising activities for CARE beneficiaries.

Furaha ▼



Online communication channels

CARE Nederland continues to inform and encourage open communication with individuals and corporate relations by sharing beneficiaries' stories, new programme launches, and responses to conflicts and disasters. Communication channels include our website and social media channels: Facebook, Twitter, LinkedIn, YouTube. The CARE Nederland website attracts an average of 8,000 unique monthly visitors and the number of social media followers has grown on Facebook (from 7,000 to 9,300), Twitter (from 1,200 to 1,550) and LinkedIn (from 1,600 to 2,230).

Walk In Her Shoes

For the second Walk In Her Shoes campaign we worked together with MasterPeace, a global grassroots non-profit and non-governmental peace movement. With MasterPeace ambassador Roel van Velzen's support, we raised awareness for all women around the globe who have to walk for miles each day to fulfil their basic needs and who don't have the opportunity to become entrepreneurs. By walking 25, 50 or 100 kilometres from May 30 to June 5, participants showed their solidarity with these women and raised funds for Furaha and Husriannah. Furaha dreams of managing her own sweatshop in her home country of the DR Congo and Husriannah, from Indonesia, aspires to become a market leader in sustainable meatball production. The funds raised will support both women in their endeavours.



A warm welcome for refugees

On World Refugee Day, Whocares launched the sale of a shirt with a simple but effective statement in Arabic: Welcome! The shirt was designed by Husam Sh, a refugee designer who lives in Holland. It became an immediate success: the first batch of 1000 shirts was sold out within two days. A video clip of famous Dutch people posing in the shirt was posted on Facebook and attracted 30,000 likes.

Whocares

How can we engage people and get them involved with our mission? A few years ago, CARE Nederland asked Matthijs Jaspers and the publicity agency he worked for to formulate an answer to this question. Here's what he came up with: a platform to share inspiring stories of people who make a difference worldwide. In 2014 Whocares was launched. Ever since, it has seen a steady rise in visitors, likes, shares and comments.

What is the secret to the success of Whocares?

Jaspers explains, "If you want to connect with people, you first have to introduce yourself and show them how you see the world. CARE is working with poor and vulnerable people, but always focusses on their strength and capacities. So on our platform we don't show that people lost everything in an earthquake. We show how they are rebuilding their lives in the months after the disaster."

This positive approach works. How is CARE Nederland benefiting from the success of Whocares?

"There is more than one answer to that question, and we think new possibilities will continue to arise in the future," Jaspers says. "What is important for now is that CARE is visible as the sender of the message even though we work with an independent editorial team. And that we are able to introduce a huge group of people to CARE's optimistic worldview."

Increase in Facebook likes in the financial year 2015-2016: from 40,000 to 90,000



Average number of people reached by an item:

3 million

Average number of new likes every week:

2,000

Our ambassadors



Babah Tarawally

“The Ebola outbreak in West Africa compelled me to take action. I saw how thousands of people in my home country got sick and died. I wanted to do something to alleviate their suffering. I started writing about it and gathering money through crowd funding to help Ebola orphans. Being an ambassador for CARE Nederland meant I could help fight Ebola directly, structurally and effectively. Together we won the fight against the killer virus.”



Maureen Koster

“The way CARE empowers women appeals to me. Providing women in conflict areas with funds and skills gives them the opportunity to start their own businesses and provide for their families. It’s good that CARE pays attention to all the aspects of setting up an enterprise. This way, their companies are more likely to succeed.”

“To me, CARE stands for truly working for a better world – not with traditional development aid, but by teaming up with local people.”



Sander de Kramer

“In the Philippines, I saw how CARE collaborates with the local offices. Seeing how people passionately set up programmes, like preparing communities for disasters, was heart-warming. I was impressed with CARE’s efficiency and professionalism. To me, CARE stands for truly working for a better world – not with traditional development aid, but by teaming up with local people.”

Chapter Five Fundraising

Introduction

CARE Nederland's programmes can only be implemented with the programmatic support of institutional donors and corporate donors and the generous support of foundations and individuals. This broad range of funders helps the organisation stay financially viable and plays a vital role in ensuring long-term help for the many beneficiaries of CARE Nederland.

Private fundraising activities consist of face-to-face-recruitment, online activities and campaigning.

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 of CARE Nederland.

Institutional donors

The main part of CARE Nederland's funds comes from institutional funding. Institutional donors work with CARE to develop programmes with our country offices.

Institutional donors	Funding channel
Ministry of Foreign Affairs	Medefinancieringsstelsel II
	Reconstruction Grants
	Strategic Partnership Chronic Crises
	Strategic Partnership Dialogue and Dissent
	Strategic Partnership Partners for Resilience
	Relief Fund
	Embassies of the Kingdom of the Netherlands
European Commission	EuropeAid
	European Commission Humanitarian Aid and Civil Protection
	Food and Agriculture Organization

Corporate donors

CARE Nederland works with the private sector in various ways: from strategic and multi-annual partnerships to one-off campaign collaborations. Among the companies that have supported us are Spark Holland, Mixcom, OTUS and Accenture. Other supporters include:



Ploum Lodder Princen

The Ploum Lodder Princen law firm in Rotterdam continues to be a firm supporter of CARE Nederland. For the second time, employees participated in the Walk In Her Shoes Challenge organised by CARE Nederland.



Sanquin

At the end of 2015 Sanquin staff donated the value of their company's Christmas gift to CARE Nederland. This is an approachable way for employees to donate, and it signifies a valuable financial contribution for CARE Nederland. This resulted in a splendid donation that was used for a project in Turkey, where hygiene kits were distributed to children in refugee camps.



GDF SUEZ

Waste and recycling company GDF SUEZ, together with its customers, continued to support CARE Nederland by selling their Green Label Premium. This means the customers pay an extra fee to receive this premium label instead of a regular one. This fee is donated to CARE Nederland, which leads to a substantial financial contribution for our organisation. This kind of support is an accessible approach for organisations to give substance to their corporate social responsibility policy.

“ We want to contribute in a tangible way”

Donor in the spotlights: Ploum Lodder Princen

The Rotterdam-based law firm Ploum Lodder Princen is one of CARE Nederland's corporate donors. Why and how do they support CARE? Lawyer and partner Michel Jacobs explains.

Why does Ploum Lodder Princen support CARE Nederland?

“We have a corporate social responsibility policy that we carry out in different ways. For example, we sponsor two Rotterdam museums. But we wanted to look further than Rotterdam and we wanted to support a cause that would appeal to many people. What attracted us to CARE is that it is an organisation that empowers women and stimulates entrepreneurship. As a firm, we experience and endorse the underlying thought: the power of entrepreneurship.”

What does the collaboration entail?

“It started in 2013, when six colleagues joined CARE's London-Paris bike challenge. We raised about €16,000 for that. For the last two years, we have participated in the Walk In Her Shoes campaign. This year 14 colleagues joined in. We donated over €6,000, of which €2,500 came from the office and the rest from 125 other colleagues, friends and family members.”

How do you involve colleagues in the campaign?

“We think it's important to contribute in a tangible way. For instance, we help out in an elderly home every once in a while. The Walk In Her Shoes group walked during lunch breaks and sometimes in the evenings. To make things more concrete and visible for the other colleagues, we organised an office auction with drinks and snacks. All profits went to the campaign.”

Last year, you contributed with your professional expertise. What did you do?

“I helped the staff with my knowledge about equity funds. We identified several interesting funds. This project was followed up by the CARE Nederland staff, which successfully submitted a proposal to one of these funds. It was rewarding to interact with them throughout the year instead of only during a campaign week.”



Charitable foundations



Dutch Postcode Lottery

The Dutch Postcode Lottery is the largest charitable lottery in the Netherlands and supports various foundations and NGOs that strive for a fair and green world. CARE Nederland became a beneficiary and partner of the Lottery in 2012 and has been granted €500,000 per year for a five-year period. These unrestricted funds make a substantial contribution to the co-financing of a large number of the programmes carried out by CARE Nederland, as well as contributing to capacity building of the organisation and knowledge sharing. This year, CARE Nederland was granted €500,000 per year for another five-year period. The Dutch Postcode Lottery is donor for the programme Proud of your Purok in the Philippines. This programme focuses on disaster prevention and ecosystem management to increase the resilience of local communities.

Nefkens Stichting Ontwikkelingssamenwerking

In 2016, CARE Nederland established a partnership with the Nefkens Stichting Ontwikkelingssamenwerking. This foundation finances a part of the programme Horumarinta Elmiga in Somalia. This programme aims to increase the quality of and access to all levels of education in Somaliland.

H&M FOUNDATION

H&M Foundation

CARE Nederland entered into a three-year global partnership with H&M Foundation in 2014. For this partnership, CARE Nederland developed a programme on empowering women economically and on advocating policy changes needed worldwide to ensure women's economic participation. In addition to this global programme, CARE Nederland has developed a second comprehensive women's empowerment through enterprise development and business development programme in Addis Ababa, Ethiopia. This programme has been made possible by funds provided by the H&M Foundation following the H&M Holiday Campaign.

Individual donors

In financial year 2015-2016 the number of individual donors increased from 52,000 to 57,000.

All donors receive monthly newsletters with updates on CARE Nederland developments and programmes. New donors receive four additional specially themed newsletters during their first year of supporting CARE Nederland.

We received 4 individual donor complaints over the past year. Following our complaints policy guidelines, all complaints were dealt with to the satisfaction of the complainants.



Board and personnel

Introduction

CARE Nederland has a Board and a supervisory body known as the Supervisory Council. CARE Nederland therefore complies with the general principle of the separation of management and supervisory functions. The duties and responsibilities of the Board and Supervisory Council are recorded in the Articles of Association and further specified in rules for the Board, the Supervisory Council, the Audit Committee and the Remuneration Committee.

Composition of the Board

The CARE Nederland Board currently comprises one member. In the financial year 2015-2016 Mr. Perry C. Heijne filled this position. He has been CEO of CARE Nederland since 1 September 2014.

Board duties and powers

The Board is charged with the management of the foundation under supervision of the Supervisory Council. In performing its duties and exercising its powers, the organisation's objectives, interests and social responsibility guide the Board. The Board determines policy, adopts financial guidelines and bears responsibility for daily management. The duties, responsibilities and mode of operation of the Board are set out in the Board Rules. The Board provides the Supervisory Council with the necessary information to be able to perform its duties properly.

Director remuneration and compensation policy

CARE Nederland applies the FUWASYS¹ and BBRA pay classification systems² to both the CEO and its other employees. The CEO's salary, fixed allowances and other terms of employment are determined based on the Advisory Remuneration Scheme for Directors of Charities in the Netherlands set out in the code of Goede Doelen Nederland³ and the 'Wijffels Code'. The policy is periodically updated and adopted by the Supervisory Council. Remuneration, allowances, and further terms of employment are reported in the financial statements in this annual report.

¹ FUWASYS (FUNctieWAarderingsSYStem): a job classification method developed by the Dutch Ministry of the Interior and Kingdom Relations.

² Civil Servants' Pay Decree [Bezoldigingsbesluit Burgerlijke Rijksambtenaren].

³ See www.goededoelen.nl [in Dutch].



Our ORGANISATION

Chapter Six

Appointment and term of office of the Board

The Supervisory Council determines the profile of Board members and appoints, suspends and dismisses the Board. The CEO is appointed for the duration of the employment contract and is eligible for reappointment with the consent of the Supervisory Council.

Register of interests

Mr. Perry Heijne was a Board member of i+ solutions until June 2016. This is an independent non-profit organisation specialised in pharmaceutical supply chain management for developing countries.

Representation of CARE Nederland

Mr. Perry Heijne represents CARE Nederland on the Board, on Board committees and within advisory bodies of CARE International. Furthermore, he represents CARE Nederland on the Boards of the following Dutch organisations:

- Board Member Samenwerkende Hulp Organisaties / SHO in the Netherlands
- Member of the Steering Committee, Dutch Consortium for Rehabilitation
- Member of the Steering Committee, Dutch Coalition for Humanitarian Innovation

Management Team

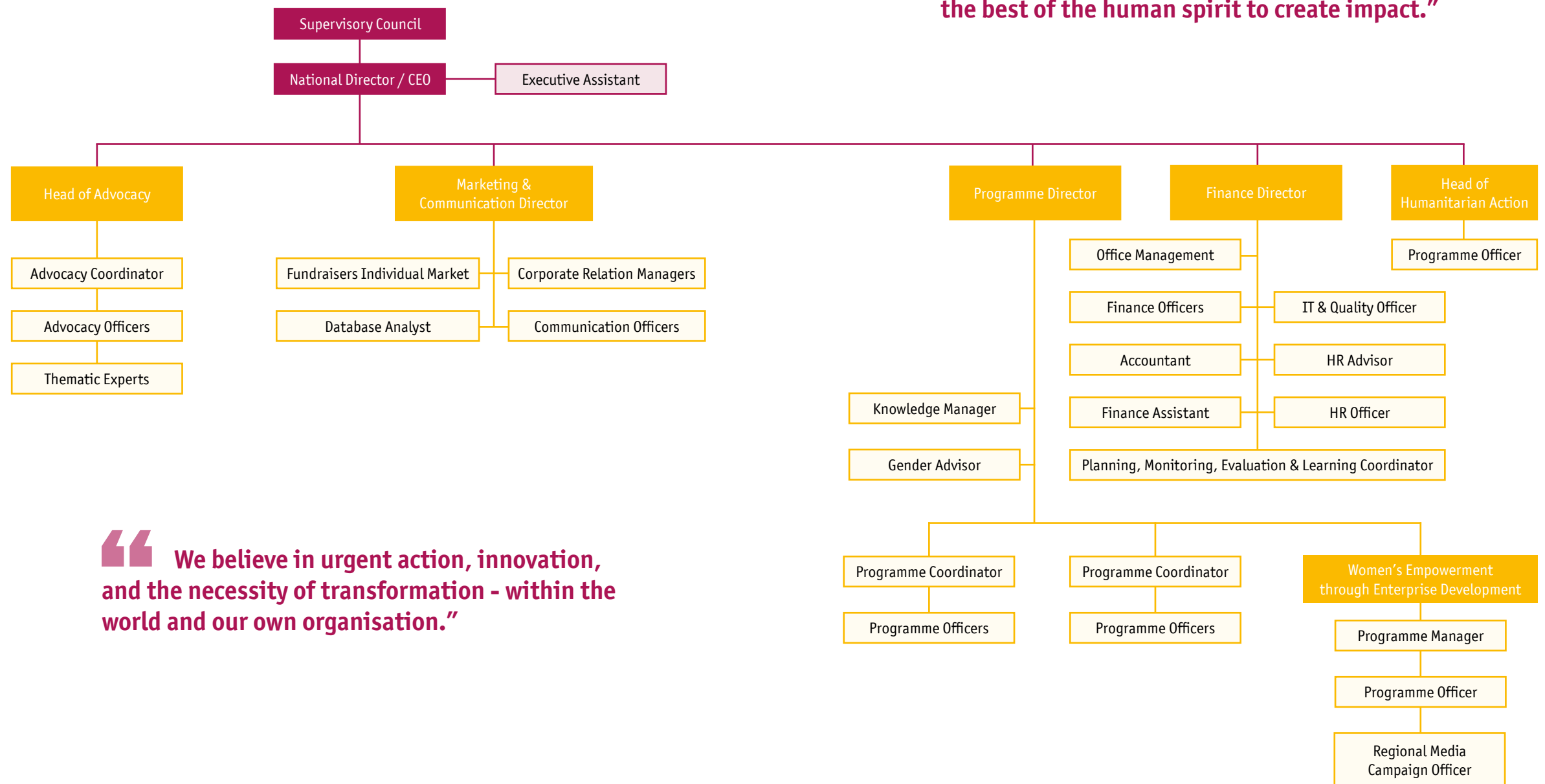
The Management Team supports the CEO in performing his duties and in formulating policy. In the 2015-2016 financial year, the Management Team was made up of the Programme Director, the Marketing & Communication Director, the Finance Director, the Head of Advocacy and the Head of Humanitarian Action. The Management Team's mode of operation is set out in the Management Team Rules.

Personnel

On 30 June 2016, CARE Nederland employed a total of 49 people, which is the equivalent to 44.58 FTE.



Organisational chart



“ We challenge ourselves to the highest level of learning and performance, tapping the best of the human spirit to create impact.”

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

Corporate Social Responsibility

CARE Nederland follows the Corporate Social Responsibility guidelines of the ISO 9001 Quality Standard. We compensate the CO₂ emissions for employees' air travel and actively separate waste. Also, CARE Nederland encourages employees to work from home and has an active public transport policy. The CEO of CARE Nederland consults with the employee representative body on a regular basis. CARE Nederland seeks to promote workforce diversity and has established a procedure for voluntary workers.

“ CARE Nederland seeks to promote workforce diversity.”

At the end of this fiscal year, CARE Nederland formalised all CSR activities into a CSR strategy. In this strategy, the CSR priorities for the next years are defined. The priorities are:

1. The carbon footprint of CARE Nederland
2. Meeting the CSR criteria in agreements with partners and suppliers
3. Safety and security for all our staff
4. A respectful approach to (potential) donors and beneficiaries
5. Transparent cost accounting

These priorities were defined after many discussions with various employees from different disciplines and consultations with organisations like MVO Nederland and peer NGOs. In the next fiscal year, CARE Nederland will organise a stakeholder dialogue to get feedback on the strategy and roll out the action plan.

Risk assessment

Risks affecting CARE Nederland can have consequences for economic performance and professional reputation, as well as affecting environmental, safety and societal outcomes. To perform well, CARE Nederland works with a risk matrix to help determine the size of the risk and whether or not the risk is sufficiently controlled. The most important risks are:

- **Strategic risks**

These risks relate to the possibility of CARE Nederland not achieving its strategic objectives by 2020. To mitigate these risks, CARE Nederland carefully plans and monitors its activities on an annual basis, in line with the strategic objectives.

- **Reputation risks**

Media articles that report negative views on the sector of development cooperation, CARE International, CARE Nederland, or the corporate partners of CARE can potentially harm the reputation of CARE Nederland, and jeopardise the willingness of donors to donate. To minimise the risk of reputational damage, CARE Nederland

adheres to strict criteria and procedures regarding transparency and when entering into partnerships.

- **Operational risks**

These risks relate to overexposure in one country. For example CARE Nederland has a large portfolio in Somalia, which could potentially expose CARE Nederland to financial losses. Stationing additional CARE Nederland employees in Somalia to increase monitoring and control activities mitigates this risk. In general, maintaining collaborative relationships with CARE country offices is a constant point of attention. Furthermore, the fact that CARE employees often travel to high-risk regions can have serious consequences for the employees, as well as for CARE Nederland. Increasing adequate safety and security structures and procedures where necessary, and providing training mitigates this risk. Despite these measures, some level of residual risk remains, which is inherent to the nature of our activities in these locations.

- **Financial risks**

These are risks mainly related to the possible decrease in restricted (for specific projects) or unrestricted funds. To minimise these risks, CARE Nederland seeks to diversify the funds it receives from a range of donors. To ensure that less than satisfactory income does not endanger the continuity of the activities carried out by CARE Nederland, the organisation holds several reserves and funds to cushion financial setbacks; according to the guidelines of Goede Doelen Nederland and of CBF, the CARE Nederland investment policy is conservative.



The Supervisory Council

By **Mariëtte Doornekamp**
(chair)



Introduction

The Supervisory Council of CARE Nederland is charged with overseeing the Board's and the general day-to-day business of the foundation and assisting the CEO with advice. Specifically, the Council focusses on reporting internal risk management and control systems and the risks involved in implementing programmes, efficient fundraising, and the deployment of donations. The Supervisory Council's duties are listed in the Articles of Association and in the Supervisory Council Rules.

Appointment and term of office of Supervisory Council

The Supervisory Council is made up of at least three and at most seven members, all of whom are appointed by the Supervisory Council itself. In the event of vacancies, the Supervisory Council is obliged to take measures to supplement its membership. Resolutions to appoint new members require a two-thirds majority of the votes cast in a meeting at which all Supervisory Council members are present or represented. The selection and appointment of new members take place based on profiles drawn up by the Supervisory Council, which may be viewed upon request. Each member is appointed for a three-year term and is subsequently eligible for reappointment for two more three-year terms. Within the Supervisory Council and among members of the Supervisory Council and the Board, no close (family) relations may exist. 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
- Can spend enough time on 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 compensation policy

Members of the Supervisory Council are entitled to have incurred expenses reimbursed; reimbursement is identified and explained in the annual accounts. The travel and accommodation expenses paid to the Supervisory Council in the financial year 2015-2016 totalled € 3,983. These expenses were mainly incurred for participating in CARE International meetings.

Activities of the Supervisory Council in the past financial year

In the past financial year, the Supervisory Council convened on seven official occasions. Furthermore, the CEO consulted regularly with the Chair. The Supervisory Council approved the budget for the 2015-2016 financial year and adopted the financial statements and the Annual Report over financial year 2014-2015.

The Chair of the Supervisory Council and the CEO represent CARE Nederland on the CARE International Board and attended the two CARE International Board meetings of this financial year in November 2015 and June 2016. The Chair is also a member of the CARE International Finance, Audit and Risk committee, and the CEO is a member of the governance committee.

Per June 2016, a new governance structure was instated by CARE International. From now on, the Chair represents CARE Nederland on the Council and the CEO acts as alternate. An independent Supervisory Board was chosen with equal representation from different parts of the world. The Board will oversee the management of CARE International. The Council meets once a year and has the highest position within the new governance structure. Statutes have been changed accordingly.

“ It is our experience that the staff of CARE Nederland shows the same resilience as the members of the communities we work for. We salute them for it.”

In the Netherlands, the Supervisory Council has two sub-committees:

- The Remuneration Committee (Ms. Mariëtte Doornekamp and Mr. Jochem IJBema) held its annual evaluation with the CEO in June 2016.
- The Audit Committee (Mr. Jochem IJBema and Mr. Jan Broekhuizen) convened with the Financial Director on two occasions: in December 2015 to approve the annual report and financial statements, and in June 2016 to approve the Annual Operating Plan and Budget for the following financial year. For various reasons, the final approval in the Supervisory Council was postponed until October 2016.

Ms. Anneke Slob resigned from the Supervisory Council in June 2016. We would like to thank her for her commitment to CARE Nederland and especially mention her dedication to finding a suitable successor with expertise in the same area as Slob herself: monitoring the execution of projects. The selection procedure has been completed, and we were happy to welcome Ms. Karen Bakhuizen to the Supervisory Council in October 2016.

This year the draft plan for the organisational transformation, which will strengthen the team to meet the goals of the 2020 strategy, was presented to the Supervisory Council. The Council is and will continue to be in close contact with the CEO regarding the implementation of this plan.

In order to optimise involvement with CARE Nederland, the Supervisory Council paid special attention to promoting interaction with CARE Nederland staff during the Council meetings. The Director of Marketing and Communication, the Programme Manager of Women's Empowerment through Enterprise Development, and the Head of Humanitarian Action were invited to give a presenta-

tion on their department's work. The Supervisory Council stresses the importance of regular meetings with the people working for CARE Nederland to get a better picture of what is going on in the field. The Council has also discussed a field visit to one of the project sites to get better insight into the work on the ground. However, considering the costs of the Supervisory Council's travels, we decided that a field visit is not within this year's budget.

Several Supervisory Council members attended events organised by CARE Nederland. One example is the second conference on the 'Power of Entrepreneurial Women Worldwide' on International Women's Day, March 8th. The event was a great success due to the fruitful and inspiring discussions with representatives from different sectors. Furthermore, this edition emphasised the value and importance of female entrepreneurship in local goods and services for internationally operating organisations, a trend within development cooperation that has also been emphasised by the Dutch government, other NGOs and private companies.

Most of the Supervisory Council members have professional experience in the private sector and are therefore able to advise the CEO of CARE Nederland on new partnerships prioritised by CARE. Furthermore, the Council supports the organisation through the access to their network. The Supervisory Council considers this as an important part of its role. In order to continue playing a vital role in Dutch and international development issues and to attract more donor funds, CARE Nederland needs to be known as a major player in the Netherlands.

The Council welcomes the good results that CARE Nederland was able to achieve with regard to the considerable growing numbers of income and expenditures on objectives. It is a challenge to

generate more unrestricted funds, but also here the Council esteems the efforts done. These funds are important to roll out the strategy including necessary changes. In that perspective the Council appreciates the good cooperation with privately owned funds like the H&M Foundation, and expresses the wish to expand that further.

In order to increase the involvement of the private sector in development initiatives, partnerships need to be developed based on common objectives. The Council is aware that CARE Nederland is investing in relationships with the private sector and encourages new efforts in this direction. We believe that cooperation between the private and the NGO sector can result in innovative projects that create even more impact for our beneficiaries.

On behalf of the Council I would really like to thank all the people involved in the highly relevant activities of CARE Nederland for their hard work in the last year. We understand that working for CARE often means working under pressure in often difficult, sometimes even life-threatening circumstances. Fortunately, it is our experience that the staff of CARE Nederland shows the same resilience as the members of the communities we work for. We salute them for it.

On behalf of the Supervisory Council,

Mariette Doornekamp



Members of the Supervisory Council



Mariëtte Doornekamp (chair)

Mariëtte Doornekamp is a professional administrator and supervisor. She holds positions at ABP, Amsterdam Sinfonietta string orchestra and Stichting Aandelen Remeha. She is ranked 48th in the 2016 Management Scope Top-100 Most Powerful Women in the Netherlands.



Ed van Meeuwen

Ed van Meeuwen is a Senior Marketing Director/Brand Builder. He is currently working at FWG Progressional People, the leading HR agency in healthcare in the Netherlands. Van Meeuwen served in management positions in both the Netherlands and abroad for Achmea, governmental organisations and large and renowned advertising agencies. He won several marketing awards, such as FBT0, Zilveren Kruis and Time Magazine awards



Peter ter Horst

Peter ter Horst is an independent communication, media and public affairs consultant. He is Managing Partner of his own agency, Hague Corporate Affairs. He had a decades-long career in journalism, as a political journalist, foreign correspondent and editor-in-chief for various media. In 2012 he published the book 'De Dag dat de krant viel' [The Day the Newspaper collapsed].



Jochem IJbema

Jochem IJbema is Finance Director at BSH Huishoudapparaten b.v. He long worked at Siemens, lately, until 2011, as CFO at Siemens IT Solutions and Services b.v. He also serves as a Supervisory Board member of Koninklijke Schouwburg in The Hague.



Anneke Slob

Anneke Slob is an independent advisor on international policy, including development and governance issues. She is a senior Monitoring and Evaluation Specialist and has led many international evaluations, among others for the European Union and Ministries of Foreign Affairs of various countries. She is chair and member of various Supervisory Councils.



Jan Broekhuizen

Jan Broekhuizen is an attorney specialized in financial regulations. He joined Kennedy Van der Laan as a partner in 2015. Broekhuizen is associated with the University of Groningen and the Groningen Centre for European Financial Services Law, where he is working on a dissertation. Jan is also member of the Board of youth theatre group Kwatta.

Supervisory Council retirement schedule

Supervisory Council members	First term	Second term	Third term	Audit Committee	Remuneration Committee
Mariëtte Doornekamp (Chair)	Dec 2013 - Dec 2016				✓
Ed van Meeuwen	April 2010 - April 2013	April 2013 - April 2016	April 2016 - April 2019		
Peter ter Horst	April 2010 - April 2013	April 2013 - April 2016	April 2016 - April 2019		
Jochem IJbema	Sep 2011 - Sep 2014	Sep 2014 - Sep 2017		✓	✓
Anneke Slob	June 2012 - June 2015	June 2015 - June 2016			
Jan Broekhuizen	Jan 2015 - Jan 2018			✓	

Chapter Seven

Outlook

Introduction

CARE Nederland's plans for financial year 2016-2017 are structured around three roles: Humanitarian Action, Sustainable Development and Multiplying Impact. Within these roles we aim to further strengthen our expertise in four thematic areas: Gender in Emergencies, Integrated Risk Management, Inclusive Governance in Fragile Settings and Women's Empowerment through Enterprise Development. Our financial position for the coming year is expected to remain stable.

Humanitarian Action

We recommit to humanitarian and emergency response as the pillars of CARE Nederland's programming and to strengthening our capacity to deliver high quality humanitarian programming with a focus on women and girls.

- We aim to reach a minimum of 500,000 beneficiaries with a focus on women and girls.
- We plan to roll out the Core Humanitarian Standard within CARE Nederland through training.
- We will continue our membership with the Dutch Relief Alliance.

Sustainable Development

In terms of Sustainable Development, we will focus on quality programming related to Integrated Risk Management, Inclusive Governance in Fragile Settings, and Women's Empowerment through Enterprise Development.

- We aim to reach a minimum of 1,200,000 beneficiaries with a focus on women and girls.
- We will continue our three flagship programmes: Partners for Resilience, Every Voice Counts and Women's Empowerment through Enterprise development.

Multiplying Impact

- We will make sure that lessons learned and knowledge developed on Gender in Emergencies, Integrated Risk Management, Inclusive Governance in Fragile Settings and Women's Empowerment through Enterprise Development are consolidated and accessible.
- We aim to participate in and influence (independently and/or through CARE International) relevant (inter)national debates.
- We will engage and sensitize different groups of society (private, public and civic) who can contribute to poverty reduction in a positive way.

“ We recommit to humanitarian and emergency response as the pillars of CARE Nederland's programming.”

CARE Nederland Budget for 2016-2017

Statement of income and expenditure	Budget FY17
Income	43,815,000
Own Fundraising	11,400,000
Fundraisings through third-parties	500,000
Institutional grants	31,895,000
Other income	20,000
Expense	39,869,000
Expense on objectives	37,502,000
Humanitarian Action	13,192,000
Sustainable Development	22,318,000
Multiplying Impact	1,992,000
Advocacy	733,000
Public information / Awareness campaigns	1,259,000
Fundraising costs	1,278,000
Management & Administration	1,089,000
Result	3,946,000
Appropriation of the result (excl. the continuity reserve)	3,946,000
Continuity Reserve Movement	-

Thoughts on the future of CARE Nederland

Perry Heijne, CEO of CARE Nederland, talks about his plans and ideas for the years to come.

What lesson from last year will you take to next year?

I think that sometimes we were so concerned with our internal affairs that we've lost sight of Aziza. Aziza is our metaphor for a young woman in a refugee camp who needs our help. We should try to limit our time spent with procedures, analyses, reports and meetings as much as we can, and every now and then stop to ask ourselves: how is this benefitting Aziza?

Which challenges do you see for CARE in the future?

First, to identify and co-create the solutions that people in need require. Second, to continue to communicate and strengthen the role of international NGOs to end poverty and exclusion. Furthermore, the collaboration with strategic partners to deliver tangible results regarding the relevant Sustainable Development Goals.

Which new partners are you looking forward to cooperating with?

I'm looking forward to cooperating with any new partner that can help us fulfil our mission and vision: to impact people in need. We are building new relationships with corporations and foundations that are willing and able to invest in our four focus areas: Gender in Emergencies, Integrated Risk Management, Inclusive Governance in Fragile Settings and Women's Empowerment through Enterprise Development. We also cherish our strong cooperative bond with our strategic partners. Together we are building the capacity of our local partners in fragile states.

What is CARE's ambition for 2017 and beyond?

We are continuously looking for new ways to innovate, collaborate and be transparent, for example, in the Dutch Coalition for Humanitarian Innovation (DCHI), which was founded in 2016 by the Ministry of Foreign Affairs, the municipality of The Hague, VNO-NCW, Unicef Nederland, the Dutch Red Cross and CARE Nederland. Within this coalition we are trying to connect the private sector, knowledge institutes, academics and other NGOs to create a unique network that works together to create sustainable solutions for humanitarian aid. In addition to DCHI, CARE collaborates globally as well as locally to share knowledge and make our work more efficient and effective. And we aim to be as transparent as possible. We encourage our stakeholders and supporters to give us feedback. Their ideas and suggestions enable us to continue to improve our work.

Will CARE Nederland keep growing?

Yes, and not only in terms of budget and size of our organisation. Our focus is on delivering impact for people in need, and we are convinced that this can be best achieved by creating a growing global network. We are building a global movement of people and organisations so that together we can create a world where nine billion people can live well within the planetary boundaries.

How can CARE maintain its positive worldview in light of all these major humanitarian crises?

By never forgetting to listen to Aziza and the communities that we work in day in day out.

“ We are continuously looking for new ways to innovate, collaborate and be transparent.”



Chapter Eight Financial STATEMENTS

8.1 General information about CARE Nederland

Name under the Articles:
Stichting CARE Nederland

Corporate domicile:
The Hague, The Netherlands

Address:
Parkstraat 21

Telephone number:
+31 (0)70 310 50 50

Legal form:
Stichting (Foundation under Dutch law)

Chamber of Commerce registration:
Articles of Association filed on 2 December 1993
(41158230)

Latest amendment to the Articles:
12 April 2013

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

8.2 General explanatory notes to the financial statements

The financial statements cover the reporting period 1 July 2015 – 30 June 2016.

8.2.1 Balance sheet after appropriation of the result

ASSETS	30 June 2016	30 June 2015
I. Tangible fixed assets (ref. 8.4.1)	40,585	41,058
II. Financial fixed assets (ref. 8.4.2)	54,092	54,079
III. Receivables, prepayments and accrued income (ref. 8.4.3)	23,691,992	34,246,853
V. Cash and cash equivalents (ref. 8.4.4)	16,786,659	13,588,212
Total assets	40,573,328	47,930,203

LIABILITIES	30 June 2016	30 June 2015
VI. Reserves and Funds (ref. 8.4.5 and 8.4.6)	8,138,496	10,751,604
<i>Continuity reserve</i>	2,829,358	2,723,386
<i>Earmarked reserves</i>	2,770,126	2,891,793
<i>Earmarked funds</i>	2,539,012	5,136,425
VII. Non-current liabilities (ref. 8.4.7.1)	3,337,445	3,198,229
VII. Current liabilities (ref. 8.4.7.2)	29,097,387	33,980,370
Total liabilities	40,573,328	47,930,203

8.2.2 Statement of income and expenditure

INCOME	Result 2015-2016	Budget 2015-2016	Result 2014-2015
I. Income from own fundraising activities (ref. 8.5.1.1)	4,932,670	5,665,000	2,558,553
II. Income from third-party campaigns (ref. 8.5.1.2)	748,979	2,000,000	2,461,963
III. Government grants (ref 8.5.1.3)	34,363,083	27,518,753	22,196,654
IV. Interest income and income from investments (ref. 8.5.1.4)	59,337	125,000	101,703
V. Other income (ref 8.5.1.5)	1,711	-	40,811
Total income	40,105,780	35,308,753	27,359,684

8.2.3 Appropriation of result

	Result 2015-2016	Budget 2015-2016	Result 2014-2015
RESULT	2,613,108-	2,587,523-	1,635,279-
Continuity reserve	105,972	65,000	369,836
Earmarked reserves	121,667-	782,523-	780,184-
Earmarked funds	2,597,413-	1,870,000-	1,224,929-

EXPENSES	Result 2015-2016	Budget 2015-2016	Result 2014-2015
VI. Expenditure on objective (ref 8.5.2.2)	40,749,927	35,791,512	27,271,996
<i>Humanitarian Action</i>	18,628,698	13,602,020	20,292,336
<i>Sustainable Development</i>	20,733,277	20,149,060	5,568,023
<i>Multiplying Impact</i>	1,387,952	2,040,432	1,411,637
<i>Advocacy</i>	376,260	767,035	448,203
<i>Public information / Awareness campaigns</i>	1,011,692	1,273,397	963,434
VI. Costs of income generation (ref 8.5.2.3)	1,130,416	1,307,093	1,013,518
<i>Costs of own fundraising activities</i>	966,799	1,236,200	889,042
<i>Costs of raising income from third-party campaigns</i>	111,598	-	94,710
<i>Acquisition costs institutional grants</i>	52,019	70,894	29,766
XI. Management and administration costs (ref. 8.5.2.4)	838,545	797,670	709,449
Total expense	42,718,888	37,896,275	28,994,963

	Result 2015-2016	Budget 2015-2016	Result 2014-2015
Balance of funds	2,613,108-	2,587,523-	1,635,279-

8.2.4 Cash flow statement

	1 July 2015 - 30 June 2016	1 July 2014 - 30 June 2015
Total liquid assets as of 1 July	13,588,213	16,782,547
Cashflow from operational activities		
Revenue from donors	4,445,572	6,970,778
Revenue from subsidies	44,667,733	24,562,589
Payments in the context of subsidies	40,621,284-	29,204,943-
Payments to suppliers and employees	5,238,516-	5,668,277-
	3,253,505	3,339,853-
Received interest	60,651	128,697
Paid interest	-	-
Revenue from other income and expenses	-	-
Payments for other income and expenses	-	-
	60,651	128,697
Cash flow from investing activities		
Investments in tangible fixed assets	18,398-	10,724-
Disposals of tangible fixed assets	-	-
	18,398-	10,725-
	3,295,758	3,221,881-
Exchange rate differences of funds	97,312-	27,546
Increase / Decrease in funds	3,198,446	3,194,335-
Total liquid assets as of June 30	16,786,659	13,588,212

The cash flow statement is prepared according to the direct method. Interest received and paid are netted with a positive balance of €60,651.

8.2.5 Key Performance Indicators

	Result 2015-2016	Budget 2015-2016	Result 2014-2015
Expenditure on objective as a percentage of total income	102	94	100
Expenditure on objective as a percentage of total expenditure	95	101	94
Costs of own fundraising activities as a percentage of income from these activities	20	22	35
Management and administration expenses as a percentage of total expenditure	2	2	2

Expenditure on objectives exceeds total income due to the large donation from the H&M Foundation in financial year 2013-14. The donation of €6,800,000 is recognised as income in the said financial year, but spent over a three-year period. The arising deficit is covered by a withdrawal from an earmarked fund containing the H&M Foundation.

The expenditure on objectives is 95 percent of total expenditure. This is in line with the previous reporting year.

Compared to financial year 2014-15, the ratio of fundraising costs to total income from the fundraising activities has improved significantly and remains lower than 25 percent.

Management and administration expenses as a percentage of total expenditure is in line with both the current budget and the previous financial year.

8.3. Accounting principles

8.3.1 General

The CARE Nederland financial statements are prepared according to the Dutch Annual Reporting Guideline 650 for Fundraising Institutions issued by the Dutch Accounting Standards Board.

8.3.2 Currency

The financial statements are drawn up in euro, which is both the functional currency and presentation currency of CARE Nederland.

8.3.3 Use of estimates

The preparation of the financial statements requires management to make judgments, estimates, and assumptions that affect the application of the accounting policies as well as the reported amounts of assets and liabilities, income, and expenses. Actual results may differ from these estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised both in the current period and in any future period affected.

8.3.4 Assets and liabilities

8.3.4.1 General

The accounting policies used for the valuation of assets and liabilities and the determination of the result are based on acquisition cost. Unless indicated otherwise, assets and liabilities are stated at face value.

8.3.4.2 Assets and liabilities in foreign currencies

Monetary assets and liabilities in a foreign currency are converted into the functional currency at the exchange rate prevailing on the balance sheet date. Non-monetary assets and liabilities in a foreign currency entered at historical cost are converted into euro at the exchange rate prevailing on the transaction date. The exchange differences resulting from translation are recorded as expenditure in the statement of income and expenditure.

8.3.4.3 Tangible fixed assets

Tangible fixed assets are depreciated based on asset type from the date entered over the expected future useful life of the asset. The depreciation periods have been determined as follows:

fixtures and fittings:	five-year period
communication equipment:	three-year period
computers/computer equipment:	three-year period

If the estimated future useful life of an asset is altered, the future amount of depreciation is adjusted accordingly. The depreciation figures include gains and losses on the sale of tangible fixed assets.

On each balance sheet date, CARE Nederland assesses whether there are any indications that a fixed asset may be subject to impairment. An impairment occurs when an asset suffers a depreciation in fair market value in excess of the book value of the asset on the financial statements.

8.3.4.4 Financial fixed assets

Financial fixed assets are valued at historical cost.

8.3.4.5 Receivables

Receivables are initially recognised at fair value. After initial recognition, receivables are stated at amortised costs, with the amount received adjusted for the share premium or discount following the deduction of transaction costs. Bad receivable provisions are deducted from the receivable carrying value.

8.3.4.6 Cash and cash equivalents

Cash and cash equivalents comprise cash, bank balances and demand deposits falling due within a 12 month period. Current account credit with banks are recognised as current liabilities under amounts due to credit institutions. Cash and cash equivalents are stated at nominal value.

8.3.4.7 Reserves and funds

For CARE Nederland's policy on reserves and funds see paragraphs 8.4.5 and 8.4.6.

8.3.4.8 Project commitments

Project commitments are recognised on the date the commitment agreement was signed by CARE Nederland.

8.3.4.9 Debts

Upon initial recognition, debts are stated at fair value. Transaction costs directly attributable to the acquisition of the debts are included in the measurement at recognition. After recognition, debts are stated as amortised costs.

8.3.5 Income and expenses

8.3.5.1 General

Income and expenditure are allocated to their corresponding periods.

8.3.5.2 Direct fundraising activities

The income derived from direct fundraising activities is recognised in the year in which it was raised. All contractual commitments arising from business partnerships are recognised as income, with amounts not yet received recorded as receivables.

8.3.5.3 Third-party campaigns

Contributions received from humanitarian action appeals launched by the emergency relief umbrella organisation 'Samenwerkende Hulporganisaties¹ (SHO / Giro555)' are accounted for in the year of receipt. Contributions from the Dutch Postcode Lottery 'Nationale Postcode Loterij (NPL)' are accounted for in the years in which they were made.

8.3.5.4 Government grants

Income from government grants is recognised with a distinction made between income from direct project expenditure and contributions to overhead costs. Grant income from direct project expenditure is recognised in the year it was used for project expenditures. Expired grant income is deducted from grant income in the year of expiration. Income from contributions to overhead costs is recognised as follows:

- 25% on the grant award date
- 15% upon determination of the definitive grant amount
- 60% directly proportional to the number of months in which the relevant project is implemented, less the first month

8.3.5.5 Income from investments

CARE Nederland has no portfolio investments and therefore does not receive any investment income.

8.3.5.6 Interest income and interest expenses

Interest income and interest expenses are recognised on a time-weighted basis and adjusted for the effective interest rate of the assets and liabilities concerned. Interest expenses are stated after adjustment for recognised transaction costs for loans received, which are factored into the calculation of the effective interest rate.

8.3.5.7 Foreign currency transactions

Transactions executed in a foreign currency are converted to the exchange rate prevailing on the date of the transaction.

8.3.5.8 Exchange differences

Exchange differences arising from the settlement and conversion of monetary assets and liabilities from foreign currency into euros are presented as costs in the statement of income and expenditure. Non-monetary assets stated at the acquisition price in a foreign currency are translated at the exchange rate (or approximate exchange rate) prevailing on the transaction date.

8.3.5.9 Expenditure

Monetary project-related commitments to third parties, which have been entered into during the reporting period, are stated as expenditure. Other expenditure is recorded as an expense in the year in which performance was delivered to CARE Nederland.

8.3.5.10 Periodic remuneration

Pursuant to the terms of employment, wages, salaries and social security, contributions are recognised in the statement of income and expenditure to the extent payable to employees.

¹ A coalition of Dutch humanitarian aid organisations

8.3.5.11 Pensions

CARE Nederland recognises all pension schemes in accordance with the liabilities approach. The contribution payable over the course of the reporting year is recognised as an expense. Movements in the pension provision are included in the statement of income and expenditure. The pension provision is the best estimate of unpaid amounts, but that are deemed necessary for settling the relevant liabilities on the balance sheet date.

8.3.5.12 Operating lease

Lease contracts (tenancy agreement), whereby the advantages and disadvantages vested in ownership do not fall to the organisation are recognised as an operating lease. Commitments arising from an

operating lease, adjusted for payments received from the lessor, are presented in the statement of income and expenditure on a straight-line basis over the term of the contract.

8.3.5.13 Determination of the result

Based on the aforementioned accounting policies, the result for the financial year comes down to the difference between income and expenditure. Income is derived from the organisation's fundraising activities, participation in both joint and third-party campaigns, government/other grants, and other sources, whereas expenditure is on objective costs, including allocated costs, income generation costs, and management and administration costs.

8.4 Notes on the balance sheet**8.4.1 Tangible fixed assets**

Reference 8.4.1	Furniture & Fittings		Computer equipment		Communication Equipment	Total
	Hardware	Software	Hardware	Software		
Carrying value as at 30 June 2015	9,614	17,610	94	13,740	41,058	
Accumulated investments as at 30 June 2015	16,147	77,984	9,170	21,158	124,459	
<i>Investments in the reporting period</i>	<i>2,623</i>	<i>15,776</i>	<i>-</i>	<i>-</i>	<i>18,399</i>	
<i>Disposals in the reporting period</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
Accumulated investments as at 30 June 2016	18,770	93,759	9,170	21,158	142,858	
Accumulated depreciation as at 30 June 2015	6,533	60,374	9,076	7,418	83,401	
<i>Depreciation in the reporting period</i>	<i>3,397</i>	<i>11,243</i>	<i>-</i>	<i>4,232</i>	<i>18,872</i>	
<i>Disposals in the reporting period</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	
Accumulated depreciation as at 30 June 2016	9,930	71,617	9,076	11,650	102,273	
Carrying value as at 30 June 2016	8,840	22,142	94	9,508	40,585	

In financial year 2015-16, CARE Nederland invested €15,776 in computer equipment. Total depreciation amounted to €18,872. Depreciated items included

furniture, computer equipment and communication equipment.

8.4.2 Financial fixed assets

Reference 8.4.2	30 June 2016	30 June 2015
Balance as at 30 June 2015	54,079	54,029
Earned interest	13	50
Balance as at 30 June 2016	54,092	54,079

In financial year 2001-02, CARE Nederland deposited a sum of €45,500 into the CARE International Revolving Fund. The purpose of the Revolving Fund is to grant short-term loans to CARE International members to cover temporary, project-related cash flow deficits. The funds received by the relevant

CARE members are re-deposited (including a limited amount of interest) as soon as a liquidity issue has been resolved.

The cumulative interest amounting to €8,592 was paid and added to the principal sum. The interest earned during the reporting period totalled €13.

8.4.3 Receivables, prepayments and accrued income

Reference 8.4.3	30 June 2016	30 June 2015
Project receivables		
Long-term project receivables	1,594,533	4,155,114
Short-term project receivables	21,577,567	29,501,740
	23,172,100	33,656,854
Debtors		
Various debtors	23,862	15,056
	23,862	15,056
Other receivables		
Security deposits	13,032	13,032
VAT	216,951	91,832
	229,983	104,864
Prepayments and accrued income		
Statutory payroll / Social security	-	-
Prepaid pension insurances	-	121,170
Other staff costs	34,420	20,654
Interest due	14,222	14,969
Miscellaneous	217,405	313,286
	266,047	470,080
Total receivables	23,691,992	34,246,853

The vast part of the receivables is project related and concerns commitments with third parties that were made during the reporting period. Furthermore, project receivables include those arising from project costs incurred by CARE Nederland. The decrease in project receivables in financial year 2015-16 is the result of a changed policy in which CARE Nederland

commits funding to third parties for a maximum of one year, and only for multiple year programmes. In case of the latter, CARE Nederland will issue a new commitment every year. The changed policy has a significant impact on the long-term project receivables.

SOURCE OF FINANCING	30 June 2016	30 June 2015
Ministry of Foreign Affairs	3,748,278	8,083,073
European Commission	14,278,000	18,352,774
Other donors	5,145,822	9,463,622
Total project receivables	23,172,100	33,656,854

8.4.4 Cash and cash equivalents

Reference 8.4.4	30 June 2016	30 June 2015
Cash balances		
Cash in hand (EURO)	144	72
	144	72
Banks		
Current account (EURO)	2,883,491	697,777
Current account (foreign currency)	7,650,525	4,440,605
Savings account / deposit (EURO)	6,252,499	8,449,758
	16,786,515	13,588,140
Total cash and cash equivalents	16,786,659	13,588,212

Cash and cash equivalents comprise cash, bank and savings balances, as well as deposits falling due within 12 months that are at CARE Nederland's disposal.

8.4.5 Reserves

RESERVES	30 June 2015	Dotation	Extraction	30 June 2016
Continuity reserve	2,723,386	105,972	-	2,829,358
<i>Earmarked reserve for covering the costs of the organisation</i>	873,602	158,537	273,941	758,198
<i>Earmarked reserve for covering direct project costs</i>	71,256	235,438	245,701	60,993
<i>Earmarked reserve for high-risk projects</i>	815,845	-	-	815,845
<i>Greenfund reserve</i>	28,000	4,000	-	32,000
<i>Earmarked reserve for Innovative Activities</i>	240,000	-	-	240,000
<i>Earmarked reserve for Emergency Aid Projects</i>	203,090	-	-	203,090
<i>Earmarked reserve for Reconstruction and Development Projects</i>	660,000	-	-	660,000
Total earmarked reserves	2,891,793	397,975	519,642	2,770,126
Total reserves	5,615,179	503,947	519,642	5,599,484

Continuity reserve

In order to secure the continuity of the organisation, CARE Nederland maintains a dedicated reserve to cushion any financial setbacks. Goede Doelen Nederland and the Dutch Central Bureau on Fundraising (CBF) provide guidelines to ensure that a continuity reserve may not exceed one and half times the annual costs of the operating organisation. As of 30 June 2016, operating costs are calculated to €4,758,969, which implies that the continuity reserve for CARE Nederland is maximised to €7,138,454 for the 2015-16 period. As the current continuity reserve amounts to €2,829,358, CARE Nederland meets the requirements set in the Goede Doelen Nederland guidelines. CARE Nederland maintains a reserve policy prescribing that the optimal continuity reserve should cover 75% to 100% of the organisational costs². The minimum continuity reserve should cover 50% of the organisational costs. The coverage of the organisational costs by the continuity reserve amounts per year-end 78% or 9 months.

² The organisational costs are defined as: operating costs (according to the Goede Doelen Nederland guideline) -/- 80% of secured mid-term funding staff.

Earmarked reserve for covering organisational costs

The size of the reserve earmarked for covering the costs of the organisation was based on the total amount of overhead cost reimbursements pledged by donors, minus payments on programmes still running at the end of the reporting period, in accordance with the accounting policies relating to the determination of the result. This applies to overhead cost reimbursements from both our own and third-party fundraising activities.

Earmarked reserve for covering direct project costs

CARE Nederland uses its own funds to finance constituent parts of projects performed by the country offices as well as projects implemented by CARE Nederland. The unrealised costs of these project activities are reserved at the end of the reporting period.

Risk reserve

The risk reserve is required to cover financial risks if special circumstances preclude adequate project accounting³. Furthermore, potential third-party claims are estimated and added to the risk reserve.

Greenfund reserve

The Greenfund reserve seeks to compensate the CO2 emissions arising from activities carried out by CARE Nederland.

Earmarked reserve for innovative activities

In financial year 2013-14, CARE Nederland introduced an earmarked reserve for innovative activities. During financial year 2015-16, the reserve has been used to fund development activities based on the following CARE Nederland themes: Integrated

Risk Management, Gender in Emergencies, Women's Empowerment through Enterprise Development and Inclusive Governance in Fragile Settings.

Earmarked reserve for Emergency Aid and match requirements

CARE Nederland holds a reserve for pre-funding match requirements regarding both Humanitarian Action projects and Sustainable Development projects. The amount held in the dedicated Emergency Aid reserve for this reporting year amounted to €203,090. The Board intends to increase the Humanitarian Action reserve to €500,000 during the 2015-20 period in order to ensure immediate response in the event of humanitarian crises.

8.4.6 Funds

FUNDS	30 June 2015	Dotation	Extraction	30 June 2016
Movement in SHO earmarked fund	595,213	-	595,213	-
Movement in H&M Foundation earmarked fund	4,483,211	-	1,994,439	2,488,772
Movement in earmarked fund for special programmes (private donations)	29,181	48,282	44,571	32,892
Movement in earmarked fund for emergency aid (private donations)	28,820	49,825	61,297	17,348
Total funds	5,136,425	98,107	2,695,520	2,539,012

Earmarked funds

Earmarked funds consist of funds designated by third parties for specific activities, themes, etc. that have not yet been spent.

The earmarked funds decreased by €2,597,413 due to the spending of funds 1) donated by the H&M Foundation and 2) raised through the SHO Philippines Haiyan and Nepal appeals.

³E.g. for financial risks in connection with natural disasters, political, or safety/security related issues.

8.4.7 Liabilities

Debts are classified as liabilities to third parties and other debts. Debts exceeding one year after the balance sheet date are accounted for under non-current liabilities.

8.4.7.1 Non-current liabilities

Reference 8.4.7.1	30 June 2016	30 June 2015
Long-term project commitments	3,337,445	3,198,229
Total non-current liabilities	3,337,445	3,198,229

Non-current liabilities consist of long-term commitments to countries and are payable within five years.

8.4.7.2 Current liabilities

Reference 8.4.7.2	30 June 2016	30 June 2015
Short-term project commitments	27,254,771	31,029,477
Prepayment received from donors	767,618	2,255,276
Creditors	538,911	335,677
Accruals and deferred income		
Statutory payroll / Social security contributions	2,465	-
Holiday entitlement / Holidays	213,425	218,380
VAT payable	-	-
Pension insurances	132,881	-
Other staff costs	147,183	95,627
Miscellaneous	40,133	45,933
	536,087	359,940
Total current liabilities	29,097,387	33,980,370

As previously mentioned, CARE Nederland is gradually moving from long-term to short-term commitments. Thus, donor receipts temporarily exceed the costs incurred during financial year 2015-16.

8.4.7.3 Off-balance-sheet receivables and liabilities

CARE Nederland has two off-balance sheet financial liabilities relating to lease and service charges. CARE Nederland is party to a five-year lease contract that commenced on 1 July 2013 and ends on 30 June 2018. This entails a short-term financial liability of €85,000 and a long-term liability of €85,000 for financial year 2016-17, which is not presented on the balance sheet. A bank guarantee amounting to €32,230 was issued for the lease of the current building.

CARE Nederland also has a short-term €17,977 Service Level Agreement (SLA) with CARE International UK for the provision of IT services.

During financial year 2012-13, the Dutch Ministry of Foreign Affairs and the European Commission allocated various grants to CARE Nederland. The off-balance-sheet receivable is the difference between the grant commitment and expenditure as per 30 June. The majority of these funds will be spent through the country offices of CARE International, and as a result, new liabilities will be created that will be reported as off-balance-sheet payables.

Projects	Grant	Expenditure (commitments + CNL costs)		off-balance receivables	off-balance payables
		in 2015-16	Total		
PFR-II	8,771,046	596,254	596,254	8,174,792	5,318,558
Every Voice Counts	16,352,680	2,903,766	2,903,766	13,448,914	11,235,751
Mawe TATU	4,499,994	1,470,818	1,470,818	3,029,176	2,922,310
CONJOINT	14,286,968	2,206,592	2,206,592	12,080,376	11,463,943
Education is Light II	7,000,000	5,259,001	5,259,001	1,740,999	1,533,019
Horumarinta Elmiga II	3,139,386	1,139,715	1,139,715	1,999,671	1,827,867
Other	12,832,567	2,257,219	11,867,662	585,010	585,010
TOTALS	66,882,640	15,833,366	25,443,809	41,058,937	34,886,457

The off-balance receivables and payables increased compared to financial year 2014-15 with respectively EUR 37,112,985 and EUR 31,433,095 due to

a changed operational policy that CARE Nederland limits its commitment to country offices and partners to one year, also for multiple year projects.



Financial Report for the national SHO Appeal Ebola 'Stop de Ebola-ramp'

	January 1 - December 31, 2015		
Income			
Income from joint campaigns			-
Interest			-
Total income			-
Costs of preparation and coordination			-
Ceiling for administrative costs			-
Total amount available for the action			-
Expenditure	Emergency Aid	Rehabilitation	Total
Commitments by participant:	-	-	-
support via implementing organisation	-	-	-
support via the international network	-	-	-
support via the participant	-	-	-
Available for additional commitments	-	-	-

	January 1 - December 31, 2015		
	Emergency Aid	Rehabilitation	Total
Participant cash flows			
Transfers by the participant related to:	-	-	-
support via implementing organisation	-	-	-
support via the international network	-	-	-
support via the participant	-	-	-
Local expenditure	-	-	-
support via implementing organisation	-	-	-
support via the international network	-	-	-
support via the participant	-	-	-

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
		609,721			-			609,721
		-			-			-
		609,721			-			609,721
		-			-			-
		39,888			-			39,888
		569,833			-			569,833
Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total
-	-	569,771	-	-	-	-	-	569,771
-	-	-	-	-	-	-	-	-
562,833	-	562,833	-	-	-	569,833	-	562,833
6,938	-	6,938	-	-	-	-	-	6,938
-	-	62	-	-	-	-	-	62

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total
-	-	569,771	-	-	-	-	-	569,771
-	-	-	-	-	-	-	-	-
562,833	-	562,833	-	-	-	562,833	-	562,833
6,938	-	6,938	-	-	-	6,938	-	6,938
-	-	569,771	-	-	-	-	-	569,771
-	-	-	-	-	-	-	-	-
562,833	-	562,833	-	-	-	562,833	-	562,833
6,938	-	6,938	-	-	-	6,938	-	6,938

Financial Report for the national SHO Appeal Philippines 'Help slachtoffers Filipijnen'

	January 1 - December 31, 2015		
Income			
Income from joint campaigns			-
Interest			-
Total income			-
Costs of preparation and coordination			-
Ceiling for administrative costs			-
Total amount available for the action			-
Expenditure	Emergency Aid	Rehabilitation	Total
Commitments by participant:	-	-	43,089
support via implementing organisation	-	-	17,424
support via the international network	-	-	7,571-
support via the participant	-	-	33,236
Available for additional commitments	-	-	43,089-

	January 1 - December 31, 2015		
	Emergency Aid	Rehabilitation	Total
Participant cash flows			
Transfers by the participant related to:	-	-	507,213
support via implementing organisation	-	-	17,424
support via the international network	-	-	489,789
support via the participant	-	-	-
Local expenditure	-	-	948,949
support via implementing organisation	-	-	17,424
support via the international network	-	-	898,289
support via the participant	-	-	33,236

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
		2,622,004			-			2,622,004
		6,388			-			6,388
		2,628,392			-			2,628,392
		-			-			-
		183,540			-			183,540
		2,444,852			-			2,444,852
Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total
-	-	2,444,854	-	-	31,439	-	-	2,444,854
-	103,081	-	-	17,424	-	-	103,081	-
-	2,293,972	-	-	7,571-	-	-	2,293,972	-
-	47,801	-	-	21,586	-	-	47,801	-
-	-	2-	-	-	31,439-	-	-	2-

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
		2,392,102			-			2,392,102
		103,081			-			103,081
		2,289,021			-			2,289,021
		-			-			-
		2,444,851			671,118			2,444,851
		-			-			-
		103,081			17,424			103,081
		2,293,969			632,108			2,293,969
		47,801			21,586			47,801

Financial Report for the national SHO Appeal Nepal “Nederland helpt Nepal”

	January 1 - December 31, 2015		
Income			
Income from joint campaigns			1,582,331
Interest			-
Total income			1,582,331
Costs of preparation and coordination			-
Ceiling for administrative costs			110,763
Total amount available for the action			1,471,568
Expenditure	Emergency Aid	Rehabilitation	Total
Commitments by participant:	-	-	-
support via implementing organisation	-	-	-
support via the international network	1,464,656	-	1,464,656
support via the participant	-	-	-
Available for additional commitments	-	-	6,912

	January 1 - December 31, 2015		
	Emergency Aid	Rehabilitation	Total
Participant cash flows			
Transfers by the participant related to:	-	-	-
support via implementing organisation	-	-	-
support via the international network	700,000	-	700,000
support via the participant	-	-	-
Local expenditure	-	-	-
support via implementing organisation	-	-	-
support via the international network	618,179	-	618,179
support via the participant	-	-	-

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
		1,582,331			248,979			1,601,223
		-			-			-
		1,582,331			248,979			1,601,223
		-			-			-
		110,763			16,288			112,086
		1,471,568			232,691			1,489,137
Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
1,464,656	-	1,464,656	789,137	-	789,137	1,489,137	-	1,489,137
-	-	-	-	-	-	-	-	-
-	-	6,912	-	-	556,446	-	-	-

Cumulative as per December 31, 2015			July 1, 2015 - Juni 30, 2016			Cumulative as per June 30, 2016		
		-			-			-
		-			-			-
		700,000			697,989			1,397,989
		-			-			-
		-			-			-
		-			-			-
		618,179			811,011			962,336
		-			-			-
		-			-			-

8.5 Notes to the statement of income and expenditure

8.5.1 Income

8.5.1.1 Income from own fundraising activities

Reference 8.5.1.1	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Individual donations	2,657,590	2,825,000	2,454,736
Corporate donations	2,275,080	2,840,000	103,817
Total income from own fundraising activities	4,932,670	5,665,000	2,558,553

Generated funds can be categorised into two groups of donors: 1) individuals and 2) corporate donors.

Donations made by individuals

Continuing investment in individual fund raising resulted in an increase by €202,854 (8.3%) compared to the previous financial year.

Corporate donations

During the current financial year, CARE Nederland rolled out a new cooperation strategy towards corporations and (corporate) foundations. Thus, CARE Nederland was able to attract funding from several corporations and (corporate) foundations, including the H&M Foundation, the Nefkens Foundation (Nefkens Stichting Ontwikkelingshulp), OLX, and Sanquin. Nevertheless, the time required to establish corporation partnerships is longer than initially anticipated.

8.5.1.2 Income from third-party campaigns

Reference 8.5.1.2	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Dutch Postcode Lottery	500,000	500,000	500,000
Samenwerkende Hulporganisaties	248,979	1,500,000	1,961,963
Total income from third-party campaigns	748,979	2,000,000	2,461,963

As a designated five-year beneficiary of the Dutch Postcode Lottery ('Nationale Postcode Loterij') since 2012, CARE Nederland received a grant of €500,000 for the fourth consecutive year during financial year 2015-16.

In addition, CARE Nederland is a member of the 'Samenwerkende Hulporganisaties', which is the umbrella group for humanitarian aid organisation in the Netherlands. This umbrella group, also known as SHO or Giro555, launched the Nepal Earthquake Appeal in financial year 2014-15. CARE Nederland received €248,979 in the current financial year for humanitarian action in Nepal.



8.5.1.3 Income from Institutional Grants

Reference 8.5.1.3	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Grants for project activities	33,158,410	26,390,285	21,406,572
<i>Ministry of Foreign Affairs</i>	18,247,215	16,074,308	8,278,184
<i>European Commission</i>	9,594,016	8,411,215	5,781,038
<i>Other grants</i>	5,317,179	1,904,762	7,347,350
Grants to cover administration costs	1,204,673	1,128,468	790,083
<i>Ministry of Foreign Affairs</i>	388,647	444,444	84,773
<i>European Commission</i>	472,981	588,785	339,776
<i>Other grants</i>	343,045	95,238	365,533
Total income from institutional donor grants	34,363,083	27,518,753	22,196,655

Institutional (or governmental) grants received for project activities relate to funds allocated to CARE Nederland and are stated as income based on the project costs incurred, excluding reimbursements of administration costs.

Actual income from government grants shows an excess of €6,844,329 when compared to the

budgeted grants acquisition. This is mainly explained by large unforeseen emergency operations.

Income from recovery of administrative costs increased by 52%. This is in line with the increased income from grants and the CARE Nederland revenue recognition policy regarding administrative cost recovery.

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

8.5.1.4 Interest income and income from investments

Reference 8.5.1.4	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Interest income and income from investments	59,337	125,000	101,703
<i>Interest</i>	59,337	125,000	101,703
Total interest income and income from investments	59,337	125,000	101,703

CARE Nederland has no portfolio investments and therefore only income from interest is presented. Due

to poverty levels worldwide, income from interest has decreased by 42%.

8.5.1.5 Other income

Reference 8.5.1.5	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Other income	1,711	-	40,811
<i>Miscellaneous</i>	1,711	-	40,811
Total other income	1,711	-	40,811

8.5.1.4 Overview of income from non-individual donors

During the current reporting period, CARE Nederland received €37,387,142 from non-individual donors.

In financial year 2015-16 CARE Nederland acted as lead for consortia in the Philippines, Somalia, and Yemen. CARE Nederland has recorded during financial year 2015-16 a total income of EUR 8,616,094 on behalf of the consortia partners. In 2014-15 CARE Nederland realized EUR 979,131 on behalf of the consortia partners.

NON-INDIVIDUAL DONORS	July 2015 - June 2016	July 2014 - June 2015
European Commission	11,549,279	8,303,150
<i>Development and Co-operation (EuropAid)</i>	6,432,143	3,422,068
<i>Humanitarian Aid and Civil Protection (ECHO)</i>	3,634,853	2,698,745
<i>Through third parties</i>	1,482,283	2,182,337
Handicap International	-	-
H&M Foundation	2,099,563	52,308
Ministry of Foreign Affairs	22,780,746	13,299,441
<i>Ministry of Foreign Affairs</i>	18,635,862	8,362,957
<i>Through third parties</i>	4,144,884	4,936,483
Dutch Postcode Lottery	517,673	1,060,586
<i>Dutch Postcode Lottery</i>	500,000	500,000
<i>Through third parties</i>	17,673	560,586
Samenwerkende Hulporganisaties ("giro 555")	248,979	1,961,963
Other non-individual donors	190,902	33,477
Totaal	37,387,142	24,710,925

8.5.2 Expenditure

8.5.2.1 Cost categories and allocation model for the organisation's costs

In accordance with the Dutch Accounting Standard for Fundraising Institutions RJ 650, expenditure on objectives, fundraising costs, and management and administration costs of the organisation are distinguished.

The costs of the organisation, i.e. all the costs that cannot be directly allocated to the objective, are charged to three cost categories based on an allocation model that conforms to the Goede Doelen Nederland guidelines. The costs of the organisation are allocated in two steps:

1. All costs directly related to the objective or to income generation are recognised directly under those items, with staff costs allocated based on time recording.
2. Support costs and general costs are allocated to the cost categories based on FTEs and time sheets.

The organisation's costs that are directly related to the Board/CEO and Supervisory Council or other general costs are fully detailed under 'Management and Administration'.

In below table in the column 2014-15, an amount of € 230,084 has been restated from Expenditure on objective and Costs of income generation to Management and administration costs. This correction gives a better reflection of the facts.

Expenditure in financial year 2014-15 EXPENSE	annual report 2015-16	annual report 2014-15	differences
VI. Expenditure on objective (ref 8.5.2.2)	27,271,996	27,460,916	188,920-
<i>Humanitarian Action</i>	20,292,336	20,410,229	117,893-
<i>Sustainable Development</i>	5,568,023	5,598,905	30,882-
<i>Multiplying Impact</i>	1,411,637	1,451,782	40,145-
<i>Advocacy</i>	448,203	472,529	24,326-
<i>Public information / Awareness campaigns</i>	963,434	979,253	15,819-
VI. Costs of income generation (ref 8.5.2.3)	1,013,518	1,054,682	41,164-
<i>Costs of own fundraising activities</i>	889,042	914,812	25,770-
<i>Costs of raising income from third-party campaigns</i>	94,710	103,716	9,006-
<i>Acquisition costs institutional grants</i>	29,766	36,154	6,389-
XI. Management and administration costs (ref. 8.5.2.4)	709,449	479,365	230,084
Total expense	28,994,963	28,994,963	-



8.5.2.2 Expenditure on objectives

Reference 8.5.2.2	Actual	Budget	Actual
	July 2015 - June 2016	July 2015 - June 2016	July 2014 - June 2015
CARE Nederland programmes	39,738,235	33,751,080	26,308,562
Programme commitments	36,055,770	33,751,080	23,058,433
Costs incurred by CARE Nederland	3,682,465	-	3,250,129
Public information / Awareness campaigns	1,011,692	2,040,432	963,434
Information activities	813,324	767,035	830,099
Allocated costs	198,368	1,273,397	133,335
Total expenditure on objective	40,749,927	35,791,512	27,271,996

Programme expenditure consists of programme commitments to CARE International country offices or implementing partners, plus the direct costs incurred by CARE Nederland. In the reporting period, programme expenditure exceeded the budgeted expenditure due to unforeseen Humanitarian Action. Compared to the previous financial year, the increase is explained by increased activities in partnership

with the Dutch Ministry of Foreign Affairs, new programmes in the Great Lakes zone and Somalia funded respectively by the respective Royal Dutch Embassies and the European Commission. CARE Nederland maintained its expenditure on Public Information and Awareness Campaigns at a level similar to the previous financial year.

FUNDING SOURCE	Humanitarian Action	Sustainable Development	Multiplying impact		Total
			Advocacy	Public Info	
Ministry of Foreign Affairs	10,157,424	7,955,120	130,586	-	18,243,130
European Commission	3,097,241	6,569,758	-	-	9,666,999
Samenwerkende Hulporgansaties ("giro 555")	827,427	-	-	-	827,427
Other donors	3,629,007	5,588,867	-	-	9,217,874
Own resources	917,599	619,532	245,674	1,011,692	2,794,497
Total expenditure on objective	18,628,698	20,733,277	376,260	1,011,692	40,749,927

The Dutch Ministry of Foreign Affairs and the European Commission were the main donors for activities carried out by CARE Nederland in this financial year. The shares of both donors (45% and 24% respectively) are higher when compared to the previous financial year (30% and 21% respectively). The third main source of funding for CARE

Nederland was achieved through participation in various consortia; this share decreased from 32% in the previous financial year to 22% in financial year 2015-16.

During the reporting period, humanitarian crises occurred in Yemen and Ethiopia in addition to the

existing crisis in Syrian and the Nepal earthquake. CARE Nederland responded with a significant humanitarian operation through the CARE International country offices with a total expense amounting to €18,628,698, thus overspending the budget by 37%. This includes new and other on-going operations in other parts of the world (e.g. Somalia).

Costs incurred for Sustainable Development activities are in line with the budgeted amounts.

Multiplying Impact expenditure is slightly below of the amount entered in financial year 2014-15. The relatively low burn-rate against the budget is caused by a budget change in January 2016, where the advocacy activities are included in the Humanitarian Action and Sustainable Development programmes.

8.5.2.3 Costs of income generation

Reference 8.5.2.3	Actual	Budget	Actual
	July 2015 - June 2016	July 2015 - June 2016	July 2014 - June 2015
Costs of own fundraising activities	966,799	1,236,200	889,042
Costs of raising income through third-party campaigns	111,598	-	94,710
Acquisition costs of government grants	52,019	70,894	29,766
Total costs for income generation	1,130,416	1,307,094	1,013,518

Costs of income generation in financial year 2015-16 are in line with previous financial year, but show a decrease compared to the budgeted costs of income generation. The reasons for this are twofold:

1) CARE Nederland agreed to favourable terms with fundraising companies, 2) the projected number of new individual donors was not met.

8.5.2.4 Management and administration costs

Reference 8.5.2.4	Actual	Budget	Actual
	July 2015 - June 2016	July 2015 - June 2016	July 2014 - June 2015
Management and administration costs	838,545	797,670	709,449
Total management and administration costs	838,545	797,670	709,449

Costs for management and administration are €40,874 (5%) higher than budgeted. As a percentage of the total expense, the costs in financial year 2015-16 are comparable to the costs incurred in the previous financial year (both 2%).

8.5.3 Specification costs of the organisation

ALLOCATION	OBJECTIVES				FUNDRAISING COSTS				Actual 2015-16
	Humanitarian Action	Sustainable Development	Advocacy	Multiplying impact Public information/ Awareness campaigns	Own fund-raising	Third-party campaigns	Grants	Management / Administration	
Grants & Contributions	17,502,728	19,492,868	40,844	63,422	-	-	-	-	37,099,862
Public Information & Awareness Campaigns	-	-	-	813,324	750,768	-	-	46,731	1,610,823
Staff costs	848,014	944,438	233,473	108,952	186,607	99,365	43,221	461,053	2,925,123
Housing costs	19,124	21,298	4,052	598	2,786	851	602	33,286	82,597
Office & General costs	254,462	269,807	96,965	25,260	26,001	11,188	8,058	289,870	981,611
Depreciation & Interest	4,370	4,866	926	136	637	194	138	7,605	18,872
Total	18,628,698	20,733,277	376,260	1,011,692	966,799	111,598	52,019	838,545	42,718,888

ALLOCATION	Actual 2015 - 2016	Budget 2015 - 2016	Actual 2014 - 2015
Grants & Contributions	37,099,862	32,308,895	24,017,329
Public Information & Awareness Campaigns	1,610,823	1,273,397	1,514,028
Staff costs	2,925,123	2,962,597	2,424,718
Housing costs	82,597	115,783	93,008
Office & General costs	981,611	1,204,602	927,592
Depreciation & Interest	18,872	31,000	18,288
Total	42,718,888	37,896,275	28,994,963

All costs are allocated in the following expense categories: Objective, Income Generation, and Management & Administration.

The organisation's costs (excluding 'Grants and contributions') before allocation to the earmarked

categories amounted to €5,596,846. While in line with the budget, the costs are €619,212 higher than in the previous financial year. This is due to increased personnel costs, thus explaining €479,571 of the total increase due to employment of more staff.

STAFF COSTS	Actual July 2015 - June 2016	Budget July 2015 - June 2016	Actual July 2014 - June 2015
Gross salaries	1,920,045	2,051,088	1,595,502
Holiday entitlement and holidays	203,480	211,521	185,986
Social security contributions	340,914	212,655	276,063
Pension contributions	209,757	211,613	177,282
Employee insurances	84,215	83,710	59,674
Commuting expenses	60,363	68,945	56,864
Year-end gratification	106,349	123,065	73,347
Total staff costs	2,925,123	2,962,597	2,424,718

8.5.4 Personnel

STAFF COSTS	Actual 2015-16	Budget 2015-16	Actual 2014-15
Employees in the Netherlands	46	40	39
Advocacy	4	3	3
Management	2	2	2
Finance	7	7	7
Quality Management & IT	2	1	1
Office Management	2	2	2
Human Resources	2	2	2
Programmes	20	17	16
Communication & Fundraising	7	6	6
Employees abroad	3	2	1
Employees as at the end of the reporting year	49	42	40
Average FTEs in the Netherlands	40	40	32
Average FTEs abroad	2	2	1

The employee data excludes temporary employees, consultants and volunteers.

8.5.5 Remuneration of Board and Supervisory Council

8.5.5.1 Remuneration of Board

The Board consists of one person with the title CEO.

The Supervisory Council determines the remuneration policy, the amount of remuneration payable to the Board and the amount of other emoluments. CARE Nederland determines the remuneration policy and sets the level of remuneration according to the Remuneration Scheme for Directors of Charities set out in the Goede Doelen Nederland guideline and the Wijffels Code. The Scheme defines a maximum

standard for annual income based on weighted criteria. The calculation of annual income excludes employer's costs.

With an annual income of €107,448 the current director's remuneration remains below the Goede Doelen Nederland maximum and therefore is in accordance with the Wijffels Code. The Executives' Pay Financed from Public Funds (Disclosure) Act, 'Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT)' has considered the determination of remuneration.

MANAGEMENT BOARD REMUNERATION	July 2015 - June 2016	July 2014 - June 2015
Employment contract		
<i>Nature (term)</i>	<i>Fixed contract</i>	<i>Fixed contract</i>
<i>Number of hours</i>	38	38
<i>part-time percentage</i>	100	100
<i>period</i>	01/07 t/m 30/06	01-09 t/m 30/06
Remuneration		
Annual income	107,448	81,503
• gross annual salary	95,984	75,465
• holiday pay	7,679	6,037
• year-end gratitude	3,785	-
Social security contributions (employer's share)	9,603	7,690
Pension contributions (employer's share)	16,734	13,613
Total remuneration	133,785	102,806
Employment contract		
<i>Nature (term)</i>		<i>Retired</i>
<i>Number of hours</i>		38
<i>part-time percentage</i>		100
<i>period</i>		01/07 t/m 31/12
Remuneration		
Annual income		69,433
• gross annual salary		60,480
• holiday pay		4,322
• year-end gratitude		4,631
Social security contributions (employer's share)		4,125
Pension contributions (employer's share)		10,907
Total remuneration	-	84,464

8.5.5.2 Remuneration of the Supervisory Council

Remuneration and expense reimbursement Supervisory Board	July 2015 - June 2016	July 2014 - June 2015
Travel and accommodation expenses	3,983	7,566

The Supervisory Council performs its duties in an honorary capacity. The travel and accommodation expenses of Supervisory Council members totalled €3,983 in the reporting period. These expenses were mostly incurred during Supervisory Council participation in CARE International meetings.

8.6 Approval and Auditor's Report

8.6.1 Events after the balance sheet date

During the period between the balance sheet date and the approval of the financial statements by the Supervisory Council and adoption by the Board on December 4th, 2016 no events occurred that would change the situation indicated on the balance sheet date.

8.6.2 Approval and adoption of the financial statements

The Annual Report and the accompanying financial statements were adopted on December 4th, 2016 by the Board composed of:

- Mr. Perry Heijne

The Annual Report and the accompanying financial statements were adopted on December 4th, 2016 by the Supervisory Council composed of the following executives:

- Ms. Mariëtte Doornekamp (chair)
- Ms. Karen Bakhuizen
- Mr. Jan Broekhuizen
- Mr. Peter ter Horst
- Mr. Jochem IJbema
- Mr. Ed van Meeuwen

8.6.3 Independent auditor's report

To: the Supervisory Council of Stichting CARE Nederland



Report on the financial statements 2015/2016

Our opinion

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting CARE Nederland as at 30 June 2016, and of its result for the year then ended in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

What we have audited

We have audited the accompanying financial statements 2015/2016 of Stichting CARE Nederland, Den Haag ('the foundation').

The financial statements comprise:

- the balance sheet as at 30 June 2016;
- the profit and loss account for the year then ended;
- the notes, comprising a summary of the accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

The basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the section 'Our responsibilities for the audit of the financial statements' of our report.

We are independent of Stichting CARE Nederland in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO) and other relevant independence requirements in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA).

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

Responsibilities of the CEO and the Supervisory Council

The CEO is responsible for:

- the preparation and fair presentation of the financial statements and for the preparation of the CEO's report, both in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board; and for
- such internal control as the CEO determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the CEO is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the CEO should prepare the financial statements using the going-concern basis of accounting unless the CEO either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so. The CEO

should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The Supervisory Council is responsible for overseeing the foundation's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform an audit engagement to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our audit opinion aims to provide reasonable assurance about whether the financial statements are free from material misstatement. Reasonable assurance is a high but not absolute level of assurance which makes it possible that we may not detect all misstatements. Misstatements may arise due to fraud or error. They are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A more detailed description of our responsibilities is set out in the appendix to our report.

Announcement with respect to the CEO's report

We have read the CEO's report in order to identify material inconsistencies, if any, with the audited financial statements. Based on reading the CEO's report we confirm, to the extent we can assess, that the CEO's report is consistent with the information in the financial statements and that the CEO's report contains all information required by Guideline for annual reporting 650 'Charity Organisations' of the Dutch Accounting Standards Board. We have not audited or reviewed the information in the CEO's report.

Amsterdam, 9 December 2016
PricewaterhouseCoopers Accountants N.V.

J.L. Sebel RA

Appendix

to our auditor's report on the financial statements 2015/2016 of Stichting CARE Nederland

In addition to what is included in our auditor's report we have further set out in this appendix our responsibilities for the audit of the financial statements and explained what an audit involves.

The auditor's responsibilities for the audit of the financial statements

We have exercised professional judgement and have maintained professional scepticism throughout the audit in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error. Our audit consisted, among other things of the following:

- Identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the intentional override of internal control.
- Obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control.

- Evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the CEO.
- Concluding on the appropriateness of the CEO's use of the going concern basis of accounting, and based on the audit evidence obtained, concluding whether a material uncertainty exists related to events and/or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report and are made in the context of our opinion on the financial statements as a whole. However, future events or conditions may cause the foundation to cease to continue as a going concern.
- Evaluating the overall presentation, structure and content of the financial statements, including the disclosures, and evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Council regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

APPENDICES

CARE NEDERLAND
ANNUAL REPORT 2015 - 2016













Appendix 1















Overview of (current and new) programmes in the financial year 2015-2016

Nr.	Country	Project	Role* SD/MI/HA	Total budget for the project	Donor	No. of people reached / target group	Duration
AFRICA							
* Roles:  SD = Sustainable Development /  MI = Multiplying Impact /  HA = Humanitarian Action							
1	Burundi	It concerns us / Biraturaba	 	3,443,000	Ministry of Foreign Affairs / Dutch Embassy in Burundi	6,450	START: November 2013 END: June 2016
2	Burundi	Program Conjoint CSE: Improving the sexual and reproductive health of adolescents and youth in Burundi	 	14,286,968	Ministry of Foreign Affairs / Dutch Embassy in Burundi	1,100,000	START: December 2015 END: December 2020
3	Burundi, DR Congo, Liberia, South Sudan, Sudan	Dutch Consortium for Rehabilitation	 	13,707,450	Ministry of Foreign Affairs / MFS II	90,000	START: January 2011 END: December 2015
4	Burundi, South Sudan	Peace Under Construction	 	7,112,124	Ministry of Foreign Affairs / Reconstruction grant	16,674	START: July 2012 END: July 2016
5	Democratic Republic of the Congo	Promoting inclusive governance in Kinshasa / Bokonzi ya bana kin	 	709,629	EuropeAid	200,000	START: February 2013 END: January 2016
6	Democratic Republic of the Congo	Three Pebbles / Program Mawe Tatu		4,499,994	Ministry of Foreign Affairs / Dutch Embassies in the Great Lakes	58,555	START: December 2015 END: May 2019
7	Democratic Republic of the Congo	Let's govern together/ Tuongoze Pamoja	 	770,453	EuropeAid	297,700	START: April 2015 END: March 2018
8	Ethiopia	Supporting resilience in drought-prone Woredas in Borana zone		515,208	ECHO/CORDAID	77,360	START: April 2015 END: October 2016
9	Ethiopia	Joint Response		712,500	Ministry of Foreign Affairs / Dutch Relief Alliance via World Vision	20,660	START: November 2015 END: May 2016
10	Ethiopia	Joint Response II		346,055	Ministry of Foreign Affairs / Dutch Relief Alliance via World Vision	16,200	START: June 2016 END: December 2016
11	Ethiopia	Promoting resilient livelihoods in Borana		6,600,000	EuropeAid	107,378	START: October 2016 END: March 2020
12	Liberia	Stop de Ebola ramp		609,000	SHO	250,000	START: November 2014 END: November 2015

Target group: people who are directly affected by the problem the project seeks to address and who are directly involved and actively engaged in project activities or receiving services/goods/resources. The numbers of beneficiaries may vary greatly; some projects target individuals and others communities.

Nr.	Country	Project	Role* SD/MI/HA	Total budget for the project	Donor	No. of people reached / target group	Duration
AFRICA			*Roles:  SD = Sustainable Development /  MI = Multiplying Impact /  HA = Humanitarian Action				
13	Madagascar	Improving food security and income through agriculture / ASARA: Amélioration de la Sécurité Alimentaire et Augmentation des Revenus Agricoles		2,749,325	EuropeAid	25,000	START: January 2014 END: July 2017
14	Madagascar	Integrated Action for Nutrition and Food / AINA: Actions Intégrées en Nutrition et Alimentation		1,693,501	EuropeAid/FAO	80,000	START: May 2013 END: May 2016
15	Madagascar	RAN-AINA follow up		1,051,109	EuropeAid	80,000	START: December 2014 END: December 2017
16	Sierra Leone	Joint response Ebola		1,932,002	Ministry of Foreign Affairs	218,704	START: Januari 2015 END: September 2015
17	Somalia	Education is light II / Waxbarashada Waa Iftiin		7,368,421	EuropeAid	57,125	START: September 2015 END: March 2018
18	Somalia	Education for empowerment through a cohesive and harmonised system / Hormarinta Elmiga		3,315,700	EuropeAid	44,634	START: November 2012 END: November 2016
19	Somalia	Education for empowerment through a cohesive and harmonised system II / Hormarinta Elmiga II		3,488,207	EuropeAid	49,035	START: September 2015 END: August 2018
20	Somalia	Your Environment is Your Life / Degaankaagu waa nolashaada		8,000,000	EuropeAid	5,568	START: February 2013 END: December 2016
21	Somalia	Somalia, Somaliland and Puntland Joint Response		2,500,000	Ministry of Foreign Affairs / Dutch Relief Alliance	TBA	START: July 2016 END: December 2016
22	Somalia	Strengthening Civil Society Organisations and Public Sector Engagements in Somalia (SCOPEs)	 	1,066,667	EuropeAid	4,583	START: January 2016 END: December 2017
23	Somalia	Towards Self-Reliance II / Iskufilnaasho		2,260,000	EuropeAid	13,146	START: November 2013 END: August 2016
24	Somalia	Your environment is your life - complementary support to the Ministry of Environment, Wildlife and Tourism		500,000	EuropeAid	TBA	START: December 2015 END: December 2016
25	Somalia	Somalia Humanitarian and Emergency Response Project (SHERP)		880,000	ECHO	94,900	START: May 2016 END: February 2017
26	Somalia, Sudan	Resilience in the Horn: Chronic crises	 	3,750,000	Ministry of Foreign Affairs / Strategic Partnership Chronic Crises	105,906	START: March 2014 END: December 2016

Target group: people who are directly affected by the problem the project seeks to address and who are directly involved and actively engaged in project activities or receiving services/goods/resources. The numbers of beneficiaries may vary greatly; some projects target individuals and others communities.

Nr.	Country	Project	Role* SD/MI/HA	Total budget for the project	Donor	No. of people reached / target group	Duration
AFRICA			*Roles:  SD = Sustainable Development /  MI = Multiplying Impact /  HA = Humanitarian Action				
27	South Sudan	Joint response		799,292	Ministry of Foreign Affairs	8,400	START: January 2015 END: December 2015
28	South Sudan	Joint Response II		1,013,858	Ministry of Foreign Affairs / Dutch Relief Alliance via Save the Children	13,200	START: January 2016 END: December 2016
29	Sudan	Building capable civil society organisations in South Darfur	 	600,000	EuropeAid	16,000	START: May 2014 END: May 2016
30	Sudan	Secure Economies and Diversified Livelihoods for Peaceful Coexistence in South Darfur and South Kordofan (SEED)		1,500,000	EuropeAid	8,637	START: November 2014 END: November 2016
31	Sudan	Maintain and expand lifesaving WASH assistance and self-sufficiency for IDPs, South Sudanese refugees and conflict-affected people in East Darfur and South Darfur states		1,934,457	ECHO	353,355	START: June 2016 END: May 2017
LATIN AMERICA							
32	Peru	Preparing ourselves for drought scenarios / Kamarikuy Ch'aki manta		483,786	DIPECHO	3,930	START: April 2016 END: September 2017
33	Bolivia, Peru	Bi-national approach to strengthen effective disaster Risk Management capacities of public institutions, authorities, and civil society in Bolivia and Peru (Phase II)		1,859,042	DIPECHO	300,000	START: May 2015 END: October 2016
34	Haiti	Neighbourhood Reconstruction after 2010 earthquake / Katie Nou Pi Bèl		2,539,514	EuropeAid	10,000	START: April 2013 END: October 2016
35	Ecuador	Earthquake response		468,720	ECHO	5,400	START: April 2016 END: July 2016
MIDDLE EAST							
36	North Iraq	Joint Response		800,000	Ministry of Foreign Affairs	8,500	START: January 2015 END: September 2015
37	North Iraq	Joint Humanitarian Response II		513,897	Ministry of Foreign Affairs / Dutch Relief Alliance via Cordaid	11,865	START: October 2015 END: November 2016
38	Syria	Joint Response		1,242,980	Ministry of Foreign Affairs / Dutch Relief Alliance via ZOA	26,845	START: May 2015 END: February 2016
39	Syria	Joint Response II		893,298	Ministry of Foreign Affairs / Dutch Relief Alliance via ZOA	72,000	START: March 2016 END: February 2017
40	Yemen	Joint Response		3,000,000	Ministry of Foreign Affairs	82,000	START: May 2015 END: November 2015
41	Yemen	Joint Response II		6,000,000	Ministry of Foreign Affairs / Dutch Relief Alliance	404,815	START: December 2015 END: November 2016

Target group: people who are directly affected by the problem the project seeks to address and who are directly involved and actively engaged in project activities or receiving services/goods/resources. The numbers of beneficiaries may vary greatly; some projects target individuals and others communities.

Nr.	Country	Project	Role* SD/MI/HA	Total budget for the project	Donor	No. of people reached / target group	Duration
ASIA			*Roles:  SD = Sustainable Development /  MI = Multiplying Impact /  HA = Humanitarian Action				
42	Indonesia	Climate-Proof Disaster Risk Reduction project (Partners for Resilience Alliance)	  	344,295	AXA	10,000	START: July 2012 END: December 2015
43	Nepal	Joint Response		503,151	Ministry of Foreign Affairs	22,000	START: April 2015 END: October 2015
44	Nepal	Earthquake Nepal 2015 / Aardbeving Nepal 2015		1,601,266	SHO	43,000	START: April 2015 END: April 2016
45	Pakistan	Enhancing resilience by strengthening government institutions to roll-out inclusive Community-based DRM in KPK Province		529,412	DIPECHO	85,475	START: May 2015 END: October 2016
46	Philippines	Help the victims of the Philippines		2,622,004	SHO	44,000	START: November 2013 END: December 2015
47	Philippines	Proud of your purok / Een Dijk van een Wijk	  	649,058	Nationale Postcode Loterij through Netherlands Red Cross	35,000	START: April 2014 END: August 2017
48	Philippines	Move Up Project	  	316,581	ECHO/ACF	30,000	START: February 2016 END: Augustus 2017
49	Philippines	Response to vulnerable population affected by Tyfoon Koppu in Nueva Ecija in Luzon		300,000	ECHO	11,500	START: November 2015 END: April 2016
50	Philippines	Support to food security and livelihood recovery of vulnerable farmers and farm workers affected by the typhoon Melor		352,941	ECHO	6,800	START: April 2016 END: September 2016
PACIFIC							
51	Vanuatu	Joint response cyclone PAM		675,000	Ministry of Foreign Affairs / Relief Fund / World Vision	8,498	START: April 2015 END: September 2015
MULTIPLE CONTINENTS							
52	Afghanistan, Somalia, Yemen	Foundation for Peace	  	7,618,196	Ministry of Foreign Affairs / Reconstruction grant	34,896	START: July 2012 END: June 2016
53	Burundi, Cote d'Ivoire, Guatemala, Indonesia, Jordan, Nepal, Peru, Sierra Leone, Sri Lanka, Zambia	HM Flagship Programme		6,000,000	H&M Foundation	100,000	START: February 2014 END: January 2017
54	Ethiopia, Guatemala, Indonesia, Mali, Nicaragua, Philippines, Uganda	Partners for Resilience		6,344,257	Ministry of Foreign Affairs / MFS II via Red Cross	46,321	START: January 2011 END: December 2015
55	Ethiopia, Guatemala, Indonesia, Mali, Philippines, Uganda	Partners for Resilience Strategic Partnership	  	8,691,107	Ministry of Foreign Affairs via Red Cross	3,301,604	START: January 2016 END: December 2020
56	Afghanistan, Burundi, Pakistan, Rwanda, Somalia, Sudan	Every Voice Counts Strategic Partnership	  	16,352,680	Ministry of Foreign Affairs / Strategic Partnership	92,500	START: January 2016 END: December 2020

Target group: people who are directly affected by the problem the project seeks to address and who are directly involved and actively engaged in project activities or receiving services/goods/resources. The numbers of beneficiaries may vary greatly; some projects target individuals and others communities.

Appendix 2

Quality standards and codes of conduct

CARE Nederland adheres to the following quality standards and codes of conduct:



- **ISO 9001:2015 Quality Standard, including the Partos 9001:2015 sector specific application.** CARE Nederland adheres to the requirements of the NEN-EN-ISO 9001:2015 standard and has a quality management system that has been certified against the international standard since 2007 by external auditor Lloyd's Register Quality Assurance B.V., Rotterdam. CARE Nederland also adheres to the Partos 9001:2015 sector specific application of the international standard, developed by branch organisation Partos. This includes (additional) criteria on context of the organisation, leadership, planning, support, implementation, performance evaluation and improvement.



- **Erkenningsregeling Goede Doelen, the successor of the CBF Keurmerk.** CARE Nederland meets the criteria of the Reglement CBF-Erkenning Goededoelenorganisaties and is periodically reviewed by the CBF. The assessment includes criteria on mission / societal value, resources, activities and the organisation, goal achievement, governance, accountability and the relationships with stakeholders. The CBF requires accountability and transparency about the purpose of the organisation and the projects that are carried out. CARE Nederland is acknowledged in the CBF Charity Register.
- **The Code of Good Governance for Charity Organisations ('Wijffels Code').** Since 2005 CARE Nederland works in accordance with the rules set out in the 'Wijffels Code', a code created by an independent committee of Goede Doelen Nederland, the Dutch association for fundraising institutions, which includes criteria for good governance of charity organisations.



- **The CARE International Code.** CARE Nederland follows the principles and criteria set out in the CARE International Code. The code 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.** This code lays down ten points of principle which all humanitarian actors should adhere to in their disaster response work and describes the relationships that agencies working in disasters should seek with donor governments, host governments and the UN system.



- **The Sphere Project.** CARE Nederland observes the standards set out by the Sphere Project, the most widely known and recognised set of common principles and universal minimum standards for humanitarian response.

Core Humanitarian STANDARD

- **The Core Humanitarian Standard on Quality and Accountability (CHS).** CARE Nederland adheres to the CHS. The CHS sets out nine commitments that organisations and individuals involved in humanitarian response can use to improve the quality and effectiveness of the assistance they provide. It also facilitates greater accountability to communities and people affected by crisis: knowing what humanitarian organisations have committed to will enable them to hold those organisations to account.



- **Partos Code of Conduct.** As a Partos member CARE Nederland respects the Partos Code of Conduct, reflecting the values in accordance with which the member organisations within Partos wish to act. The code includes criteria on sustainable positive change, local ownership, partnerships, professionalism and effectiveness, the creation and sharing of expertise, financial standards, transparency and accountability, good employment standards, good governance, mutual goodwill, responsible fundraising methods and external publications.

Appendix 3

Accountability Statement



This Annual Report was prepared in accordance with the Annual Reporting Guideline 650 for Fundraising Institutions issued by the Dutch Accounting Standards Board. The Board and Supervisory Council of CARE Nederland subscribe to the following three principles:

- To ensure supervision, administration and implementation
- To optimise the effectiveness and efficiency of expenditure
- To optimise stakeholder relations

Ensuring supervision, administration and implementation

- The foundation has a Board and a Supervisory Council. The Board manages the foundation, while the Supervisory Council monitors Board policy and the foundation's overall performance.
- The Supervisory Council determines the number of Board members, which may be either one or two natural persons. If there is one natural person, he or she will hold the title of "CEO". If there are two natural persons, the Supervisory Council will appoint one of the two as the chair.
- The Supervisory Council itself consists of at least three but not more than seven members, all of whom are natural persons.

- Subject to prior approval by the Supervisory Council, the Board is authorised to adopt or amend one or more sets of rules providing for matters not covered by the Articles of Association. The Supervisory Council is authorised to adopt these matters with the prior approval of the Board.
- The Board and the Supervisory Council may also establish other committees as well as boards or councils after obtaining each other's prior approval.
- The foundation has an Audit Committee and a Remuneration Committee. The former monitors the foundation's financial performance. The latter advises the Supervisory Council on the selection criteria and appointment procedures applicable to members of the Supervisory Council and the Board.
- The Supervisory Council specifically monitors whether Board policy conforms to the approved and adopted long-term or other strategic plans and budgets.
- The Board and the Supervisory Council ensure that no conflict of interests occurs between the foundation, its employees, the Board and the members of the Supervisory Council.
- The Supervisory Council's performance is evaluated periodically.

Optimising the effectiveness and efficiency of expenditure

- The Board draws up a long-term strategic plan for a period of at least three years with a corresponding budget. The long-term strategic plan contains measurable prioritised objectives and provides an analysis of the operating environment. The strategic plan also sets out the principles for the provision of information, raising awareness, advocacy, fundraising and spending the funds raised effectively, and indicates how assessment and decision-making processes concerning fundraising and the allocation of funds are organised.
- At the start of a new financial year, which runs from July 1 through June 30 of each year, the long-term strategic plan is specified in an annual plan containing a corresponding budget.
- The Board is charged with the implementation and completion of the programmes and the activities incorporated in the annual plan. The Supervisory Council is responsible in particular for ensuring that implementation conforms to the long-term and other strategic plans and budgets.
- The Board provides the Supervisory Council with all the relevant information in good time.

- The Board reports to the Supervisory Council on the following: the performance of its role as a socially responsible organisation; strategy; fundraising and deployment of the funds raised; key figures; the quality of the care provided and how ethical issues have been addressed; the audit of the internal risk management and control systems; management of the foundation's capital; and good employment practices.
- The Board is obliged to maintain records of the foundation's financial position to ensure that its rights and obligations are clearly shown in these records at all times. The Board prepares a balance sheet and a statement of income and expenditure at the end of the financial year. These documents are accompanied by an auditor's report. The Supervisory Council appoints the auditor. The auditor reports to both the Board and the Supervisory Council. The Annual Report and the financial statements are adopted and signed by the Board within six months of the end of the financial year following Supervisory Council approval thereof.
- Where necessary, the Board revises the long-term and other strategic plans and budgets after having obtained approval from the Supervisory Council.

Optimising stakeholder relations

- The foundation's key stakeholders are the beneficiaries, the CARE country offices and their partner organisations, institutional donors, and current and prospective other donors and sponsors.
 - The beneficiaries are reached through the intermediary of the CARE country offices and their partner organisations. The foundation maintains relations with these stakeholders by issuing reports, holding meetings during visits to field offices, partner and other organisations and institutions, including local authorities. The foundation also has stakeholders who finance its activities, such as institutional donors, current and prospective donors, and sponsors. The foundation maintains relations with these stakeholders by issuing reports, holding meetings during visits, through the website, newsletters, publications and the Annual Report.
- The foundation promotes and supports the work, activities and programmes carried out by the volunteers involved in achieving the foundation's objectives.
 - The Board seeks to provide transparency in accounting for its policy and activities to the volunteers involved and other stakeholders. For this purpose the Board adopts policy for incorporation in the long-term strategic plan.
 - CARE Nederland structures its communication to ensure that the information is relevant, clear and accessible to its stakeholders.
 - The Board offers stakeholders the opportunity to communicate their ideas, comments, wishes and complaints to the foundation to enable it to improve its services, where possible.





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