



Annual Report
2021-2022
CARE Nederland



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Letter from the Executive Director

During the past year, we have seen crisis after crisis. While still recovering from the consequences of COVID-19 and dealing with the effects of climate change, the world was shocked by the war in Ukraine and its global economic consequences. For the countries and communities where CARE is active, all of these factors have led to decreased household income, low productivity and food insecurity. It is the poorest communities—and their women, girls, refugees and displaced persons in particular—that are disproportionately affected.

The crisis in Ukraine has forced us to take action closer to home than we are used to. Fortunately, the solidarity of Dutch people during the Giro555 campaign for Ukraine has allowed us to offer relief to Ukrainian citizens in the most heavily affected areas, such as at border crossings and transit hubs in neighbouring countries. Aid was distributed with the help of partners and facilitated by CARE staff in Ukraine, Poland, Moldova and Romania.

Through the Dutch Relief Alliance and in partnership with the Ministry of Foreign Affairs, as well as with ECHO funding from the European Commission, we have also been able to continue our humanitarian support in crisis-affected countries such as Yemen, Somalia, Afghanistan and Pakistan. Furthermore, we have developed innovative ways to deliver aid, focusing on scalable solutions in particular. In Yemen, for example, we are in the process of installing a desalination unit that turns salt water into household drinking water; while in Uganda, we worked with refugees and host communities on improving access to clean and renewable energy.

Not only did we provide emergency assistance, we also provided long-term support to vulnerable communities that suffer from poverty and inequality. We are particularly focused on the position of women and girls, who are often affected by discriminatory laws and social norms. In Burundi and the Democratic Republic of Congo, for example, we supported women



and girls in participating in peace processes by structurally engaging men and boys and transforming harmful attitudes and behaviour.

We also continued to support women entrepreneurs in building their businesses, earning an income and lifting themselves out of poverty. We are proud of the fact that we now have a proven and documented approach to enhance the position of women entrepreneurs that is scalable, flexible and applicable in a wide variety of contexts.

In addition, we supported communities affected by the consequences of climate change. Our projects aim to make them less vulnerable to climate change and natural hazards, improve their food security and earn a decent income. In Niger and Somalia, for example, we supported vulnerable farming communities in reversing degradation and restoring agricultural land; while in Uganda, we worked with vulnerable communities to increase their resilience to drought and flooding.

Despite our successful efforts, we know that we cannot fight poverty and overcome inequality by implementing projects alone. We believe that a broader change is needed in the world, a transformation of the systems that currently keep poverty in place. In all our work, we are well aware of the need to collaborate with others – with our partners and



donors in the Netherlands, as well as with governments and organisations close to impact and communities. As we carry out our work, we couldn't do without the growing number of individual supporters and their invaluable contributions and commitment to our organisation and projects. We are delighted and thankful for your continued support of our cause.

With gratitude,

Reintje van Haeringen

Reintje van Haeringen,
Executive Director

About us

Chapter 1

CARE Nederland is a member of CARE International, a confederation of organisations working together to save lives, end poverty and achieve social justice. Our ambitions as part of our strategic roadmap FY22–FY26 are:

1. Strengthen our funding base, with a particular focus on unearmarked resources
2. Be an attractive and trusted organisation
3. Work in complementarity with others through partnerships at all levels
4. Apply a focussed, integrated and scalable approach to programmatic impact
5. Advocate for changing the system conditions that promote the perpetuation of poverty



Our mission and vision

CARE was founded in the aftermath of World War II in response to the millions in need of food and relief supplies in Europe. To date CARE supports people in some of the world's most challenging places so they can establish a better existence. We work for the poorest, the hardest hit, the least heard. We are committed to changing systems that perpetuate inequality by tackling the root causes of poverty. We fight poverty by battling inequality.

Our mission

CARE works around the globe to save lives, defeat poverty and achieve social

Our vision

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



Our different approach

For the first time in this century, poverty is on the rise, and the gap between people's needs and the funding available to fulfil these needs is increasing. Our work focusses on achieving equal rights and opportunities. We address discrimination and the denial of rights based on gender, race, nationality, ethnicity, class, religion, age, physical ability, caste, opinion or sexual orientation.

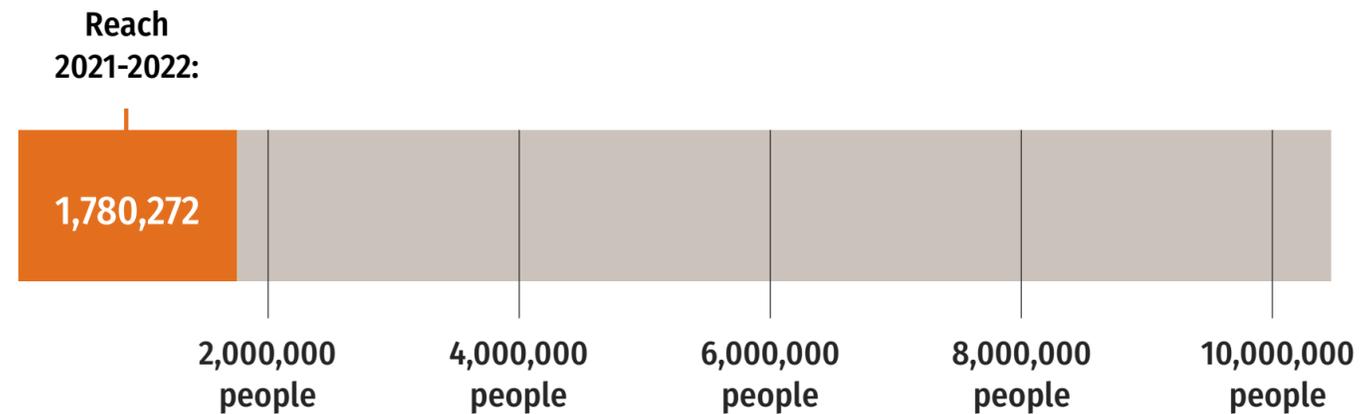
In this current strategy period, we aim to reach at

Scaling the impact of our programmes

We develop, apply and adjust approaches that address inequality in power relations, with a particular focus on strengthening the position of communities and stakeholders close to impact. Our programming is centred around three areas of expertise:

- **Humanitarian Action (see Chapter 3)**
- **Women's Rights (see Chapter 4)**
- **Sustainable Livelihoods (see Chapter 5)**

**In 2021-2022, we reached
1,780,272 people.***



Changing system conditions that keep poverty in place

We are particularly committed to supporting women and communities disproportionately affected by climate change or conflict. Through advocacy, we contribute to:

- **Climate Justice (see Chapter 6)**
- **Gender Equality (see Chapter 6)**
- **Equitable Partnerships (see Chapter 6)**

* Reach for 2021-2022 was determined by extracting reach numbers from donor reports for every project running in the fiscal year, and categorising those numbers according to standardised CARE Nederland indicators. For each project it was made sure, that total reach numbers did not double count people. We report reach gathered through this methodology for each of the three areas of expertise: Humanitarian Action (in Chapter 3), Women's Rights (in Chapter 4) and Sustainable Livelihoods (in Chapter 5).



Our role

We raise funds from institutional and private donors in the Netherlands and Europe to implement our programmes and achieve systems change. All our work is carried out according to a sequence. We begin with an agreed-upon strategy that leads to a plan of action, which is then implemented, monitored and evaluated with the goal of learning and improving the strategy and further actions.

By collaborating with CARE country offices, partners, governments and communities close to impact, we save lives and create lasting change. We develop knowledge, raise awareness for our cause and advocate for favourable conditions in the communities we work with. We do so with respect for people's individuality and dignity.

We are a member of the branch organisations Partos, Goede Doelen Nederland and VOICE. Furthermore, we are host to CARE's Climate Justice Center which empowers poor and vulnerable people to take action in the climate crisis and to build knowledge for global change.



Fundraising

Chapter 2

Our work is made possible with the support of institutional and private donors. This wide range of funders helps the organisation stay financially viable and plays a vital role in ensuring long-term support for people living in poverty. The Netherlands Ministry of Foreign Affairs and the European Commission are our largest institutional donors. Important private donors include the Dutch Postcode Lottery, foundations, corporate donors and individual donors.

Our donors

The Netherlands Ministry of Foreign Affairs and the European Commission are our largest institutional donors. Since 2011, we have been supported by the Dutch Postcode Lottery. Annually, we receive €900,000 in unrestricted funding. Thanks to the participants of the Dutch Postcode Lottery, CARE can continue fighting poverty by battling inequality. Other important private donors include foundations, corporations and individual donors.

Foundations

Together with the H&M Foundation, we implemented phase III of the Women in Enterprise programme to promote women's entrepreneurship in Guatemala, Côte d'Ivoire, Jordan, Peru, Sierra Leone, Sri Lanka and Yemen. The H&M Foundation also supported a project in Bangladesh to improve the position of women garment workers. With support from the Bennink Foundation, we also implemented a family planning project in the Democratic Republic of the Congo.

Thanks to the participants of the Dutch Postcode Lottery, CARE can continue fighting poverty by battling inequality.



Corporate donors and partners

With support from chocolate and cacao product manufacturers Barry Callebaut and Unilever, we implemented a project in Côte d'Ivoire to promote gender equality and increase resilience in cocoa communities. In Pakistan, we implemented a programme to improve the conditions of rice workers with support from MARS Food Europe. We also worked with the following social enterprises in the Netherlands:

- WakaWaka Foundation for a pilot study on solar lights in Rwanda and Sudan;
- African Clean Energy for an innovation project in a refugee settlement in Uganda;
- Elemental Water Makers to increase access to safe drinking water in Yemen;
- SkilEd to develop a web platform and mobile application promoting entrepreneurship skills.

Individual donors

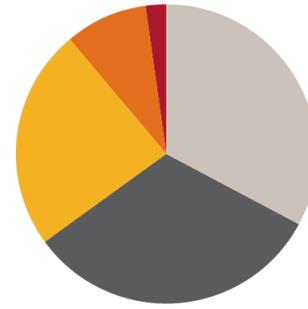
In 2021–2022, the total number of individual donors registered in our CRM system was 69,920 (compared to 69,330 in 2020–2021). All donors received periodic newsletters with updates on CARE Nederland's developments and projects. In addition, new donors also received several themed newsletters. Complaints were dealt with according to our complaints policy, and we were available 6 days a week by phone and e-mail to guarantee a response within 48 hours.

**Please see Chapter 8 for our 2021–2022 annual accounts, providing more details on our income and expenses.*

***This year, we spent more on Humanitarian Action than on Sustainable Development because of some major humanitarian crises occurring. Furthermore, there was a decrease in calls for proposals for Sustainable Development programming due to re-strategising of donors.*

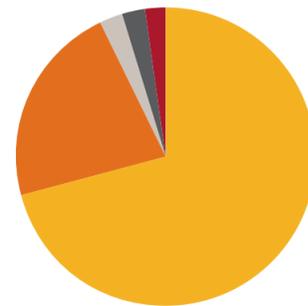
Our income and expenses*

In 2021–2022 we raised €56,337,463

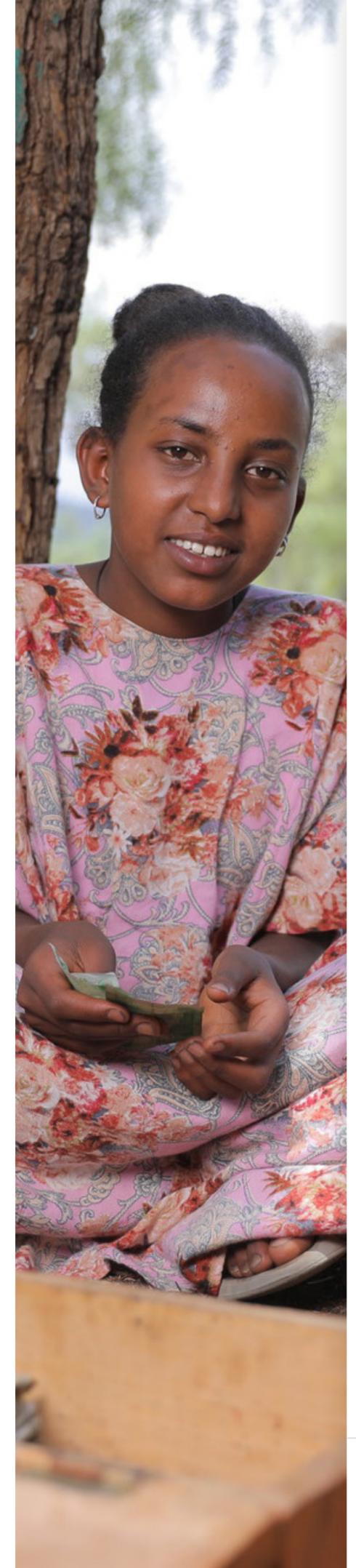


- 33% from the Netherlands Ministry of Foreign Affairs
- 32% from others
- 24% from the European Commission
- 9% from individuals and corporate donors
- 2% from the Dutch Postcode Lottery

Our expenses in 2021–2022 were €55,783,850**



- 71% on Humanitarian Action
- 22% on Sustainable Development
- 2.5% on Advocacy
- 2.5% on Income Generation
- 2% on Management & Administration



Humanitarian Action

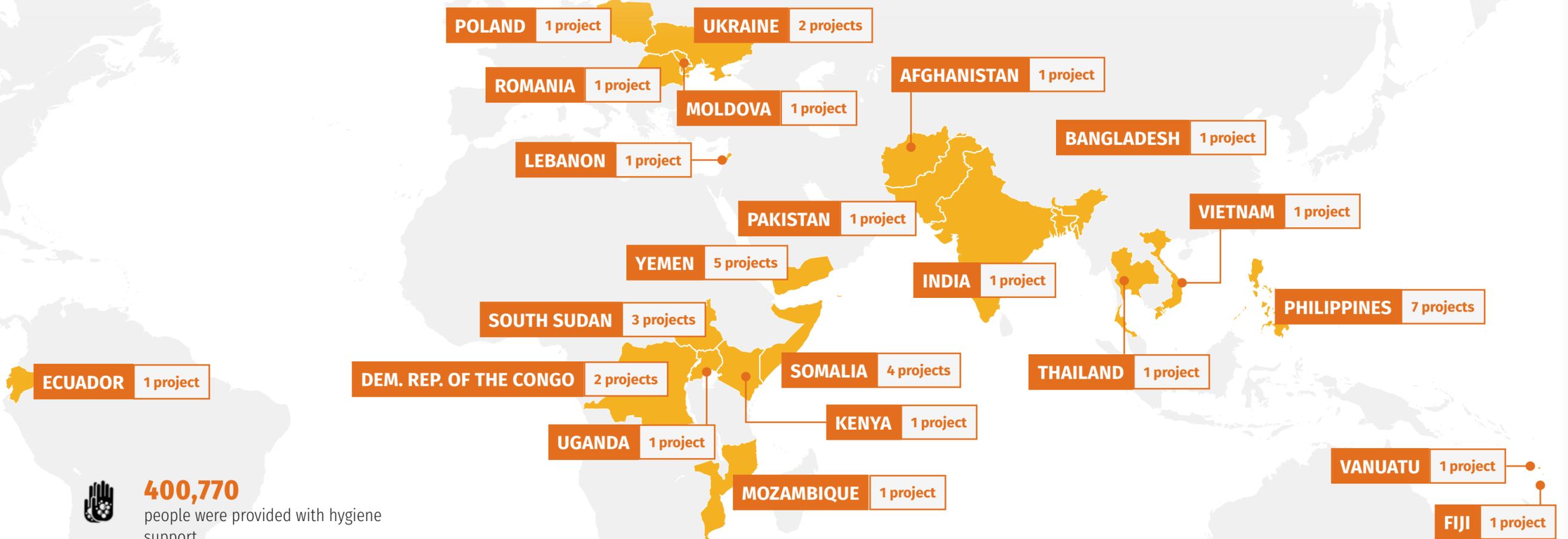
Chapter 3

CARE responds quickly when emergencies arise and helps people recover and rebuild afterwards. Through our humanitarian work, we address the specific needs and opportunities of the most marginalised groups. We also raise awareness of humanitarian emergencies and mobilise funds, which can then be channelled quickly and efficiently to those in need.



Our humanitarian work

In the 2021–2022 fiscal year, we implemented 39 Humanitarian Action projects in 22 countries. Projects were funded by the Netherlands Ministry of Foreign Affairs through the Dutch Relief Alliance, the European Commission through ECHO and by individual donors.



 **400,770**
people were provided with hygiene support

 **357,016**
people gained access to safe, clean and functional toilets

 **162,400**
received equipment to prevent the spread of COVID-19

 **149,788**
people were provided with access to safe and sufficient water

 **80,786**
people are now covered by early warning and disaster risk management plans

 **73,665**
people were provided with cash

 **51,205**
people were reached through primary health care consultations

 **41,845**
people were enabled to meet their basic food needs

 **16,087**
people gained access to safe and dignified shelter solutions

 **850**
government officials were trained in disaster preparedness

Dutch Relief Alliance

The Dutch Relief Alliance (DRA) is a coalition of 14 Dutch aid organisations in partnership with the Netherlands Ministry of Foreign Affairs. Central to the DRA approach is the Joint Response Mechanism. Joint Responses are co-created and implemented by DRA partners and partners close to impact, which are chosen based on geographical and technical factors.

The DRA is characterised by a ‘dual response mode’ as Joint Responses are designed for both protracted and acute humanitarian crises. In recent years, CARE has been part of a protracted crisis Joint Response in the Democratic Republic of Congo, South Sudan and Yemen. In Yemen, where CARE is the Joint Response lead, preparations were made to install a desalination unit that turns salt water into drinking water for households in Lahj Governorate.



CARE also coordinated a DRA innovation project in Uganda, where refugees and host communities in the Kyangwali refugee settlement were provided with clean cooking stoves in collaboration with African Clean Energy. Clean cooking reduces pollution from burning wood or coal, which are used in traditional stoves, and leads to health benefits. Given that women and children usually collect the firewood for traditional stoves, other benefits of using clean cooking stoves include reductions in

- time spent searching for firewood;
- risks of sexual harassment, especially for women and girls;
- risks of child labour and school drop-out.

This past fiscal year, CARE participated in three acute crisis Joint Responses. In Mozambique, an acute crisis Joint Response ran until November 2021 in response to the escalation of the conflict in Cabo Delgado, where hundreds of thousands of people have been forced to leave behind their homes and possessions. In Kenya and Somalia, acute crisis Joint Responses were launched in response to extreme drought and food insecurity.

**This past fiscal year,
CARE participated in three
acute crisis Joint Responses.**

European Commission

CARE receives funding from the European Civil Protection and Humanitarian Aid Operations (ECHO) department to preserve lives, prevent and alleviate human suffering, and safeguard the integrity and dignity of populations affected by natural disasters and man-made crises. In the 2021–2022 fiscal year, we implemented projects in Afghanistan, Ecuador, Fiji, Pakistan, the Philippines, Somalia, South Sudan, Thailand, Vanuatu, and Vietnam through ECHO funding.

In Afghanistan and Pakistan, our primary focus was on providing life-saving primary health care. On page 17 of this annual report, we highlight our efforts to provide health care in remote areas in the provinces of Herat, Khost and Ghazni in Afghanistan. Our efforts in South Sudan focussed on reducing the mortality and morbidity of people affected by emergency levels of undernutrition, severe food insecurity, and disease outbreaks, including infants and children under five.

In Fiji, we provided multi-purpose cash, hygiene kits and worked on the installation of overhead tanks to ensure access to safe drinking water after cyclone Yasa.

In Vanuatu, we remained active after our initial emergency response following cyclone Harold and worked on food security recovery, particularly for women.

In Ecuador, the Philippines, Thailand and Vietnam, our work primarily focussed on promoting disaster preparedness through forecast-based early action and rapid disaster response mechanisms. In these projects, we work to strengthen not only the resilience of vulnerable communities but also the disaster risk management capacities of local authorities.

Both in Somalia and the Philippines, we supported schools to provide education in emergencies. These projects enhance quality teaching and learning in schools through teacher training, provision of teacher incentives, and capacity strengthening for key education stakeholders to deliver an effective learning environment, among other things.



Individual donors

In the event of exceptional disasters, 11 cooperating aid organisations, including CARE, join forces under the name Giro555. Together, they approach the Dutch public and raise money to provide emergency assistance.



With funds raised through a Giro555 campaign, CARE offered humanitarian aid in the aftermath of the Beirut explosion in August 2020. We worked closely with Lebanese partners to supply food and water, provide protection services, restore houses and offer emergency cash assistance. An important aspect of our work in Beirut was offering mental health support. The project ended in October 2021.

The campaign ‘Together in action against COVID-19’ was launched in May 2021 and ran until September 2021. The campaign raised more than 9.4 million euros to prevent the spread of COVID-19 in different countries. With the funds raised, CARE made sure that health care workers were protected from the risk of a COVID-19 infection and promoted increased access to handwashing facilities and vaccines in Yemen and India.

In March 2022, the campaign ‘Together for the Ukraine’ was launched to provide life-saving emergency assistance to those most in need in Ukraine and neighbouring countries. CARE provided assistance in Ukraine, Moldova, Poland and Romania. On page 20 of this annual report, we highlight the work we were able to do with funds from Giro555.

Bringing health care to remote areas

Afghanistan is one of the most crisis-affected countries in the world. Almost everyone lives below the poverty line and millions of Afghans face acute hunger. A large part of the population has no access to health or nutritional services. With mobile clinics, CARE provides life-saving health care and nutritional services in the most remote areas of the country.

Decades of conflict, recurrent drought, COVID-19 and the recent change of power have left the country in a deep economic and humanitarian crisis. The situation worsened when a powerful earthquake struck in June 2022, killing more than a thousand people, destroying hundreds of homes and straining an already weakened healthcare system.

In total, CARE has eight mobile clinics which visit communities once to twice a week.

Mobile teams

With funds from the European Commission, CARE has deployed mobile health and nutrition teams in the provinces of Herat, Khost and Ghazni, to areas where health care and nutritional services are unavailable or extremely limited. In total, CARE has eight mobile clinics which visit communities once to twice a week.



These mobile clinics are essential as many people have difficulties travelling to health facilities because they can't afford the high cost of transport or because of security concerns. Another restrictive factor is that women and children need to be accompanied, and men are not always available to join them. The mobile teams comprise doctors, midwives, vaccinators and psychosocial counsellors, who focus on:

- Malnutrition
- Trauma care
- Maternal and newborn health
- Child health and immunisation
- Treatment of diseases
- Mental health

Training medical staff

In addition to providing the teams with the necessary equipment, medicines and supplies, CARE offers specific training to the locally recruited medical staff, thereby strengthening capacities in the areas where we work.

Since 1961

CARE has worked in Afghanistan since 1961. We are a trusted provider of humanitarian assistance with strong relationships in Afghan communities. In 2021–2022, we worked both directly and through our partners in the area.



Doctor Rahim* bridges the gap

Doctor Rahim has been working for one of CARE's mobile clinics since December 2021. Many of her patients are pregnant women and mothers with young children. She is confronted with cases of life-threatening malnutrition and untreated conditions on a daily basis.

Health care in Afghanistan deteriorated rapidly after the change of power in August 2021. Shortages of medicine and equipment, as well as unpaid salaries for health workers, further weakened the already fragile health system. The situation is particularly serious for women and children. Limited access to health services leads to exceedingly high maternal death rates and child mortality.

Weekly visits

Bridging the gap between vulnerable communities and essential health services, CARE's mobile clinics visit remote areas on a weekly basis to offer critical health care and nutritional services to those in need.

One of today's patients is Farzaneh* (20), she is nine months pregnant and feels sick and dizzy. She heard CARE was running a clinic in her community and decided to walk down and meet with one of the doctors.

* Names changed for privacy reasons.

The situation is particularly serious for women and children.

"She has an infection and needs antibiotics. Her three-year-old son suffers from malnutrition," says doctor Rahim. If it wasn't for the mobile clinic, Farzaneh would not have received treatment. "People are very poor here," the doctor explains. "The nearest clinic is really far away, and my patients can't afford the cost of a rickshaw to get there."



Selection of project results

 **10,862**
people were screened for under nutrition

 **3,785**
people received nutritional supplies

 **3,219**
children were treated for acute malnutrition

 **1,840**
people benefitted from curative health care

Standing with Ukraine

The invasion of Ukraine in February 2022 has left families displaced and caused suffering for many. So far, thousands of lives have been lost and millions of people have been forced to flee. CARE provides life-saving emergency assistance to people in Ukraine and neighbouring countries who need it most.

With funds raised by Giro555, we support people in the most heavily affected areas in Ukraine, at border crossings and in transit hubs in surrounding countries.

What we do

Our relief efforts include providing life-saving medical assistance, shelter, emergency supplies and essential food items. We also offer psychosocial care and psychological first aid, as well as protection from gender-based violence and human trafficking.

In our humanitarian response, we pay particular attention to the specific needs of women and children.

We supply the most vulnerable households with Multi-Purpose Cash Assistance and Cash for Work, for example by employing Ukrainian teachers to work with Ukrainian children in Polish schools.

Women and children

In our humanitarian response, we pay particular attention to the specific needs of women and children, who constitute the bulk of Ukrainian refugees and internally displaced people. They've often been separated from their families and have no one to rely on. Gender-based violence, exploitation and poor access to vital health services form serious threats in times of crisis.



About Giro555

Giro555 is a collaboration between CARE and ten other Dutch relief organisations that pull together when humanitarian crises occur.



LEGEND

-  Mobile services for lifesaving medical assistance
-  Cash for Work: employing Ukrainian teachers to work with Ukrainian children in Polish
-  Sexual and reproductive health services
-  Essential food items to internally displaced people
-  Water, sanitation and hygiene facilities
-  Shelter
-  Emergency food
-  Disability inclusion
-  Protection services and information for vulnerable children and women
-  Non-food items
-  Protection, mental health and psychosocial support
-  Multi-purpose cash
-  Prevention, risk mitigation and response to gender-based violence and human trafficking

Dutch solidarity

The Dutch public expressed deep solidarity and donated an impressive **€175 million** to the Emergency Appeal Alliance through one of the most successful national Giro555 campaigns.



Humanitarian assistance provided with Giro555 funds

Faces of the crisis

Since February 2022, millions of people have had to leave their homes and loved ones behind to escape the war in Ukraine. It is mostly women and children who have been forced to cross the border with no idea what the future holds for them.



Veronica (19), Sofia (16), Maria (27) and her daughter Cristina (4) crossed the border into Poland at Medyka, where Cristina's godfather is awaiting them. "Now we feel all right," one of the sisters says, "but we don't know what to do next. Anything can happen at any moment. War is everywhere."



Nadya (16), fled with her baby brother Vova, her mother and grandmother. "It's my birthday today, this is a memorable birthday for sure. The situation was really, really bad in Mikolaev. They were attacking with rockets and heavy calibre machine guns. It was so scary there."



Marina embraces her daughter Arina, moments after passing through border control into Poland near the town of Hrebrenne. Mother and daughter were fleeing the Sumy region in Northwest Ukraine.



At the Przemysl border crossing point in Poland, Tatiana waits for her two children (an adult and a teenager) to arrive from Ukraine by foot. She has just received a phone call that her family is only an hour away.

Selection of project results



10,000

people

were reached in Ukraine



3,355

people

were reached in Moldova



3,355

people

were reached in Romania



2,491

people

were reached in Poland



Women's Rights

Chapter 4

CARE supports women in breaking the cycle of poverty. We help create the right conditions for women to unlock their potential by promoting women's economic justice and women's voice and leadership. We tackle harmful gender and social norms by engaging men and boys and encouraging key stakeholders to fulfil their commitments.

Promoting women's rights

In the 2021–2022 fiscal year, we implemented 21 projects in 14 countries with the primary aim to promote women's rights. These projects focussed on women's voice and leadership, women's economic justice and sexual reproductive health and rights.



70,530
people were reached through sessions tackling gender-based violence

30,732
women were strengthened in their capacity to build a successful business

16,649
men and boys were engaged to support women and girls

10,579
women gained access to markets

6,073
people received correct information about sexual reproductive health and rights

3,130
women gained access to loans from joint savings

441
women learned more about their rights and responsibilities as citizens

80
community-based groups were engaged in advocacy for women's rights

51
dialogue spaces were created and used to promote women's rights

13
policies were adopted or amended to enhance women's economic participation

Women's Voice and Leadership

CARE helps create the right conditions for women to have an equal voice and act as leaders. We seek to promote equitable gender relations and social norms and advocate for more supportive policies, procedures and legislation.

In (post-)conflict settings, we promote the implementation of United Nations Security Council Resolution 1325, which affirms the important role of women as equal partners in conflict prevention, relief and recovery efforts. In the 2021-2022 fiscal year, we supported women and girls in meaningfully participating in peace processes in Burundi and the Democratic Republic of Congo by structurally engaging men and boys and transforming harmful attitudes and behaviour. More information about this programme can be found on page 29 of this annual report.

We seek to promote equitable gender relations and social norms and advocate for more supportive policies, procedures and legislation.

In the Middle East, we strengthened community capacity to advance women's rights, together with RNW Media and SOS Center for Youth. We also worked to promote women's leadership and political participation in Sudan with funding from the European Delegation in Sudan and in South Sudan with funding from the Netherlands Ministry of Foreign Affairs.



Women's Economic Justice

Enterprise development in low-income communities provides an important pathway to ending poverty and helps achieve women's economic justice and rights. Therefore, CARE supports women entrepreneurs in building their businesses, gaining an income and lifting themselves out of poverty. We also support women's collectives – such as Village Savings and Loan Associations – and women's rights organisations. Page 32 of this annual report provides an overview of CARE's global success with savings groups.

As a result of the Women in Enterprise programme funded by the H&M Foundation, which has now come to an end, we developed the paper "[Entrepreneurship as a pathway to gender equality](#)". It explains how – when applied together – our five key strategies to support women's entrepreneurship have a direct impact on women and help change the systems that keep poverty in place.



CARE's Approach to Women's Entrepreneurship

After decades of working in partnership with women around the globe, CARE has developed proven strategies to support women's entrepreneurship.

Our five key strategies to promote women's entrepreneurship are:

1. Strengthening women's knowledge and skills
2. Promoting women's access to financial resources
3. Supporting women's access to markets
4. Challenging discriminatory social norms and gender roles
5. Advocating for supportive legal and regulatory frameworks



Other projects focussing on Women's Economic Justice in the 2021–2022 fiscal year included *Advancing Women Enterprises in Addis Ababa, Ethiopia*, the *Mawe Tatu II* project in the Democratic Republic of Congo, and a project with female garment workers in Bangladesh. In Pakistan, we implemented a project to increase the income of women in rice labour families.

Promoting sexual reproductive health and rights

CARE aims to increase women's fulfilment of their right to sexual and reproductive health. In the 2021–

2022 fiscal year, we implemented family planning projects in Burundi and the Democratic Republic of Congo. Both projects aim to increase women's access to contraceptives. In Sierra Leone, we implemented a community-led solution for the prevention of and response to gender-based violence.

CARE aims to increase women's fulfilment of their right to sexual and reproductive health.

Paving the path to peace

With the ManU 2.0 programme, CARE supports women and girls in Burundi and the Democratic Republic of Congo in meaningfully participating in peace processes. Women bear the brunt of decades of war and armed conflict as gender inequality in these countries is higher than almost anywhere else in the world.

Focussing on three main areas of action and three key target groups, the project is aimed at women's participation in conflict prevention, resolution, mediation, peacebuilding and protection.

Main areas of action

- Transforming harmful gender norms
- Ensuring greater protection for women and girls against (gender-based) violence
- Advancing women's participation in decision-making processes

Structural change in female-male power relations is crucial to alleviate poverty and end violence.

Key target groups

- Women and girls
- Men, boys, religious leaders and community leaders (informal powerholders)
- Formal power holders

Engaging men and boys

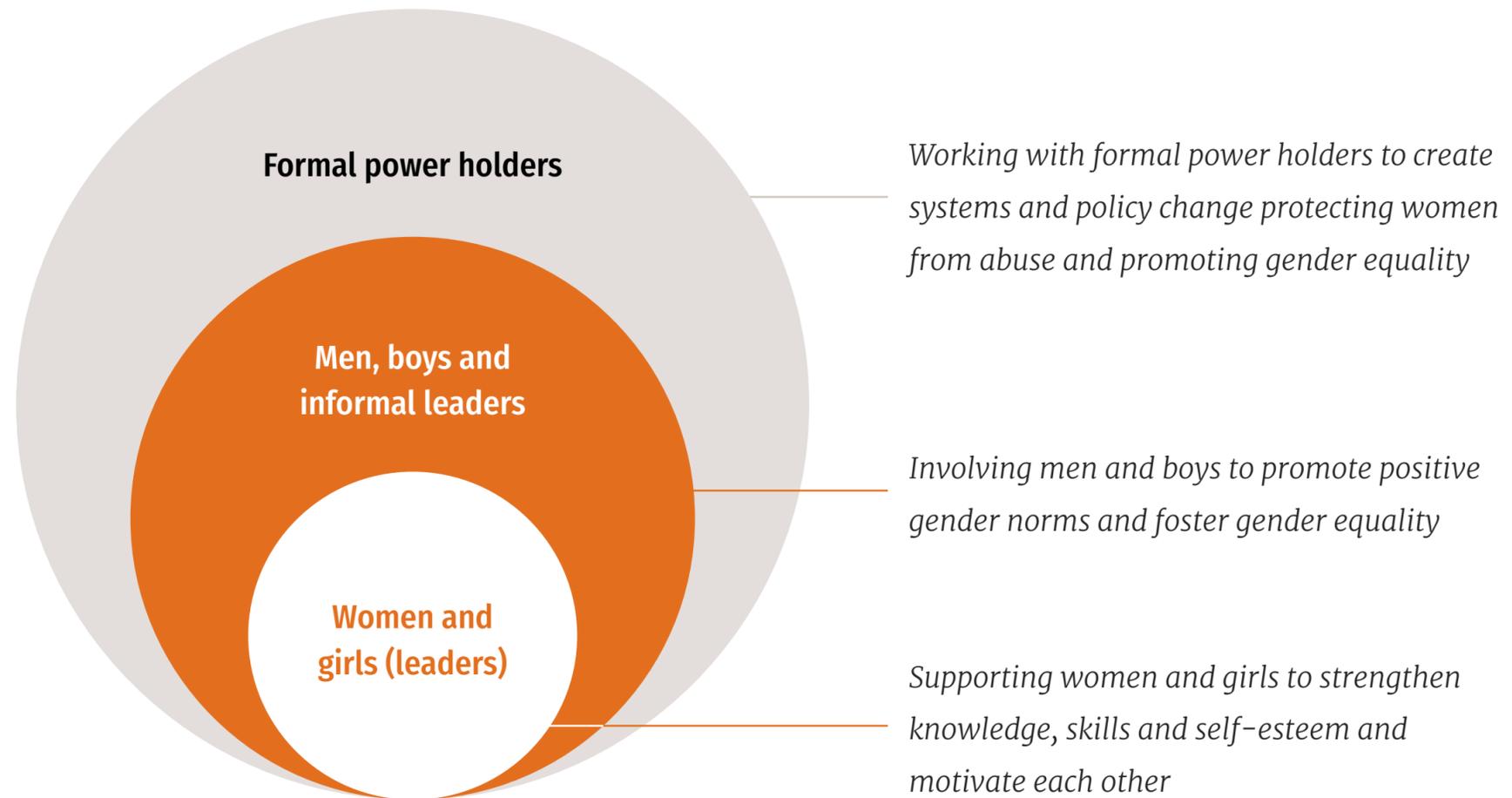
Structural change in female-male power relations is crucial to alleviate poverty and end violence. Thus, we actively engage and motivate men and boys to transform harmful attitudes and behaviour and promote gender equality.

The commitment of informal leaders, such as religious and community leaders, is an important element of our approach. They serve as valuable male role models when it comes to setting new examples and convincing others to follow suit.





Key target groups ManU 2.0 programme



Collaborating in the Great Lakes region

ManU, Swahili for ‘women, peace and security’, is a consortium led by Mensen met een Missie with CARE Nederland, SPR (La Synergie des femmes pour la Paix et la Réconciliation des peuples des Grands Lacs d’Afrique) and the Netherlands Ministry of Foreign Affairs as partners. In the Democratic Republic of Congo, CARE works with Sauti Ya Mama Mukongomani (SMM) and Parlement d’Enfants (PARDE).

Activist pastor defending women's rights

Pastor Bariyanga Amani is 66 years old, married and the father of nine children. He is an important role model in his community in the North Kivu province in the Democratic Republic of Congo. Participating in CARE's ManU programme drastically changed his view on women's rights. He is now a committed activist who passionately defends gender equality in his congregation and beyond.

The pastor's eyes were opened during a training session on engaging men for positive masculinity and reducing gender-based violence. "I used to believe in certain discriminatory norms and practices. I even used to teach my parishioners that men are naturally superior to women and therefore must have certain privileges," Bariyanga admits.

Misconceptions

"But I realised that I had misconceptions and misinterpretations of the Bible and became convinced that men and women should enjoy the same rights and opportunities."

In consultation with his wife, the pastor decided to write a will to ensure that all of his children, both the boys and the girls, would inherit equally. Since then, he and his wife decide on all important matters together and they encourage their boys to participate in the housework.

Practise what you preach

"I began to practise what I preached by carrying out some household chores in their presence. Currently, our home is very stable, and everyone feels at ease because there is a climate of dialogue on equity and peace."

Pastor Bariyanga is committed to bringing about change in his congregation and beyond. Despite the resistance from some conservative pastors and followers of his congregation, he actively supports women's participation in church committees. As a result, women have recently taken up several leadership positions within the church, something that would have been unthinkable just a few years ago.



Selection of project results

 **4,590** people with improved awareness of women's rights

 **1,763** people learned more about their right and responsibilities as citizens

 **482** representatives of civil society organisations engaged

 **237** people were trained on reconciliation, mediation and conflict management

The global success of village savings groups

Enabling millions of women across the globe to finance their own businesses, Village Savings and Loans Associations (VSLAs) have proven to be an invaluable tool for increasing women's opportunities to earn a livelihood and alleviating poverty.

Limited access to financial services is one of the principal barriers for women entrepreneurs in low-income communities. In large parts of the world, women can't open a bank account or get a loan to invest in a business. As a result, they have fewer opportunities to earn an income.

Unleashing economic potential

To strengthen women's position and unleash their economic potential, CARE assists women across the globe in setting up VSLAs. This successful microfinancing model developed by CARE provides members with a safe place to collectively save money, creating a fund from which low-interest loans can be taken for investments or emergency situations.

To strengthen women's position and unleash their economic potential, CARE assists women across the globe in setting up VSLAs.

Powerful platforms

An additional advantage is that the groups form close networks, giving members more influence when it comes to defending their own interests. As the women in a VSLA meet on a regular basis, they form bonds and inspire each other to join forces, raise their voices for women's rights and achieve their goals.

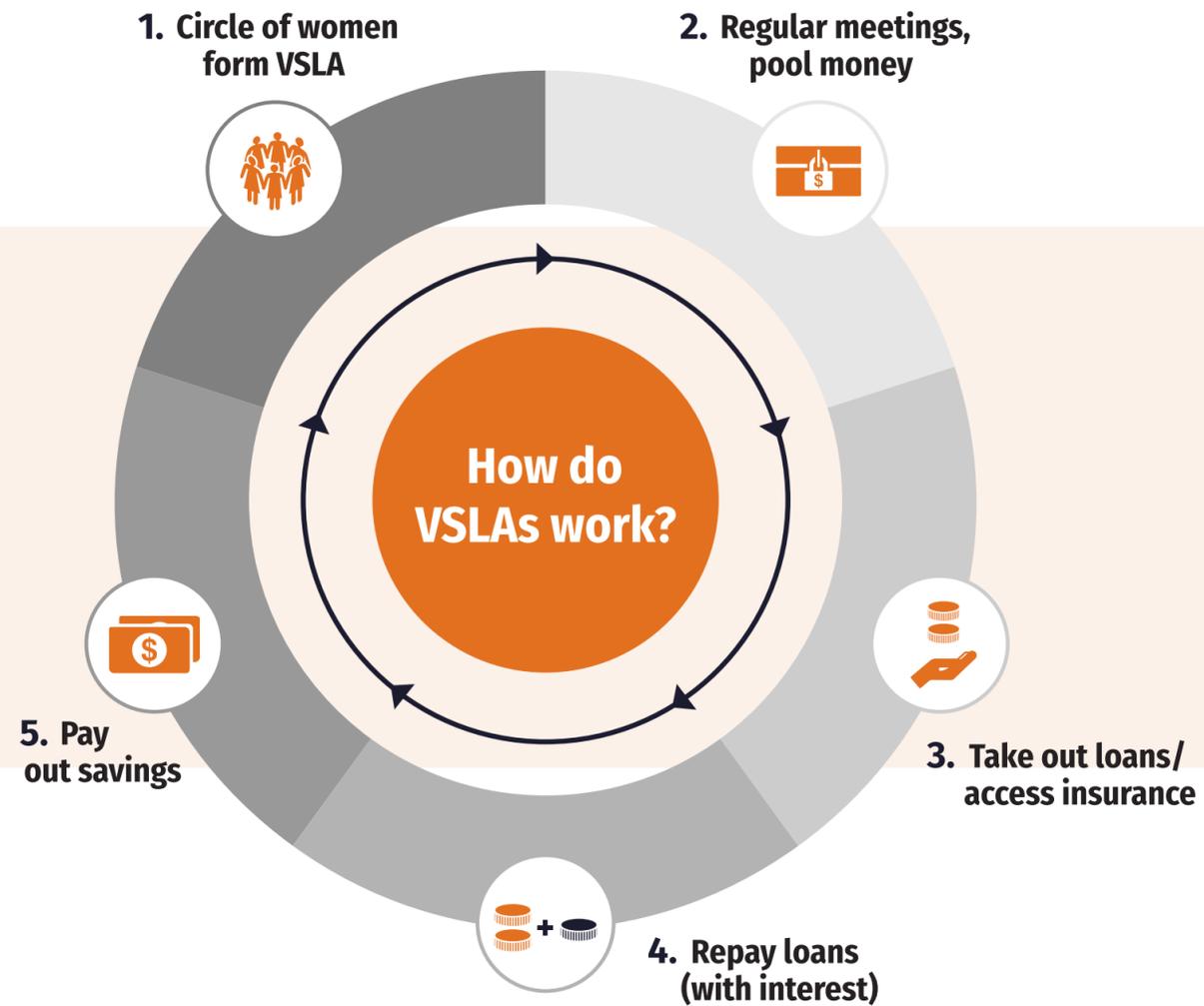
30 years of VSLAs

Since 1991, CARE has set up VSLAs across the globe, supporting 8 million women (10 million members overall)



What is a VSLA?

- Self-managed group of 15-30 members
- Primarily made up of women from low-income, rural communities
- Meets on regular basis to save money, access small loans and obtain emergency insurance



The benefits of VSLAs



Increased access to affordable credit



Providing social and support networks



Platform for collective actions



Increased productivity/income

Sékongo's business pays for school

Sékongo Dieneba is married and a mother of six. She lives in Dahokaha, a village in the north of Côte d'Ivoire. Joining a Village Savings and Loans Association gave her the opportunity to invest so her small business could flourish. She is the main breadwinner now, and her income pays for her children's schooling.



Having grown up in extreme poverty, Sékongo is determined to offer her children a better life. “I don't want my children to suffer like I did. I want them to succeed.” Joining a savings group allowed her to start a business and make it grow.

Team strength

With her first small loan, Sékongo bought shea kernels to produce shea butter. After paying off the first loan, she took out another to strengthen her business. She used the funds to buy a motorbike, making her far more time-efficient and giving her access to new markets. Being part of a group is key, Sékongo explains. “It is the group that will support you and enable you to grow faster. Thanks to CARE, we have been able to organise ourselves well and are more aware of our individual and collective abilities.”

Getting the men in the community to back them was a challenge at first. But they are proud and supportive now. “They changed their mentality when they saw us taking charge of household expenses. It is largely due to us women that many of the children in this village go to school.”

“I don't want my children to suffer like I did. I want them to succeed.”

Sékongo Dieneba, VSLA member

Queen Máxima of The Netherlands spoke with several women entrepreneurs about the positive impact that financial services, such as affordable loans and banking accounts, have had on people's lives.

Royal visit to VSLA in Côte d'Ivoire

In June 2022, Queen Máxima of The Netherlands visited Côte d'Ivoire in her role as the United Nations Special Advocate for Inclusive Finance for Development. She met with members of a VSLA supported by CARE and spoke with several women entrepreneurs about the positive impact that financial services, such as affordable loans and safe banking accounts, have had on people's lives.



Main VSLA results



10

countries

implemented projects including VSLAs



15

projects

included VSLAs to improve access to finance for women



3,115

VSLAs

were established or supported



64,873

VSLA members

gained access to loans from joint savings

Sustainable Livelihoods

Chapter 5

CARE supports vulnerable people in developing sustainable livelihoods. We implement approaches for them to become less vulnerable to climate change and natural hazards, improving their food security and allowing them to earn a decent income. We also raise awareness of the effects of climate change and try to make sure that governments uphold existing international agreements.



Promoting sustainable livelihoods

 **69,735**
people were screened for under-nutrition

 **26,990**
people received nutritional supplies

 **24,164**
people gained access to loans from joint savings

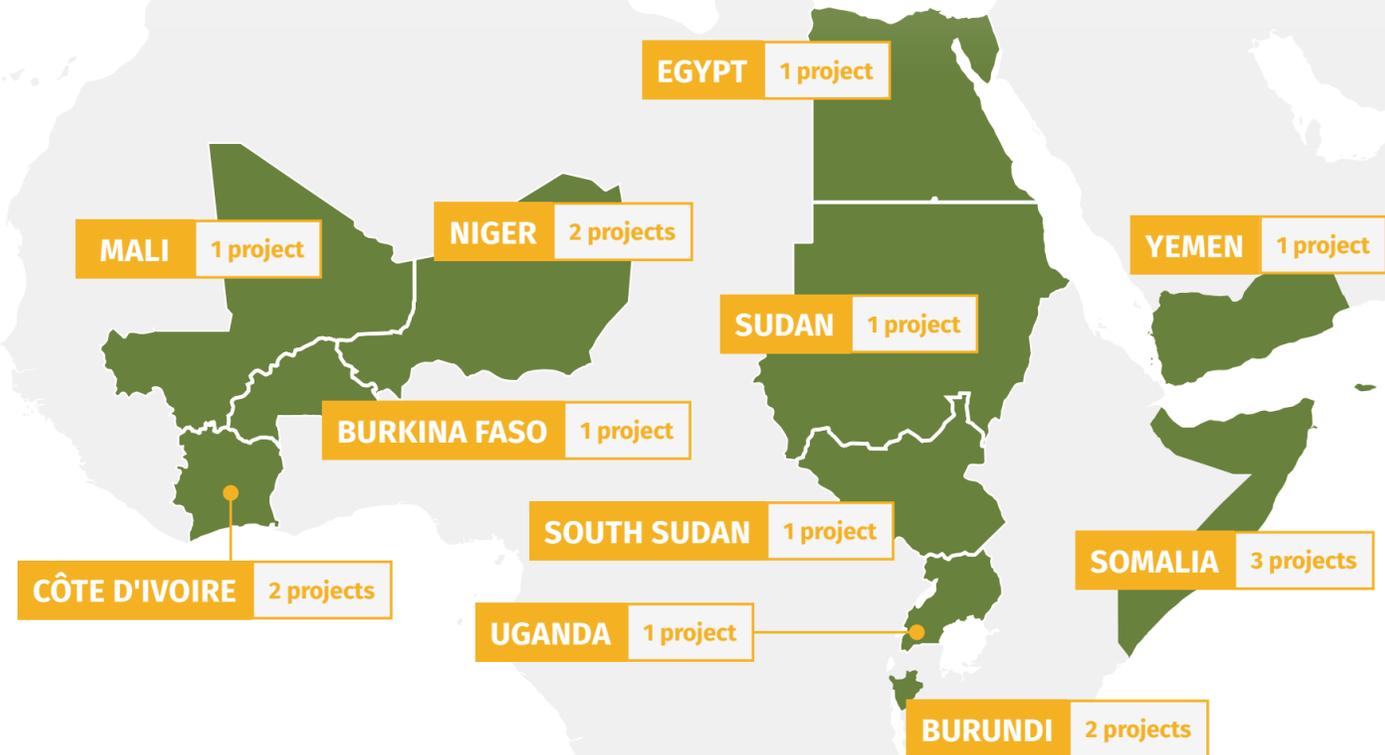
 **21,751**
farmers were trained on sustainable agricultural practices

 **12,437**
farmers received products to advance agricultural practices

 **5,638**
people were trained on reconciliation, mediation and conflict management

 **1,785**
people were trained and strengthened in their capacity to prepare for disasters

In the 2021–2022 fiscal year, we implemented 16 projects in 11 countries to promote sustainable livelihoods. Projects focussed on improving food security, nutrition and income; climate change adaptation; economic resilience and conflict prevention.



 **1,758**
people were trained to build better livelihoods and become more resilient

 **1,598**
people participated in peace clubs or peace committees

 **1,250**
savings and loan groups were created

Food security, nutrition and income

CARE works with small-scale farmers and pastoralists to sustainably increase their productivity and income. We support them in gaining increased access to natural and productive resources, accessing markets and improving their resilience to climate change. We also aim to bolster nutrition outcomes in vulnerable communities.

In the 2021–2022 fiscal year, we contributed to increasing the food security and income of agricultural and (agro-)pastoral households in Burkina Faso, Mali and Niger through *Pro-Arides*, a programme led by SNV. In Côte d’Ivoire, we aimed to improve the livelihoods of cocoa-producing communities through agroforestry and restoring degraded cocoa landscapes. In Egypt, we supported groups of youth in establishing or expanding agro-enterprises through a youth agribusiness empowerment model.

Climate change adaptation

CARE supports communities in reducing their vulnerability to climate change by strengthening their adaptive capacities and reducing exposure and sensitivity to climate change. We do so by promoting climate-resilient livelihood strategies, disaster risk reduction strategies, capacity strengthening of civil society and government institutions, and advocacy to address the underlying causes of vulnerability.

In Somalia, we finalised *RESTORE*, a project designed to strengthen resilience to climate change in communities in Puntland and Somaliland by working with community groups, government agencies, and (agro-)pastoral households. In Niger and Somalia, we supported vulnerable farming communities to reverse degradation and restore agricultural land through *Regreening Africa*, led by World Agroforestry (ICRAF), see page 43 of this annual report. The *Eco-DRR* project in Uganda aimed to improve resilience to drought and flooding of vulnerable communities in Uganda, see page 39 of this annual report..

Economic resilience and conflict prevention

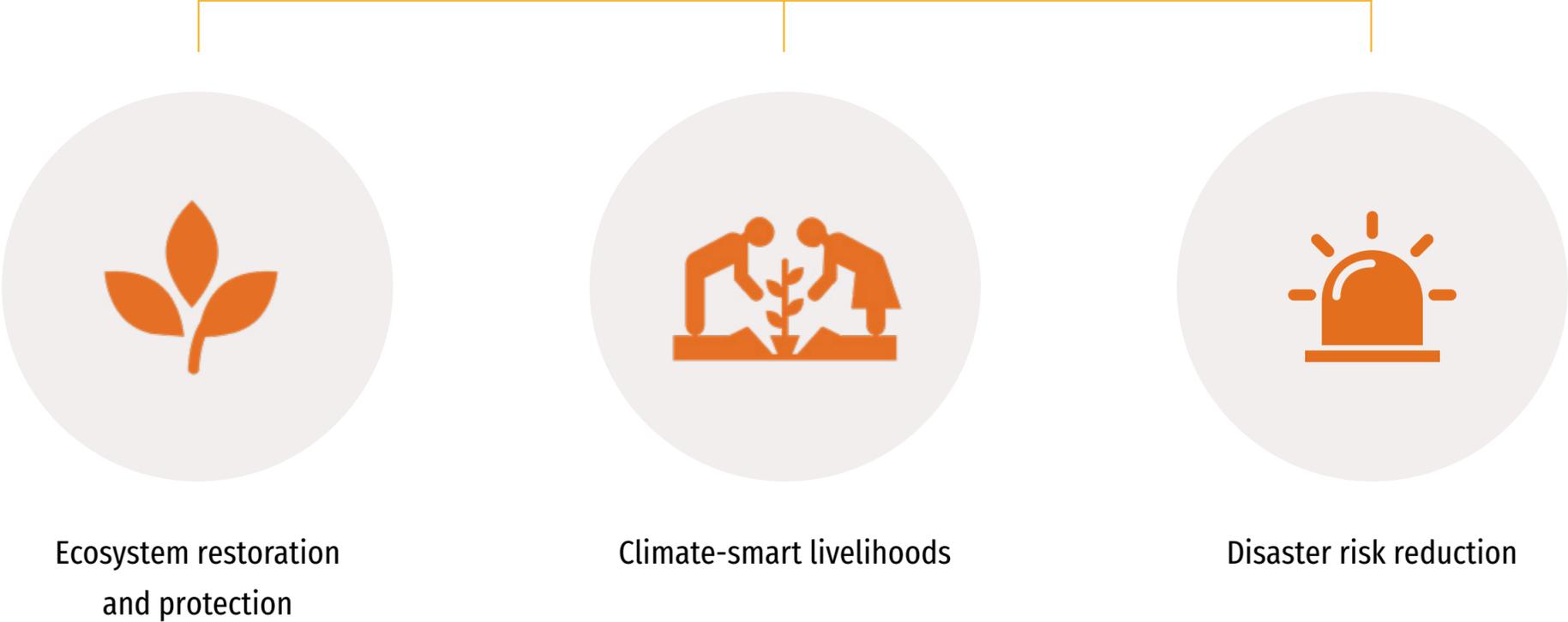
CARE combines approaches to prevent conflict, enhance social cohesion and develop economic resilience in fragile communities in order to defeat poverty. In Burundi, we worked to improve food security, nutrition and social cohesion by improving the resilience of livelihoods. In Sudan, local conflict prevention and resolution systems were established while also creating livelihood opportunities in vulnerable communities. The *Addressing Root Causes of Violent Conflict* programme in South Sudan increased the ability of communities in Jonglei state to withstand economic or conflict-induced shocks.

Strengthening resilience in Uganda

CARE works on strengthening community resilience in the Aswa river catchment area in northern Uganda. The region is subject to long periods of drought as well as frequent flooding. Unpredictable rain patterns combined with degraded ecosystems threaten livelihoods, affect food security, and lead to conflicts regarding the use of land and water.

The *Eco-Disaster Risk Reduction* (Eco-DRR) project aims to strengthen the drought and flooding resilience of 160,000 vulnerable women and men living around six micro-catchments of the Aswa river. Using an all-round approach, we focus on the following three core components.

3 core components





Ecosystem restoration and protection

- Supporting communities in identifying land degradation
- Developing community-based preservation plans
- Delineating wetland buffer zones for protection
- Regreening pastures through agroforestry
- Promoting community bylaws that protect ecosystems



Climate-smart livelihoods

- Promoting eco-enterprise such as beekeeping and shea nut processing
- Introducing irrigation technologies and greenhouses for horticulture
- Improving access to water by constructing a dam and rehabilitating boreholes
- Sharing knowledge and skills through Famer Managed Advisory hubs



Disaster risk reduction

- Implementing early warning systems
- Improving weather forecasting
- Strengthening social safety nets through promoting local networks
- Establishing fire lines in areas prone to wildfire outbreaks

About Eco-DRR

Eco-DRR is a 2.5-year project funded by the European Union through UNEP, the United Nations Environment Programme. It is implemented by CARE, Cordaid, the Netherlands Red Cross and Wetlands International in cooperation with partners in Ethiopia, India, Indonesia, Haiti and Uganda. In this project, CARE is active only in Uganda.



Honey queen Doreen

Doreen Acheng (29) is a mother of six living in Alerek subcounty in the north of Uganda. In addition to growing sorghum, beans, cassava and sunflowers, she produces honey to supplement the household income. Participating in the Eco-DRR project enabled her to bring her beekeeping endeavours to a commercial level.

Honey production and honey hunting are part of the cultural heritage in Alerek, but commercial beekeeping is still in its infancy. With the right knowledge, skills and equipment, it can be a profitable and sustainable source of income that contributes to the restoration and protection of ecosystems.

As beekeeping is not highly dependent on rainfall, it strengthens household's resilience to the frequent droughts in this region.

No longer just a man's business

Despite the traditional notion that beekeeping is dangerous and inappropriate for women, Doreen and many other women in her community have embarked on this venture and are committed to making it work. As beekeeping is not highly dependent on rainfall, it strengthens their household's resilience to the frequent droughts in this region.

Building on existing local knowledge, participants were trained on improved beekeeping practices, market access, the use of modern equipment, and the benefits of pollination for crops and ecosystems.



Restoring ecosystems

The project also provided modern hives, harvesting kits and technical assistance. In addition, beekeeping sites were restored, and tree species were planted to boost bee forage.

“I am excited to be a part of this,” says Doreen. “It has saved me and my family the hassle of rudimentary beekeeping.” Her husband used to harvest honey by setting fire to the hives and smoking the bees out. As a result, he used to get stung a lot. “Thanks to the skills we learned and the protective equipment, we can now go about it without getting stung and restore our ecosystems in the process.”



Selection of project results



89,262

people

are now covered by early warning and disaster risk management plans



29,786

hectares

of farmland were regenerated or restored



5,002

people

have increased awareness on disaster preparedness



1,410

farmers

are now applying sustainable agricultural practices

Regaining lost ground

In Niger and Somalia, CARE supports vulnerable farming communities to reverse degradation and restore agricultural land. The urgency is high as the majority of people in these countries depend on land as their main source of income, but most of it is highly degraded.

Desertification, droughts and unsustainable farming practices have resulted in barren, infertile cropland and pastures. This poses a serious threat to the livelihoods and food security of many smallholder farmers and pastoralists.



Regreening Africa

Over a period of five years, *Regreening Africa* aims to improve the resilience of 500,000 households and restore a million hectares of degraded agricultural land across eight countries. Together with World Vision International, CARE is working with communities in Niger and Somalia on this project. Partner organisations are active in Ethiopia, Kenya, Rwanda, Ghana, Mali and Senegal.

Trees are part of the answer

Incorporating trees into cropland and pastoral areas, a process known as agroforestry, is a proven and effective approach to speed up the reclamation of degraded landscapes. Building on past successes, we aim to scale up relevant practices across the African continent.

The benefits are numerous: trees increase biodiversity, provide essential nutrients for crops and pastures, slow strong winds, offer shade, enhance soil structure and improve water retention. Furthermore, trees produce food, fuelwood, timber, fodder, and resins, boosting incomes and food security.

Farmer-Managed Natural Regeneration

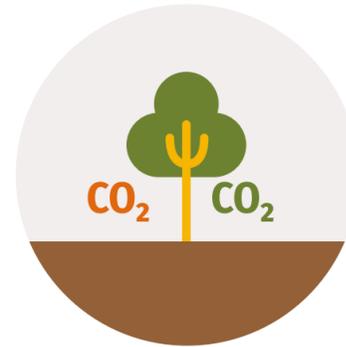
The easiest and cheapest form of agroforestry is protecting and managing the trees and shrubs that naturally regenerate from roots and seeds present in the landscape. This method, known as Farmer-Managed Natural Regeneration (FMNR), is generally more successful than tree planting, as the protection and care of fragile new seedlings in harsh landscapes demands a large investment of time and labour.

The urgency is high as the majority of people in these countries depend on land as their main source of income, but most of it is highly degraded.

More about this project

Regreening Africa is a consortium of research organisations and non-governmental organisations led by World Agroforestry (ICRAF). It is funded by the European Union.

The benefits of agroforestry



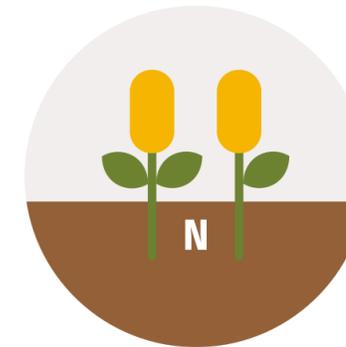
Increases carbon storage above- and below ground



Slows strong winds and shades heat, boosting crop and grass yields



Tree roots improve the structure of the soil, preventing erosion



Trees that fix nitrogen in the soil provide fertilizer for crops



Increases soil's ability to absorb and retain water



Produces food, fuelwood, fibre, fodder, resins, timber and medicine which boosts incomes, food security and nutrition

Regreening in practice

Regreening Africa has changed the lives of many people. Participating farming communities have come to realise the importance of restoring ecosystems and are committed to a sustainable future.



“Since the start of this project, our village has experienced enormous positive changes. We hope it can be continued because we have a long way to go to reverse land degradation.”

Fowsiya Abdullahi, Rad village, Somalia



“I used to think that mixing trees with crops wasn’t good. But my farm yield increased, and I benefit from the big trees on my land. Thanks to this project, other farmers are gradually becoming convinced as well.”

Abdi Mohamed Shire, Kubo village, Somalia



“At first I was hesitant about Farmer Managed Natural Regeneration. But now I grow vegetables and sell them at the market. Mixing crops with trees works specially well here as we have a lot of sun and strong wind.”

Musa Jama, Adisoone village, Somalia

Selection of project results



76,703

people

were supported to build better livelihoods and become more resilient



12,601

farmers

were trained on sustainable agriculture practices



3

policies and plans

related to climate change and resilience were influenced



656

community members

were trained in their capacity to prepare for disasters



Changing system conditions

Chapter 6

CARE influences three system conditions that keep poverty in place: 1) the effects of climate change on people living in poverty, 2) inequality in gender relations and its effect on women living in poverty in particular, and 3) the fact that people in poverty are often not included in decision-making processes. We make recommendations to global and Dutch leaders, particularly ministries and members of parliament, engaging them in the creation of a fairer world.

Climate justice

The poorest people in the world are hit the hardest by the effects of climate change, even though they are the least to blame for the current climate crisis. Climate change adaptation is essential to eliminating poverty, which is why CARE promotes more just climate policies.

We advocate for more climate funding and support vulnerable communities through climate adaptation projects and programmes. Furthermore, we limit our carbon emissions by only travelling when necessary and offsetting the carbon emissions that cannot be avoided. We do this by investing in a gold-standard carbon credit programme set up by CARE and implemented in India for the benefit of rural households by providing access to clean cooking methods.

Climate finance

In 2009, the world's richest countries committed to supporting climate change adaptation and mitigation activities in low-income countries. It was agreed that they would provide scaled-up, new and additional funding, reaching 100 billion dollars a year by 2020. However, at present, this pledge is not being met. Thus, during the 26th UN Climate Change Conference of the Parties (COP26) in Glasgow, CARE's demands focussed



on finance for climate justice. It was agreed that climate finance will be doubled after 2025. This is an important step in the right direction.

Petition

In the run-up to the parliamentary elections, CARE launched a petition. We called on party leaders to deliver on the promised financial support to those hardest hit by climate change. Many responded to this call and signed the petition. On 22 January 2022, the petition was presented to members of parliament. Marlene Achoko, Global Policy Lead at the CARE Climate Justice Center, called on the Netherlands to fulfil its promises for climate funding.

“I call on the Netherlands to fully deliver on the promised climate finance – and to do its utmost to get other rich countries to do the same.”

Marlene Achoki, Global Policy Lead, CARE Climate Justice Center

Gender equality

Unequal gender relations remain one of the most fundamental sources of inequality in the world today. The COVID-19 pandemic has exacerbated inequalities between men and women. We cannot eradicate poverty and achieve social justice while gender inequality persists.

CARE is committed to supporting gender equality in all of its work. We do so within our own organisation, our projects and programmes, and as part of our policy influencing efforts to make sure that gender equality is a key aspect of policies for development cooperation.



Agents of change

In the policy document *Doing what the Netherlands is good at*, the Minister of Foreign Trade and Development Cooperation outlined a policy for the years ahead. CARE is glad to read that gender equality is seen as an integral part of this policy. However, in some respects, the document seems to describe women more as victims, people who need to be protected, or who can contribute to the revenue model of the Netherlands, and less as crucial ‘agents of change’.

In our conversations with representatives of the Ministry and members of parliament, we have stressed the importance of establishing equality between men and women rather than just taking women into account. We will continue to do so during the development of the Netherlands’ feminist foreign policy.

CARE is committed to supporting gender equality in all of its work.

Equitable partnerships

Exclusion, marginalisation and discrimination are root causes of poverty and inequality. Together with partners, governments and communities close to impact, we strive to create a world in which everyone participates and is heard and seen.

CARE is committed to establishing equitable partnerships. Therefore, we focus on strengthening the position of stakeholders close to impact by promoting their access to funding and ensuring that their voices are heard and included in decision-making processes that affect their lives and livelihoods.

As a member of the Dutch Relief Alliance, we deliberately strengthen the role of organisations close to impact in the planning and delivery of humanitarian aid. In doing so, we are working towards the operationalisation of [The Grand Bargain](#) commitments and the [Core Humanitarian Standard](#).



“Tackling inequality and exclusion is about empowering the voice of citizens, especially the voice of the largest groups that are excluded: women, young people and minorities.”

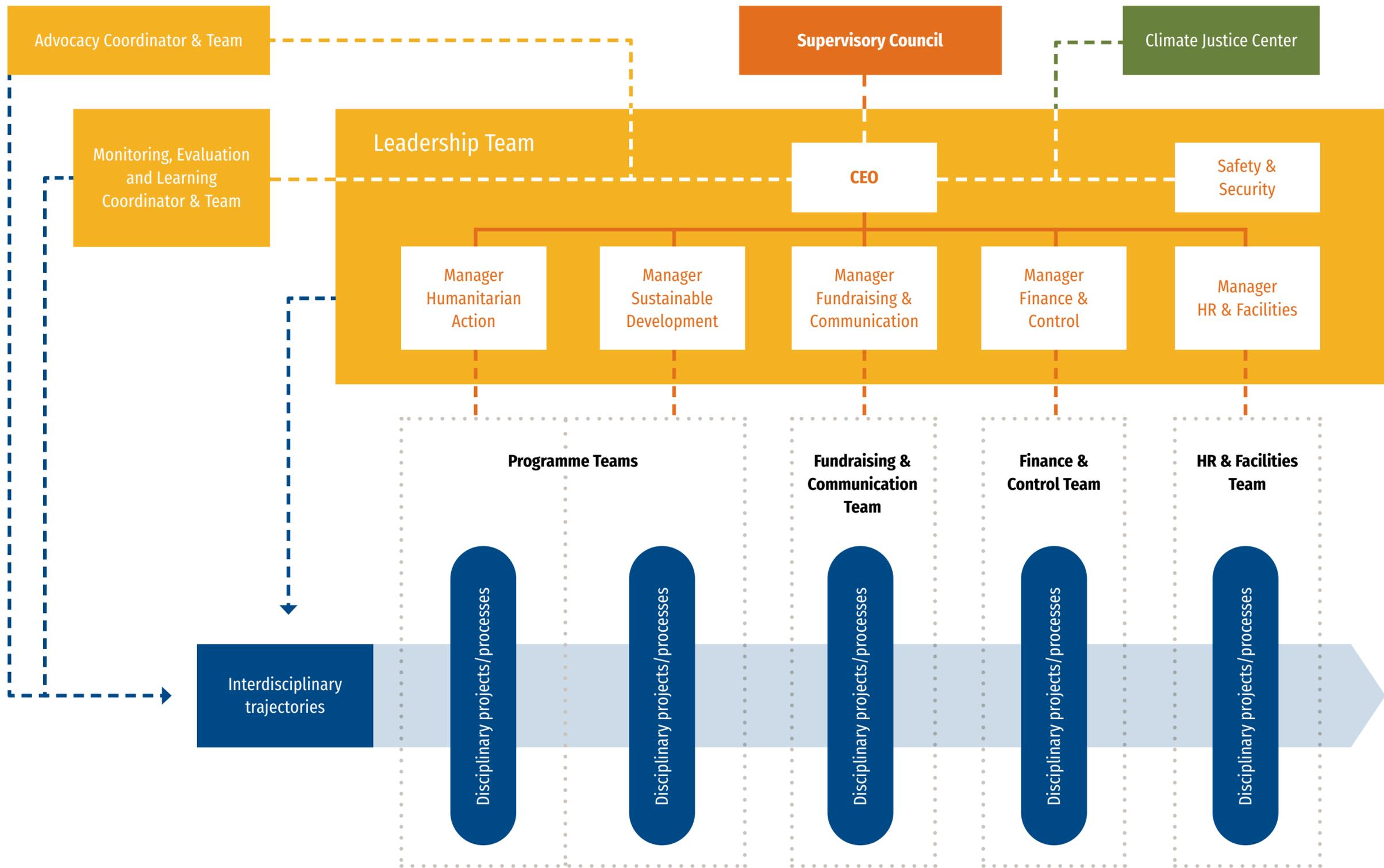
Our people and culture

Chapter 7

CARE Nederland had a total of 51 employees at the end of the 2021–2022 fiscal year. Employees are represented by the Works Council. Operational and strategic decisions are coordinated by the Leadership Team, which consists of the executive director, the managers of Humanitarian Action, Sustainable Development, Finance & Control, HR & Facilities, and Fundraising & Communication.



Organisational chart



Board

CARE Nederland has a Board and a supervisory body known as the Supervisory Council. The CARE Nederland Board currently comprises one member. Ms Reintje van Haeringen has filled this position since April 2018, when she became the executive director of CARE Nederland. The Board is charged with the organisation's management under the supervision of the Supervisory Council. The duties, responsibilities and mode of operation of the Board are set out in the [Rules for the Board](#).

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

Reintje van Haeringen represents CARE Nederland on the CARE International National Directors' Committee and within other CARE International advisory bodies.

She also represents CARE Nederland on the Boards of the following Dutch organisations:

- Samenwerkende Hulp Organisaties (SHO) / Giro555
- Dutch Coalition for Humanitarian Innovation (until end 2021)
- Dutch Relief Alliance

In addition, Reintje van Haeringen is a member of the Supervisory Board of FMO, the Dutch entrepreneurial development bank, and a member of the Advisory Board for the C4C Foundation.

Supervisory Council

Duties of the Supervisory Council

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

The Council has two sub-committees: the Audit Committee and the Remuneration Committee. A complete overview of the Supervisory Council's duties is provided in the [Articles of Association](#), the [Supervisory Council Rules](#), the [Audit Committee Rules](#) and the [Remuneration Committee Rules](#). The chair of the Supervisory Council is a member of the CARE International Council, which is overseen by an independent Supervisory Board. She is also a member and the chair of the CARE International Governance and Nominations Committee. Full biographies of the Supervisory Council Members can be found [here](#).

Appointment and term of office

The Supervisory Council consists of at least three and at most seven members, all of whom are appointed by the Supervisory Council itself. When a vacancy arises, the Supervisory Council is obliged to take measures to meet the minimum number of members. Resolutions to appoint new members require a two-thirds majority vote, which must be taken in a meeting where all Supervisory Council members are present or represented.

The selection and appointment of new members is based on profiles drawn up by the Supervisory Council, which may be viewed upon request. Each member is appointed for a four-year term and is subsequently eligible for reappointment for one more four-year term. There may

be no close personal relationships among Supervisory Council members, their family or otherwise. CARE Nederland employees are not eligible for membership.

Supervisory Council compensation policy

The Supervisory Council performs its duties in an honorary capacity. Members are only entitled to reimbursement for expenses incurred. Reimbursement is accounted for and explained in the annual accounts.

Supervisory Council Retirement Schedule

Supervisory Council members	First term	Second term	Audit Committee	Remuneration Committee
Mariëtte Doornekamp (chair until June 2022)	December 2013 - December 2017	December 2017 - June 2022		■
Sarbani Bhattacharya (chair from June 2022)	June 2022 - June 2026			■
Karen Bakhuizen	October 2016 - October 2020	October 2020 - October 2024		■
Jan Broekhuizen	January 2015 - January 2019	January 2019 - January 2023	■	
Fleur de Nijs	April 2018 - April 2022	April 2022 - April 2026		
Wietze Smid	April 2018 - April 2022	April 2022 - April 2026		
Pieter van de Stadt	April 2018 - April 2022	April 2022 - April 2025		
Dustin Woodward	November 2019 - November 2023		■	

Supervisory Council Report

In June 2022, Ms. Mariëtte Doornekamp stepped down as chair of the Supervisory Board of CARE Nederland. Together with the Supervisory Board members, we celebrated her important contribution to CARE Nederland and to CARE International over the past eight years.

Mariëtte was also a member of the CARE International Council and a chairperson of CARE International's Governance & Nomination Committee for the past four years. We will miss Mariëtte's tremendous commitment to CARE and her passion for our organisation. Ms Sarbani Bhattacharya was chosen as Mariëtte's successor in June 2022. Sarbani is Head of Finance and IT Transformation at ASML and was formerly a partner at KPMG.

This year, the Supervisory Council formally convened on six occasions. In September 2021, CARE Nederland's new positioning strategy was discussed and an update on projects and activities was provided, with a particular focus on the situation in Afghanistan. The financial statements and the annual report for the 2020–2021 financial year were discussed in November 2021.

In February 2022, organisational adjustments and the new function framework were discussed. In March 2022, a self-evaluation by the Supervisory Council was carried out using guidelines provided by the consulting firm PwC. During the

"We will miss Mariëtte's tremendous commitment to CARE and her passion for our organisation."

meeting in April 2022, the midterm review of the Annual Operating Plan for 2021–2022 was discussed along with the situation in Ukraine. Also, the second term of three Supervisory Council members was decided upon. On 21 June 2022, the Annual Operating Plan for 2022–2023 was adopted, and Sarbani Bhattacharya was appointed as the new chair of CARE Nederland.

The Audit Committee convened with the manager of Finance and Compliance on two occasions: in November 2021 to discuss the annual report and financial statements, and in June 2022 to approve the Annual Operating Plan and budget for the following financial year. The Remuneration Committee held an evaluation with the Executive Director in June 2022 to discuss performance over the past year and set priorities for the current year.

The CARE International Council, which consists of the chairs of the Supervisory Councils of the different CARE members, convened for their annual meeting in June 2022 in the presence of the Executive Directors. During this meeting, a

new chair of the Supervisory Board of CARE International was appointed: Dr Musimbi Kanyoro. Ms Arielle de Rothschild stepped down after four years in the role. The most important topics of discussion during the meeting were the crisis in Ukraine, its global impact and CARE's response to it; the current global context and implications for CARE's work; and the priority areas of attention for the National Directors.

The past year was marked by several crises – from the aftermath and impact of COVID-19 to the complex situation in Afghanistan after the pull-out of the United States and other Western forces to the war in Ukraine and its global consequences. The Supervisory Board has seen CARE Nederland, in collaboration with other CARE entities, as well as with partners in the Netherlands and Europe, join forces to respond to these humanitarian crises while continuing and expanding its work on sustainable development in other parts of the world. Furthermore, work on several protracted crises was continued, as were projects focussing on resilience to climate change and gender equality.

We are pleased to see that the new strategic roadmap, which will guide CARE Nederland's work for the years to come, is not only providing more focus in CARE's programming work but also building on programmatic evidence for policy influencing in support of reducing poverty and enhancing equality and social justice. We believe that this will contribute to the systems change that is required to eradicate poverty.

This is also why CARE Nederland is investing in the communication of its results and the interests of its local partners and the communities we work with. In that sense, we were honoured that Queen Máxima visited a CARE project in Côte d'Ivoire in June 2022, as it was an opportunity to show a wider audience what women in local communities can achieve through their participation in Village Savings and Loan Associations.

Furthermore, we are particularly grateful for the long-standing and ongoing support of the Dutch Ministry of Foreign Affairs, the European Union, the Dutch Postcode Lottery, and the H&M Foundation, which, among other donors, allow us to sustainably contribute to a fairer world. Likewise, we would like to thank all individual givers for their kind donations to CARE Nederland. Their generous contributions make CARE Nederland's work possible.

The Supervisory Council would also like to thank all staff members for their hard work over the past year.

**Sarbani Bhattacharya,
Chair**



Practise what we preach

We realise that as an organisation, we are part of the system we are trying to change and acknowledge that our own role within the system will have to change because of that. Our ability to create change externally is determined by our own internal policies, practices, resources, relationships and power imbalances, as well as the tacit assumptions of our own staff and those of other CARE International entities. This is why our system approach to poverty reduction also involves changing practices within our own organisation, for example:

- We limit our carbon emissions by only travelling when necessary and offsetting the carbon emissions that cannot be avoided by investing in a carbon credit programme;
- We focus on reducing the gender pay gap and enhance awareness of gender inequality among our staff;
- We focus on strengthening the position of stakeholders close to impact by promoting their access to funding and ensuring that their voices are heard and included in decision-making processes affecting their lives and livelihoods.

Accountability

We report to our stakeholders in accordance with relevant requirements and standards, such as the Dutch Accounting Standards Board guidelines RJ650 and RJ400. An external auditor audits CARE Nederland's

internal organisation, as well as its annual accounts. The Supervisory Council appoints the auditor, which then reports to both the Board and the Supervisory Council. The annual report and financial statements are adopted and signed by the Statutory Board within six months of the end of the financial year, following the Supervisory Council's approval. This past year, the approval had to be delayed because of a fraud case that was detected in one of the country offices that we work with. This case had to be duly investigated and the proper measures needed to be taken before our auditors could report back to the Supervisory Board and the accounts could be approved. The approval formally took place in the Supervisory Council meeting in April.

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

- The CARE International code
- ISO 9001:2015 Quality Standard including the Partos 9001:2015 sector-specific application
- Erkenningsregeling Goede Doelen
- The SBF Code for Good Governance
- Partos Code of Conduct
- The Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief
- The Core Humanitarian Standard on Quality and Accountability (CHS)
- The Sphere Project

Integrity

CARE has a zero-tolerance policy toward fraud, sexual exploitation and abuse, and child abuse. We take all concerns and complaints involving CARE employees and related personnel seriously. CARE International's Policy on Fraud and Corruption can be found [here](#). This policy reflects the fundamentals and core concept that all CARE members agree to abide by in order to prevent and respond to fraud and corruption.

CARE International's Safeguarding Policy defines CARE's commitment to protecting adults and children from sexual harassment, exploitation and abuse by CARE employees, related personnel, programme visitors and volunteers. This policy can be found [here](#). It applies to CARE employees and related personnel both during and outside working hours. We will initiate a rigorous investigation into complaints that indicate a possible violation of this policy and take appropriate disciplinary action if necessary.

A single global CARE Line has been put in place for receiving reports of fraud, misappropriation, discrimination, sexual harassment, exploitation and abuse, support of terrorism, and other wrongful conduct – including support in over 100 languages, online or

phone options, and anonymous reporting options. Any CARE employee, volunteer, partner, vendor, programme participant, or other outside party may use this service to report wrongful conduct.

CARE International's Sexual Harassment, Exploitation and Abuse Transparency report (2021) can be found [here](#). In the 2021-2022 fiscal year, one complaint related to a CARE Nederland project was recorded. After careful investigation of this complaint by the EthicsPoint, the complaint was declared unfounded. Our Code of Conduct, articulating zero tolerance towards fraud and sexual exploitation and abuse can be found [here](#).



Management of risks and uncertainties

The risks and uncertainties affecting CARE Nederland can have serious consequences for our economic performance and professional reputation, not to mention a negative impact on our environmental, safety and societal outcomes. CARE Nederland uses a risk matrix to help determine and mitigate or pre-empt the size and scope of each risk it faces.

Strategic risks and uncertainties

Strategic risks and uncertainties are political, economic, social, technological, environmental and legal risks external to the organisation that can affect CARE's strategic direction. CARE Nederland strives to reduce these risks where possible. We positively influence the debate on the importance of development cooperation and engage in joint advocacy to influence government decisions on Official Development Assistance (ODA). A summary of our efforts to influence government decisions in the 2021–2022 fiscal year can be found in Chapter 6.

Operational risks and uncertainties

Operational risks are related to staff capacity in terms of quality and quantity, both at headquarters and in our country offices. We mitigate risk related to staff at headquarters by carefully selecting and managing a team of core staff, as well as a flexible layer of project staff and consultants. In addition, we constantly strive to maintain collaborative relationships with CARE country offices.

Travelling to high-risk regions can have serious consequences for employees, as well as for CARE Nederland. We mitigate this risk by implementing safety and security procedures and providing training. Despite these measures, some level of residual risk and uncertainty remains, which is inherent to the nature of our work. Since travelling to country offices was still limited due to COVID-19, we applied alternative ways to ensure proper monitoring of projects (e.g., virtual meetings, use of local consultants).

Financial risks and uncertainties

Financial risks are primarily related to the possible decrease in restricted or unrestricted funds. To minimise these risks, CARE Nederland seeks to diversify its sources of funding by engaging a range of donors. We follow the guidelines established by Goede Doelen Nederland and the Centraal Bureau Fondsenwerving (CBF) to ensure that the risk of insufficient funding does not endanger the continuity of our activities. Moreover, we maintain several reserves to cushion financial setbacks and uncertainties, and our investment policy is conservative. CARE Nederland also adheres to CARE International's Policy on Fraud and Corruption, which sets out the standards and procedures the whole confederation is obliged to follow. In addition, through internal control measures for commitments and transfers, we limit exposure to financial risks as much as possible.

Our investments in individual fundraising activities have led to an increase in income from individual donors. Furthermore, we work closely with the CARE USA Internal Audit Team in order to contribute to the financial capacity of country offices and decrease the risk of ineligible costs. When a fraud case was detected in one of the country offices that we work with involving CARE Nederland funding, we closely coordinated with CARE USA on the investigation of results and donor communication, as well as on putting the proper measures in place.

Reputation risks and uncertainties

Reputation risks are those that could result in damage to our reputation, such as media articles that report negative views of the development cooperation sector, CARE International, CARE Nederland, or the CARE partners. We adhere to strict transparency criteria and follow specific procedures when entering into partnerships to minimise the risk of reputational damage. Our Code of Conduct expresses zero tolerance toward fraud and sexual exploitation and abuse, and CARE Nederland adheres to CARE International's Policy on Protection from Sexual Exploitation and Abuse. We also adhere to the Inter-Agency Misconduct Disclosure Scheme and have restructured our recruitment process to place more emphasis on this policy in the recruitment phase. Furthermore, we apply the principles that we preach on climate justice, gender equality and equitable partnerships to the practice of our own organisation.





Our 2021-2022 annual accounts

Chapter 8

Our financial statements are prepared according to the RJ650 Dutch Annual Accounting Standard for Fundraising Institutions as per October 2016 (RJ-Uiting 2016-13) issued by the Dutch Accounting Standards Board. The financial statements cover the period from 1 July 2021 to 30 June 2022. All amounts are in EURO unless stated otherwise.

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A Introduction

1 About CARE Nederland

Name (under the Articles):	Stichting CARE Nederland
Cited:	The Hague, The Netherlands
Address:	Parkstraat 19
Telephone:	+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 Articles:	April 12, 2013
Membership:	CARE International Confederation, located in Geneva, Switzerland

1.1 Who we are

CARE Nederland is a member of the CARE International Confederation, which consists of 14 member organisations and 7 candidate/affiliate organisations. We adhere to CARE International's vision and mission:

Vision

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

Mission

CARE works around the globe to save lives, defeat poverty and achieve social justice.

1.2 What we do

We contribute to the projected outcomes of CARE International through our work in several countries across five regions: Latin America, the Sahel, the Horn of Africa, the Middle East and Southeast Asia. We work in cooperation with CARE country offices, which in turn implement the programmes and projects that are funded through CARE Nederland. To ensure a solid base for the development of local capacity, we concentrate our work in three thematic areas: Humanitarian Action, Women's Rights and Sustainable Livelihoods. In line with the CARE International strategy, CARE Nederland aims to alleviate poverty and achieve social injustice by saving lives.

Our ambitions as part of our strategic roadmap FY22–FY26 are:

- Strengthen our funding base, with a particular focus on unearmarked resources;
- Be an attractive and trusted organisation;
- Work in complementarity with others through partnerships at all levels;
- Apply a focussed, integrated and scalable approach to programmatic impact;
- Advocate for changing the system conditions that promote the perpetuation of poverty.

2 Financial management report

2.1 Income and expenditure

Financial year 2021–2022 (FY22) was a ‘recovery’ year for CARE Nederland. FY20 and FY21 were (financially) difficult years with the loss of our two flagship programmes ‘Partners for Resilience’ and ‘Every Voice Counts’. CARE Nederland’s total revenue in financial year 2021–2022 was more than EUR 56,300,000, an increase of 40% (EUR 16,000,000) compared to FY21 and 41% above the budgeted revenue of approximately EUR 40,000,000. This is completely thanks to our Humanitarian Action portfolio with a EUR 8,300,000 donation from the ‘Samenwerkende Hulporganisaties’ (SHO), a EUR 5,900,000 grant from ECHO for a CARE Nederland–led response to Typhoon Odette in the Philippines, and the not one, but two–year commitment of the Dutch Relief Alliance for the CARE–led Yemen Joint Response 2022–2023 (EUR 6,000,000). The income and expenses from our Sustainable Development portfolio decreased compared to FY21 and were also under budget. By the end of FY22, we secured a EUR 60,000,000 grant (together with CARE USA and GAIN) for the coming four and a half years. Together with a very healthy pipeline for Humanitarian Action and Sustainable Development programming, we expect a sharp increase in Sustainable Development revenue in FY23. Despite difficulties in attracting individual donors through traditional face–to–face fundraising, the income from individual donations grew by 11% this year to nearly EUR 4,800,000. Combined with CARE Nederland’s overall cost awareness, the aforementioned figures ensured that CARE Nederland was able to increase its designated reserves by EUR 830,000 in FY22. In addition, we were able to add EUR 227,000 to our continuity reserve. The total expenses are in line with the revenue. Programme–specific donations that CARE Nederland has not yet spent have been added to the designated funds.

- Thanks to the increase in grants and donations, the income for implementing Humanitarian Action projects and programmes (including the donation for Ukraine from the SHO) was more than EUR 21,000,000 over budget and the expenses exceeded the budget by almost the same amount.
- The income for our Sustainable Development projects and programmes decreased by a bit more than EUR 2,000,000 and remained EUR 5,000,000 under budget. Based on already secured funding and our healthy pipeline, we expect a sharp increase in Sustainable Development revenue and expenses in FY23.
- Income from individual fundraising increased by 11% to almost EUR 4,800,000 despite the difficulties we encountered on the face–to–face fundraising market. However, we do not expect this growth to continue in FY23. We are looking into different ways of attracting individual donors.

2.2 Financial position

After withdrawing from earmarked reserves and other funds to cover our project activities and adding to other earmarked reserves, CARE Nederland’s total of earmarked reserves increased by EUR 830,000 in FY22. Our designated funds decreased by EUR 568,000 to cover (planned) costs for our programming. Later, we were able to add EUR 227,000 to our continuity reserve. This reserve would allow CARE Nederland to continue its activities for 8.6 months in the event that all (new) funding would stop.

B Financial statements

3 Summary

3.1 Reporting period

These financial statements cover the period from 1 July 2021 to 30 June 2022 (indicated as 2020–2021).

3.2 Balance sheet (After appropriation of result)

Assets	30 June 2022	30 June 2021
I. Tangible fixed assets (ref. 5.1)	33,887	24,578
II. Financial fixed assets (ref. 5.2)	54,084	54,134
	87,971	78,712
III. Receivables, prepayments and accrued income (ref. 5.3)	23,850,151	20,496,023
IV. Cash and cash equivalents (ref. 5.4)	14,942,459	8,885,171
	38,792,610	29,381,194
Total assets	38,880,581	29,459,906

Liabilities	30 June 2022	30 June 2021
V. Reserves and funds (ref. 5.5 and 5.6)	6,540,058	6,051,301
• Continuity reserve	3,692,730	3,465,650
• Earmarked reserves	2,432,292	1,602,699
• Earmarked funds	415,036	982,952
VI. Current liabilities (ref. 5.7)	29,080,821	22,584,946
VII. Non-current liabilities (ref. 5.8)	3,259,702	823,659
Total liabilities	38,880,581	29,459,906

3.3 Statement of income and expenditure

	Result 2021-2022	Budget 2021-2022	Result 2020-2021
Revenue			
I. Individual donations (ref. 6.1.1)	4,769,825	4,322,000	4,304,655
II. Corporate donations (ref. 6.1.1)	186,653	540,000	583,708
III. Lotteries (ref. 6.1.2)	900,000	975,000	900,000
IV. Government grants (ref. 6.1.3)	41,679,999	33,576,000	33,429,047
V. Other fundraising organisations (ref. 6.1.4)	8,549,656	560,000	1,022,250
Other revenue			
VI. Other income (ref. 6.1.5)	241,630	38,000	28,804-
Total revenue	56,327,763	40,011,000	40,210,856
Expense			
VII. Expenditure on objectives (ref. 6.2.2)	53,214,834	37,041,000	39,169,274
Humanitarian Action	39,523,708	18,958,000	22,204,282
Sustainable Development	12,106,885	16,352,000	15,557,595
Multiplying Impact	1,584,241	1,731,000	1,407,397
VIII. Fundraising (ref. 6.2.3)	1,468,740	2,444,000	1,489,847
IX. Management and administration costs (ref. 6.2.3)	1,113,575	867,000	1,161,983
Total expenses	55,797,149	40,352,000	41,821,104
Result before change financial revenue/expense	530,614	341,000-	1,610,248-
Result financial revenue/expense (ref. 6.1.6)	41,857-	40,000-	19,348
Result after change finance revenue/expense	488,757	381,000-	1,590,900-

3.4 Appropriation of the result

	Result 2021-2022	Budget 2021-2022	Result 2020-2021
Result	488,757	381,000-	1,590,900-
Continuity reserve	227,080	83,408	7,364
Earmarked reserves	829,593	249,408-	224,077-
Earmarked funds	567,916-	215,000-	1,374,187-

3.5 Cash flow statement

	2021-2022	2020-2021
Total liquid assets as of 1 July	8,885,171	19,157,795
Cash flow from operational activities		
Cash received from donors	5,672,293	5,434,300
Cash received from subsidies	46,919,332	31,824,888
Payments in the context of subsidies	39,135,318-	41,952,290-
Payments to suppliers and employees	7,434,640-	5,523,956-
	6,021,667	10,217,058-
Received interest	-	-
Paid interest	45,912-	44,802-
Revenue from other income and expenses	-	-
Payments for other income and expenses	-	-
	45,912-	44,802-
Cash flow from investing activities		
Investments in tangible fixed assets	23,125	5,941
Disposals of tangible fixed assets	-	-
	23,125	5,941
	5,998,880	10,255,919-
Exchange rate differences of funds	58,408	16,705-
Increase / Decrease in funds	6,057,288	10,272,624-
Total liquid assets as of June 30	14,942,459	8,885,171

3.6 Key performance indicators

	Result 2021–2022	Target 2021–2022	Result 2020–2021
Expenditure on objective as a percentage of total income	94	93	97
Expenditure on objective as a percentage of total expenditure	95	92	94
Cost of own fundraising activities as a percentage of income of these activities	24	22	28
Management and administration expenses as a percentage of total expenditure	2.0	2.1	2.8

In FY22, expenditure on strategic objectives divided by the total income is a bit higher than budgeted. This is primarily due to the high amount we already committed to implement our SHO programme in Ukraine and despite the additions to our reserves for the Climate Justice Centre and the reserve to cover organisational costs. We also added almost EUR 200,000 to the designated fund for our SHO programme. Because our expenditure on CARE Nederland costs is in line with the budget, and our revenue is over budget, the percentage spent on 'General & Admin' is less than budgeted and quite low (2% vs 2.2%).

4 Accounting principles

4.1 General

4.1.1 Reporting standards

CARE Nederland's financial statements are prepared according to the RJ650 Dutch Annual Accounting Standard for Fundraising Institutions as issued by the Dutch Accounting Standards Board.

4.1.2 Currency

The financial statements are denominated in EURO unless stated otherwise. The EURO is both the functional and presentation currency of CARE Nederland..

4.1.3 Comparison with previous years

The valuation principles and method of determining the result are the same as those used in the previous year.

4.1.4 Use of estimates

The preparation of the financial statements requires management to make judgments, estimates, and assumptions that affect the application of 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 behind them are reviewed on an ongoing basis. Revisions to accounting estimates are recognised both in the current period and in any future period affected.

4.1.5 Foreign currency transactions

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

4.2 Assets and liabilities

4.2.1 General

Assets and liabilities are generally valued at acquisition cost, production cost or at current value. If no specific valuation method is indicated, the valuation is done at actual value. References are included in the balance sheet and statement of income and expenses.

4.2.2 Assets and liabilities in foreign currencies

Monetary assets and liabilities in a foreign currency have been 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 conversion are recorded as expenditure in the statement of income and expenditure.

4.2.3 Tangible fixed assets

Tangible fixed assets are valued at historical cost and depreciate over the expected future useful life of the asset. The depreciation periods vary between asset types and have been determined as follows:

Asset type	Depreciation period
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 that is greater than the book value of the asset on the financial statements.

4.2.4 Financial fixed assets

Financial fixed assets are valued at real value.

4.2.5 Receivables

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

4.2.6 Cash flow statement

The cash flow statement is prepared according to the direct method. Cash and cash equivalents comprise cash, bank balances and demand deposits falling due within a 12-month period. Cash flows denominated in foreign currencies have been converted at the ask-rate published by OANDA.com on the balance sheet date. Interest paid and received is included in cash from operational activities. Under the investments in tangible fixed assets, the only investments included are those for which cash was paid in 2021-2022. Transactions not resulting in inflow or outflow of cash, including finance leases, are not recognised in the cash flow statement. Current account credits with banks are recognised as current liabilities under amounts due to credit institutions. Cash and cash equivalents are stated at nominal value.

4.2.7 Reserves and funds

For CARE Nederland's policy on reserves and funds see sections 5.5 and 5.6.

4.2.8 Project commitments

Project commitments are recognised as of the date that the commitment agreement was signed by CARE Nederland.

4.2.9 Debts

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

4.3 Income and expenses

4.3.1 General

Income and expenditure are allocated to their corresponding periods.

4.3.2 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.

4.3.3 Third-party campaigns

Contributions received from Humanitarian Action appeals launched by the emergency relief umbrella organisation the Samenwerkende Hulp Organisaties (SHO / Giro555) are accounted for in the year of receipt. The income from lottery organisations is recognised in the year in which the income was received.

4.3.4 Government grants

Income from government grants is recognised, with a distinction 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:

Percentage recognised	Moment of recognition
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

Income from contributions that are part of a management fee is recognised as follows:

Percentage recognised	Moment of recognition
15%	Upon determination of the definitive grant amount
85%	Directly proportional to the number of months in which the relevant project is implemented

4.3.5 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.

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

4.3.6 Exchange differences

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

4.3.7 Expenditure

Monetary project-related commitments to third parties that 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.

4.3.8 Operating lease

Lease contracts (tenancy agreements), 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, which have been 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.

4.4 Remuneration and pensions

4.4.1 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 to which they are payable to employees.

4.4.2 Pensions

CARE Nederland offers its employees a pension scheme. The pension scheme is arranged with A.S.R verzekeringen. CARE Nederland has a 'defined contribution plan' for all staff.

- CARE Nederland pays the premium for the ANW Gap Insurance in full.
- 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 the amounts that are not paid but that are deemed necessary for settling the relevant liabilities on the balance sheet date.
- Other than the monthly premium payments, CARE Nederland has no other obligations.

4.5 Determination of the result

Based on the 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.

5 Notes on the balance sheet

5.1 Tangible fixed assets

Reference 5.1	Furniture & Fittings	Computer equipment		Communication Equipment	Total
		Hardware	Software		
Carrying value as at 30 June 2021	1,370	13,088	-	10,120	24,578
Accumulated investments as at 30 June 2021	21,166	106,431	-	19,796	147,393
Investments in the reporting period	-	14,200	8,925	-	23,125
Disposals in the reporting period	-	-	-	-	-
Accumulated investments as at 30 June 2022	21,166	120,631	8,925	19,796	170,518
Accumulated depreciation as at 30 June 2011	19,796	93,343	-	9,676	122,815
Depreciation in the reporting period	934	9,602	496	2,760	13,792
Disposals in the reporting period	-	-	-	-	-
Accumulated depreciation as at 30 June 2022	20,730	102,969	496	12,436	136,631
Carrying value as at 30 June 2022	435	17,663	8,429	7,360	33,887

All tangible fixed assets (office equipment) are used for CARE Nederland business operations. During 2021–2022, there were no big investments in Furniture & Fittings and communication Equipment. In 2022–2023, we expect some investments because we will update the office based on new needs now that the staff has returned from the Corona pandemic. The investments in computer hardware were a bit under budget (EUR 15,000). The total depreciation in financial year 2021–2022 amounted to EUR 13,792, almost the same as in the previous year. The carrying value of the tangible fixed assets on 30 June 2022 was EUR 33,887.

5.2 Financial fixed assets

Reference 5.2	30 June 2022	30 June 2021
Opening balance	54,134	54,071
Earned interest	50-	63
Closing balance	54,084	54,134

CARE Nederland's part in the CARE International revolving fund, which was created in financial year 2001–2002, is EUR 54,084. The purpose of this revolving fund is to grant short-term loans to CARE International members to cover temporary, project-related cash flow deficiencies. The funds received by the relevant CARE members are re-deposited (including a limited amount of interest) as soon as the liquidity has been resolved. The cumulative interest of EUR 8,552 was added to the principal sum. During the reporting period, the interest paid on the revolving fund was EUR 50.

5.3 Receivables, prepayments and accrued income

During the financial year 2021–2022, the total project-related receivables increased by more than EUR 3,000,000. The project receivables include commitments to CARE International Country Offices, partners in our projects, and project costs incurred by CARE Nederland. New this year are the commitments to CARE Member Partners (CARE USA, CARE France and CARE Germany) who are helping us implement our programmes with donations received for Ukraine. The project receivables are about 97% of the total receivables.

Funding Source	30 June 2022	30 June 2021
Ministry of Foreign Affairs	7,711,048	5,052,866
European Commission	8,280,296	9,104,185
Other donors	7,115,040	5,665,331
Total project receivables	23,106,384	19,822,382

Normally, CARE Nederland makes financial commitments for long-term programmes (> 18 months) for one year only. For programmes with a shorter running time (or when the long-term programmes have a relatively small budget), CARE Nederland commits to supplying funding for the entire project implementation period. In the case of grants, income is recognised after expenses have been incurred. This year we made an exception for the Dutch Relief Alliance Joint Response in Yemen for which CARE Nederland is the lead organisation. Due to difficulties with permits and timely programme implementation, the Dutch Relief Alliance decided to commit for two years. For this programme, we committed the project funds to our partners and the Yemen Country Office for two years. This is reflected in the increase in the long-term project receivables in the table below.

Reference 5.3	30 June 2022	30 June 2021
Project receivables		
Long-term project receivables	5,124,497	637,591
Short-term project receivables	17,981,887	19,184,791
	23,106,384	19,822,382
Debtors		
Various debtors	445,451	265,319
	445,451	265,319
Other receivables		
Security deposits	13,032	13,032
VAT	146,418	192,528
	159,450	205,560
Prepayments and accrued income		
Prepaid pension insurances	35,547	-
Other staff costs	7,416	69,088
Interest due	-	-
Miscellaneous	95,904	133,674
	138,867	202,762
Total receivables	23,850,152	20,496,023

5.4 Cash and cash equivalents

Reference 5.4	30 June 2022	30 June 2021
Cash balances		
Cash in hand (EURO)	-	-
Banks		
Current account (EURO)	10,328,869	4,305,917
Current account (foreign currency)	492,690	442,547
Savings account / deposit (EURO)	4,120,900	4,136,707
	14,942,459	8,885,171
Total cash and cash equivalents	14,942,459	8,885,171

Cash and cash equivalents comprise cash, bank and savings balances, as well as deposits. CARE Nederland maintains a rental deposit of EUR 52,962. All savings balances and deposits, except for the rental deposit, are available for withdrawal within 12 months. The total of cash and cash equivalents has increased by more than EUR 6,000,000 during the reporting period. This is primarily due to our growing programme portfolio, and partly to the two-year commitment of our Dutch Relief Alliance Joint Response programme in Yemen. We received the total amount for the two-year period but spread out the instalments to our Yemen Country Office.

5.5 Reserves

CARE Nederland relies on a number of reserves to guarantee a healthy financial position. We have our continuity reserve, which must meet certain requirements (which will be explained later). We also have a number of other reserves to ensure that we meet expected future obligations (in terms of match commitments, investing in fundraising, innovation, capacity and quality). Additionally, we want to be prepared for the financial risks our programmes face, and we want to be able to act quickly in the event of a humanitarian emergency. CARE Nederland aims to spend as much of its resources as possible on programmes, so these reserves should not be too high. That is why we review the level of the various reserves each year and make adjustments based on our expectations.

Reference 5.5	30 June 2021	Dotation	Extraction	30 June 2022
Reserves				
Continuity reserve	3,465,650	227,080	-	3,692,730
Earmarked reserve for covering the costs of the organisation	161,500	404,775	96,030	470,246
Earmarked reserve for covering direct project costs	332,323	631,519	322,165	641,677
Earmarked reserve for high-risk projects	446,725	-	-	446,725
Earmarked reserve for capacity and quality development	254,758	153,600	53,600	354,758
Earmarked reserve for Fundraising	-	100,000	-	100,000
Greenfund reserve	31,495	4,425	-	35,920
Earmarked reserve for Innovative Activities	50,000	-	-	50,000
Earmarked reserve for Emergency Aid Projects	325,898	7,069	-	332,966
Total earmarked reserves	1,602,699	1,301,388	471,795	2,432,292
Total reserves	5,068,349	1,528,468	471,795	6,125,022

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 Netherlands Fundraising Regulator (CBF) provide guidelines to ensure that a continuity reserve does not exceed one and half times the annual costs of the operating organisation.

As of 30 June 2022, operating costs are calculated at EUR 5,947,262, which implies that the continuity reserve for CARE Nederland is maximised to EUR 8,920,893 for the 2021–2022 period. As the current continuity reserve amounts to EUR 3,716,776, CARE Nederland meets the requirements set in the Goede Doelen Nederland guidelines.

CARE Nederland has a reserve policy which maintains that the optimal continuity reserve should cover 75% to 100% of its organisational costs.¹ The minimum continuity reserve should cover 50% of its organisational costs. After financial year 2021–2022, CARE Nederland will be able to add EUR 227,080 to the continuity reserve. The financial policy (which is part of the Strategic Plan FY22–FY26 and approved by the CARE Supervisory Council) describes how the coverage percentage of the continuity reserve has been calculated. The coverage percentage on 30 June 2022 is 71% (or 8.6 months). Based on this calculation, the coverage percentage on 30 June 2022 would be 69%; thus with the FY22 addition to the reserve, the coverage percentage increased by 2%. (0.3 months).

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 (mainly the SHO in FY22) 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 organisational cost reimbursements from both our own and third-party fundraising activities. We extracted EUR 96,000 from this reserve for our H&M and The Dutch Postcode Lottery programmes in FY22. Thanks to the donation from the SHO for programming in Ukraine, we were able to add EUR 405,000. In FY22, this reserve increased by EUR 309,000.

Earmarked reserve for covering direct project costs

CARE Nederland uses its own funds to finance parts of projects carried out by the country offices and those implemented by CARE Nederland. The unrealised costs of these project activities are reserved at the end of the reporting period. During the reporting period, we extracted EUR 322,000 to cover (planned) direct project costs. Thanks to FY22 commitments and more revenue than costs for the Climate Justice Centre (EUR 138,000), we were able to add EUR 632,000 to this reserve. As of 30 June 2022, this reserve is EUR 642,000 (EUR 309,000 higher than the year before).

Risk reserve

The risk reserve is required to cover financial risks in the event that special circumstances preclude adequate project accounting² and to cover financial risks in our projects and programmes. Furthermore, potential third-party claims are estimated and added to the risk reserve.

After reviewing the project portfolio, CARE Nederland concluded there is no need for additions to the earmarked reserve for high-risk projects.

Earmarked reserve for capacity and quality development

This reserve is designated for the capacity and quality development of CARE Nederland, the CARE International country offices, and local partners. In 2021–2022, we extracted EUR 53,600 to make sure there was enough capacity in the Finance Team. Based on the results, we decided to add this amount to this reserve again. In addition, we added an additional EUR 100,000 to this reserve to cover FY23 investments based on the Strategic Plan. In the Strategic Plan, we aimed to add this amount by FY25 or FY26, but we have already been able to do so.

¹ The organisational costs are defined as operating costs (according to the Goede Doelen Nederland guideline) +/- 80% of secured mid-term funding staff.

² E.g., for financial risks associated with natural disasters, political, or safety/security related issues.

Earmarked reserve for new fundraising strategy

In FY21, we extracted the final EUR 30,000 of the fundraising reserve based on our fundraising strategy. Because of the difficulties with face-to-face donor recruitment that we encountered in FY22, we were not able to use all FY22 fundraising. Therefore we added EUR 100,000 to our earmarked reserve for fundraising so in FY23 we will be able to develop additional fundraising activities.

Green fund reserve

The Green fund reserve seeks to compensate for the CO2 emissions that come as a result of activities carried out by CARE Nederland. During the COVID-19 pandemic, the travel of CARE Nederland staff was very limited. In FY22, travelling started up again. In order to adequately compensate for these CO2 emissions, we added EUR 4,425 to the green fund reserve.

Earmarked reserve for innovative activities

In financial year 2013-14, CARE Nederland introduced an earmarked reserve for innovative activities. In FY22, CARE did not need this fund to finance innovative activities.

Earmarked reserve for Emergency Aid projects

This year, CARE Nederland was obliged, due to certain private donations, to add EUR 7,000 to this reserve. We did not need to use funds from this reserve in FY22.

5.6 Funds

Reference 5.6	30 June 2021	Dotations	Extractions	30 June 2022
Earmarked funds				
Movement in H&M Foundation earmarked fund	508,455	1,491	494,040	15,906
Movement in Nationale Postcode Loterij earmarked fund	268,733	186,558	268,733	186,558
Movement in earmarked fund for special programmes (private donations)	63,673	86	18,159	45,600
Movement in earmarked fund for emergency aid (private donations)	142,091	266,074	241,193	166,972
Total earmarked funds	982,952	454,209	1,022,125	415,036

Designated funds

Designated funds consist of funding from third parties for dedicated activities, themes, etc. that have not yet been spent. During financial year 2021-2022, the total amount of our designated funds decreased by EUR 567,916, mainly thanks to our H&M programme in Bangladesh. In FY23, we expect to receive another H&M Foundation donation of around EUR 1,000,000 for our Bangladesh programme. Part of that amount is to cover activities in FY23. The amount that will not be used in FY23 will be added to this reserve. In FY22, we extracted EUR 269,000 for our closing SHO programmes and added the amount for our SHO Ukraine programme that had not yet been committed in FY22 (EUR 187,000). Due to our specific fundraising programmes for emergency aid, we added EUR 266,000 to this fund and extracted EUR 241,000 to cover our programme expenses.

5.7 Current liabilities

Reference 5.7	30 June 2022	30 June 2021
Short-term project commitments	27,844,465	21,076,156
Prepayment received from donors	341,920	383,278
Creditors	431,685	449,600
Accruals and deferred income	-	-
• Statutory payroll / Social security contributions	-	103,902
• Holiday entitlement / Holidays	213,422	192,072
• Pension insurances	-	91,263
• Other staff costs	149,756	158,445
• Miscellaneous	99,574	130,230
	462,752	675,912
Total current liabilities	29,080,821	22,584,946

Short-term project commitments have a runtime of less than one year. Due to our growing programme portfolio, the short-term project commitments increased to EUR 27,844,465. CARE Nederland received down payments for designated project grants that were not yet fully committed to by the end of FY22. These down payments decreased slightly (EUR 40,000) and are still quite low. CARE Nederland requested the down payments from donors at a later time, and we asked for smaller amounts to ensure less negative interest. Just as in FY20 and FY21, there was an increase in 'Holiday entitlement' in FY22. This increase is a bit higher than the increase in staff salaries. It seems that COVID-19 made travel difficult, and thus staff took less holiday. Total holiday entitlement at the end of FY22 was EUR 213,422. The CARE Nederland Leadership Team discussed this with staff in calendar year 2022 and emphasized the importance of taking leave.

5.8 Non-current liabilities

Reference 5.8	30 June 2022	30 June 2021
Long-term project commitments	3,259,702	823,659
Total non-current liabilities	3,259,702	823,659

Non-current liabilities consist of long-term commitments to countries and are payable within five years. Because we mostly make short-term contracts with country offices in cases of multi-annual funding, CARE Nederland's long-term project commitments are decreasing. The increase in long-term project commitments is due to our Dutch Relief Alliance Joint Response programme in Yemen. In financial year 2021 – 2022, there was an increase of EUR 2,436,043 in long-term commitments.

5.9 Off-balance-sheet receivables and liabilities

CARE Nederland is engaged in a ten-year rental contract that commenced on 1 January 2017 and ends on 31 December 2026. This entails a short-term financial liability of EUR 178,832 and a long-term liability of EUR 625,911, which is not included on the balance sheet. CARE Nederland maintains a short-term Service Level Agreement (SLA) with CARE International UK for the provision of IT services (value around EUR 45,000).

Regarding the printing machines, CARE Nederland is engaged in an 'operational lease' contract of 72 months (starting November 2018). This entails a short-term financial liability of EUR 10,965 and a long-term liability of EUR 15,543.

The Dutch Ministry of Foreign Affairs, the European Commission, and other donors allocated various multiple-year grants to CARE Nederland. The off-balance-sheet receivable is the difference between the grant commitment and expenditure as per 30 June 2022. The majority of these funds will be spent through the country offices of CARE International or our consortium partners, and as a result, new liabilities will be created that will be reported as off-balance-sheet payables. Because CARE Nederland started implementing a couple of multi-annual programmes in FY22 and signed a big contract for a Sustainable Development programme just before 30 June 2022 (CASCADE, EUR 60,000,000), the total long-term programme-related off-balance-sheet receivables amount to EUR 55,572,565, while total off-balance-sheet payables add up to EUR 51,289,800. The short-term receivables are EUR 22,542,063 and the short-term payables are EUR 21,091,268.

6 Notes on the statement of income and expenditure

6.1 Income

6.1.1 Income from individual and corporate donations

Reference 6.1.1	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Individual donations	4,769,825	4,322,000	4,274,655
Bequests	-	-	30,000
Corporate donations	186,653	540,000	583,708
Total income from own fundraising activities	4,956,478	4,862,000	4,888,363

CARE Nederland's own fundraising activities are categorised into three groups of donors: 1) individuals, 2) bequests and 3) corporate donors and asset funds.

Donations from individuals & bequests

In FY22, we continued with the fundraising strategy that we started in FY19, and this strategy is still paying off. The income from donations by individual donors increased by EUR 495,170. Despite difficulties in securing agreements with suppliers on quality and quantity, the income from donations by individual donors increased by almost 12% to EUR 4,769,825. Around EUR 266,000 of this revenue is restricted because of our Horn of Africa, Ukraine, Yemen and Afghanistan fundraising campaigns. This increase is the result of the investments that CARE Nederland made in FY19. In the coming years, we expect more difficulties in recruiting donors through our face-to-face channels. CARE Nederland is trying to diversify its income from individual donors and will focus on this more in the coming years.

Donations from corporates and asset funds

In financial year 2021-2022, CARE Nederland received a total of EUR 187,000 from corporate donations. This is less than budgeted for. Due to delays in the implementation of our H&M Foundation programme in Bangladesh, the additional donation (approximately EUR 1,000,000) will be realised in FY23 instead of FY22.

6.1.2 Lotteries

Reference 6.1.2	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Dutch Postcode Lottery	900,000	975,000	900,000
Total income from Lotteries	900,000	975,000	900,000

Dutch Postcode Lottery (Nationale Postcode Loterij)

Since 2012, CARE Nederland has been a designated beneficiary of the The Dutch Postcode Lottery, which donated a total of EUR 900,000 in FY22.

6.1.3 Government grants

Reference 6.1.3	Actual 2021–2022	Budget 2021–2022	Actual 2020–2021
Grants for project activities	39,925,253	31,622,000	32,106,644
Ministry of Foreign Affairs	18,234,052	14,590,000	12,315,811
European Commission	12,705,434	8,527,000	8,967,629
Other grants	8,985,767	8,505,000	10,823,204
Grants to cover administration costs	1,754,746	1,954,000	1,322,403
Ministry of Foreign Affairs	343,690	686,000	336,978
European Commission	834,595	722,000	379,396
Other grants	576,461	546,000	606,029
Total income from institutional donor grants	41,679,999	33,576,000	33,429,047

Institutional (or governmental) grants received for project activities pertain to funds allocated to CARE Nederland, and they are stated as income based on the project costs incurred, excluding reimbursements of administrative costs. All government grants that CARE Nederland receives are incidental in nature. In FY22, CARE Nederland recovered from the decrease in government grants in FY21 and received a total of almost EUR 40,000,000 from the Dutch Ministry of Foreign Affairs, the European Commission and other institutional grants (increase of 24%). The revenue from government grants exceeded the budget by more than EUR 8,000,000. Almost half of this revenue is due to additional grants from the Dutch Ministry of Foreign Affairs (Dutch Relief Alliance

Joint Response Yemen) and the other half comes from the European Commission (e.g., from our ECHO response to Typhoon Odette in the Philippines).

Income from the recovery of administrative costs remained almost EUR 200,000 under budget, mainly due to contracts that will be signed in early FY23 instead of in FY22. Compared to FY21, this income increased by more than EUR 400,000.

6.1.4 Other fundraising organisations

Reference 6.1.4	Actual 2021–2022	Budget 2021–2022	Actual 2020–2021
CARE International Fundraising	322,387	60,000	127,773
Other Fundraising Organisations	8,227,269	500,000	894,477
Total income from third-party campaigns	8,549,656	560,000	1,022,250

CARE Nederland received more contributions from CARE International members for the Climate Justice Centre (formerly the Climate Change and Resilience Platform (CCRP)), hosted by CARE Nederland. In addition to the yearly (and one-off) contributions, the Climate Justice Centre increased its income from the ‘Climate Academy’, resulting in a total revenue of EUR 322,000. Due to the exceptional results of the SHO fundraising campaign initiated by the situation in Ukraine, CARE Nederland received a donation of more than EUR 8,000,000 from the SHO. The bulk of this donation is already committed to CARE Member partners CARE USA, CARE France, and CARE Germany. The remaining amount has been added to our earmarked reserve for organisational costs (EUR 397,000) and our earmarked fund for SHO programme costs (EUR 187,000).

6.1.5 Other income

Reference 6.1.5	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Other income	241,630	38,000	28,804-
Total other income	241,630	38,000	28,804-

The other revenue is income for CARE Nederland staff working for the Dutch Relief Alliance and other CARE member partners and revenues from received 'ziektewet uitkeringen'.

6.1.6 Financial revenue/expense

Reference 6.1.6	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Interest income and income from investments	45,912-	40,000-	44,802-
Interest	45,912-	40,000-	44,802-
Financial Expense-exchange gain/loss	4,055	-	64,150
Currency exchange difference	4,055	-	64,150
Total interest income and income from investments	41,857-	40,000-	19,348

CARE Nederland has no portfolio investments; therefore, only income from interest is presented. Negative interest rates caused a total of EUR 45,912 in additional costs for CARE Nederland.

CARE Nederland had an exchange gain loss in programmes in foreign currencies of almost EUR 53,000. This loss led to decreased commitments to the country offices as well, so CARE Nederland's costs decreased by the same amount. The effect of the FY22 exchange losses in programmes balances out in the result. There was an actual exchange gain on our dollar account of EUR 58,000. The total exchange gain in FY22 is therefore EUR 5,103.

6.1.7 Overview of income from non-individual donors

Non-individual donors	2021-2022	2020-2021
Corporates / Asset Funds	509,040	712,677*
European Commission	16,969,944	14,030,141
Development and Co-operation (EuropAid)	115,480-	2,048,578
Humanitarian Aid and Civil Protection (ECHO)	13,655,510	7,298,447
Through third parties	3,429,914	4,683,116
Ministry of Foreign Affairs	23,884,625	18,817,613
Ministry of Foreign Affairs	18,577,741	12,652,789
Through third parties	5,306,884	6,164,824
Dutch Postcode Lottery	900,000	900,000
Dutch Postcode Lottery	900,000	900,000
Through third parties	-	-
SHO / Giro 555	8,227,269	894,477
Other non-individual donors	825,430	581,293
Total	51,316,308	35,936,201

* In the annual accounts 2020-2021 the wrong number was accidentally included. This is the corrected 2020-2021 number.

In FY22, CARE Nederland received EUR 51,557,638 from non-individual donors, an increase of EUR 15,621,437. More than half of this increase is because of the SHO donation. The other half is because of more income from the European Commission and Dutch Ministry of Foreign Affairs. The sources of this funding are summarised in the table above. In cases where CARE Nederland operates in a consortium as a partner, the revenue is reported in the table above as 'Through third parties'.

CARE Nederland also receives funding as the 'lead' of a consortium. In FY22, CARE Nederland was the lead of various consortia in different countries. On behalf of the consortium members, CARE Nederland received EUR 13,513,698 from donors. This amount is included in the CARE Nederland revenue. This is almost twice as much as during the previous financial year (EUR 6,776,445). This increase is thanks to the Dutch Relief Alliance Joint Response in Yemen and our ECHO response to Typhoon Odette in the Philippines. The table below presents the details.

Countries of operation	CARE Nederland as consortium lead	Consortium Partner	Total 2021-2022
Humanitarian Action			
Afghanistan	2,852,277	-	2,852,277
Ecuador	3,741	-	3,741
Pakistan	72,619	65,979-	6,640
Philippines	2,113,179	3,736,667	5,849,847
Somalia	3,525,543	824,855	4,350,398
Syria	50,273-	123-	50,396-
Thailand en Vietnam	299,215	286,673	585,888
Uganda	20,919	15,871-	5,047
Yemen	2,036,308	10,840,083	12,876,390
Sustainable Development			
Burundi	1,648,011	311,180-	1,336,831
Somalia	102,300	155,259-	52,959-
Yemen	889,859	184,159	1,074,018
Total	13,513,698	15,324,024	28,837,722

6.2 Expenditures

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

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

The costs of the organisation, that is, 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 timesheets.

The organisation's costs that are directly related to overall financial management, Board, Supervisory Council, or other general costs are fully detailed under 'Management and Administration'.

6.2.2 Expenditure on objectives

Reference 6.2.2	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Humanitarian Action	39,523,707	18,958,000	22,204,282
Programme commitments	38,532,995	18,046,000	21,485,485
Costs incurred by CARE Nederland	990,712	912,000	718,797
Sustainable Development	12,106,885	16,352,000	15,557,595
Programme commitments	10,404,379	15,228,000	13,911,185
Costs incurred by CARE Nederland	1,702,506	1,124,000	1,646,410
Multiplying Impact	1,584,242	1,731,000	1,407,397
Programme commitments	218,243	106,000	132,928
Costs incurred by CARE Nederland	1,365,999	1,625,000	1,274,469
Total expenditure on objectives	53,214,834	37,041,000	39,169,274

Programme expenditure consists of programme commitments to CARE International country offices or implementing partners, plus the direct costs incurred by CARE Nederland. New this year are the programme commitments to CARE Member Partners CARE USA, CARE France and CARE Germany.

The expenditure on objectives is over budget and in line with the FY22 revenue. This is all caused by our Humanitarian Action programmes (expenditure is almost EUR 21,000,000 over budget). In FY22, our expenses for Sustainable Development are over EUR 4,000,000 under budget. Most of the EUR 21,000,000 is caused by our SHO programme (EUR 7,000,000), our ECHO response to Typhoon Odette

(EUR 5,900,000) and the two-year Dutch Relief Alliance commitment for our Joint Response in Yemen (EUR 6,000,000). Due to contracts for Sustainable Development programmes that we planned to sign in June FY22 but will actually sign in July FY23, the Sustainable Development expenses have remained under budget.

Our expenditure on Advocacy is a bit under budget, but it increased by 13% compared to our expenses in FY21. The table below explains the sources of funding. We finalised a couple of 'old' EU programmes in Somalia in which we ended up spending less (EUR 490,020) than we received from the European Union, which explains the negative amount in the table.

Funding source	Humanitarian Action	Sustainable Development	Multiplying Impact	Total 2021-2022	Total 2020-2021
Ministry of Foreign Affairs	12,675,812	5,558,240	-	18,234,052	12,315,811
European Commission	13,195,454	490,020-	-	12,705,434	8,967,629
SHO/Giro 555	7,650,802	-	-	7,650,802	645,864
Corporates/Asset Funds	-	713,555	218,243	931,798	2,879,354
Other donors	4,433,042	4,552,351	-	8,985,393	10,110,523
Own resources	1,568,597	1,772,759	1,365,999	4,707,355	4,250,093
Total expenditure on objective	39,523,707	12,106,885	1,584,242	53,214,834	39,169,274

6.2.3 Specification of the organisation's costs (Model C)

Reference 6.2.3	Objectives			Fundraising	Management and administration costs	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
	Humanitarian Action	Sustainable Development	Multiplying Impact					
Allocation								
Grants & contributions	38,319,627	9,868,230	218,243	-	-	48,406,100	32,785,000	34,401,042
Public information & awareness campaigns	-	-	894,142	893,968	-	1,788,110	2,005,000	1,871,470
Staff costs	813,896	1,689,306	360,731	415,571	764,503	4,044,007	4,205,000	4,190,151
Housing costs	48,577	68,393	13,835	19,820	43,459	194,084	208,900	168,278
Office & general costs	338,157	476,099	96,308	137,973	302,527	1,351,063	1,130,100	1,176,391
Depreciation	3,450	4,857	983	1,408	3,086	13,784	18,000	13,771
Total	39,523,707	12,106,885	1,584,242	1,468,740	1,113,575	55,797,148	40,352,000	41,821,103

All costs are allocated in the following expense categories: Objective, Income generation, and Management & administration. The organisation's costs (excluding 'Grants & contributions') before allocation to the earmarked categories amounted to EUR 5,590,000, slightly over budget (EUR 28,000) and an increase of less than 1%. We spent less on Staff Costs due to fewer staff and higher payments from the 'ziektewet' than budgeted. The Office & General costs increased by EUR 161,397, mostly caused by additional costs for consultants and temporary staff than foreseen. We expect these costs to decrease again in FY23.

Due to difficulties in the face-to-face fundraising market, expenses on fundraising remained under budget and less than those in FY21.

The 'Management & Administration' costs incurred in FY22 decreased by almost EUR 60,000 to EUR 1,103,000, mainly because of less 'Office & general costs' & 'Staff costs'.

Staff costs	Actual 2021-2022	Budget 2021-2022	Actual 2020-2021
Gross salaries	2,677,071	2,701,890	2,717,226
Holiday entitlement and holidays	235,258	258,350	254,252
Social security contributions	473,234	515,843	550,949
Pension contributions	376,140	366,203	383,776
Employee insurances	118,078	126,544	125,186
Commuting expenses	13,725	71,954	3,572
Year-end gratification	150,501	164,216	155,191
Total staff costs	4,044,007	4,205,000	4,190,152

6.2.4 Personnel

Staff	Actual 2021-2022	Actual 2020-2021	Budget 2021-2022
Employees in the Netherlands	51.00	53.00	52.00
Advocacy	1.00	1.00	1.00
Management	1.00	2.00	2.00
Finance	4.00	4.00	4.00
Quality Management & IT	2.00	2.00	2.00
Office Management	2.00	2.00	2.00
Human Resources	4.00	5.00	4.00
Programmes	29.00	28.00	28.00
Communication & Fundraising	8.00	9.00	9.00
Employees as at the end of the reporting year	51.00	53.00	52.00
Average FTEs in the Netherlands	45.98	50.27	47.89
Average FTEs abroad	-	-	-

The employee data do not include temporary staff, consultants and volunteers.

6.3 Remuneration of Board and Supervisory Council

The Board consists of one person with the title of Executive Director. The Supervisory Council determines the remuneration policy for the Executive Director, the amount of remuneration payable to the Executive Director, and the amount of other emoluments for the Executive Director. The remuneration of the Executive Director was subject to the Collective Staff Agreement (Rechtspositiereglement) of CARE Nederland. 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 guidelines and the SBF (Samenwerkende Brancheorganisaties Filantropie) Code for Good Governance. The scheme defines a standard maximum for annual income based on weighted criteria. The calculation of annual income excludes the employer's costs. The total annual income of the Executive Director is presented in the annual accounts. With an annual income of EUR 110,625 (from 01/07/2021 – 30/06/2022), the current Board remuneration remains below the Goede Doelen Nederland maximum. According to the Regeling belonging directeuren van goededoelenorganisaties, CARE Nederland scores 435 BSD points. Thus, the maximum income is EUR 127,511. CARE Nederland's Board remuneration is in accordance with the CBF Code for Good Governance. The total income, including social security costs and pension contributions was EUR 142,857).

Management Board remuneration	Actual 2021–2022	Actual 2020–2021
R.P.F. van Haeringen		
Employment contract		
Nature (term)	Fixed contract	Fixed contract
Number of hours	38	38
Part-time percentage	100	100
Period	01/07/2021 t/m 30/06/2022	01/07/2020 t/m 30/06/2021
* Statutory Director as of April 4 th 2018		
Remuneration		
Annual income	110,625	105,392
• Gross annual salary	97,040	92,449
• Holiday pay	7,763	7,396
• Year-end gratitude	5,822	5,547
Social security contributions (employer's share)	10,062	10,391
Pension contributions (employer's share)	22,170	20,495
Total remuneration	142,857	136,278

The Supervisory Council performs its duties in an honorary capacity. In FY22, there was a face-to-face CARE International Supervisory Council meeting in Paris that was attended by both the 'leaving' chair and 'new' chair of the CARE Nederland Supervisory Board. Because the meeting was in Paris, the FY22 travel costs were relatively low. Therefore, the total expenses for the Supervisory Council decreased to EUR 2,749. In FY21, there was no face-to-face meeting at all, which explains the low costs in that year.

Remuneration and expense reimbursement Supervisory Board	2021-2022	2020-2021
Sum of expenses	2,749	1,461

6.4 Audit fees

Audit fees	2021-2022	2020-2021
Audit of the financial statements	99,275	66,670
Other audit services	10,200	14,450
Tax services	-	-
Other no audit services	-	-
Total	109,475	81,120

The fees listed above relate to the procedures applied to CARE Nederland by accounting firms and external auditors as referred to in Section 1, subsection 1 of the Audit Firms Supervision Act (*Wet toezicht accountantsorganisaties - Wta*) as well as by Dutch and foreign-based accounting firms, including their tax services and advisory groups.

Due to additional work, the costs for the audit of the financial statements increased by almost EUR 34,000. The fees regarding the audit of the financial statements relate to the 2020–2021 financial statements, regardless of whether the work was performed during the financial year. In FY22, the costs for other audit services decreased to EUR 10,200, a decrease of EUR 4,250 compared to FY21.

6.5 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 22 November 2022, no events occurred that would change the situation indicated on the balance sheet date.

6.6 Approval and adoption of the financial statements

The Annual Report and the accompanying financial statements were adopted on 22 November 2022 by the Board, which consists of:

Ms. Reintje van Haeringen

The Annual Report and the accompanying financial statements were adopted on 22 November 2022 by the Supervisory Council, which consists of the following executives:

Ms. Sarbani Bhattacharya (chair)

Ms. Karen Bakhuizen

Mr. Jan Broekhuizen

Mr. Pieter Huibert van de Stadt

Ms. Fleur de Nijs

Mr. Wietze Smid

Mr. Dustin Woodward

C Other information

7 SHO

7.1 Financial accounts of the national SHO Beirut action

	Total FY21 August 7, 2020 - Juni 30, 2021			Total FY22 July 1 2021 - 31-03-2022			Total Cumulative as per 30 June 2022		
	Emergency aid	Rehabilitation	Total	Emergency aid	Rehabilitation	Total	Emergency aid	Rehabilitation	Total
Income									
Income from joint campaigns			694,477			-			694,477
Interest			-			-			-
Total income			694,477			-			694,477
Costs for preparation & coordination			-			-			-
Ceiling for administrative costs			48,613			-			48,613
Total amount available for the action			645,864			-			645,864
Expenditure									
Commitments by participant			645,864			-			645,864
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	645,864	-		-	-		645,864	-	
Support via the participant	-	-		-	-		-	-	
Available to additional commitments			0			-			0
Participant cash flow									
Transfers by the participant related to:			645,864			-			645,864
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	645,864	-		54,890	-		645,864	-	
Support via the participant	-	-		-	-		-	-	
Local expenditure			392,014			253,850			645,864
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	392,014	-		253,850	-		645,864	-	
Support via the participant	-	-		-	-		-	-	

7.2 Financial accounts of the national SHO COVID-19 response

	Total FY21 May 6, 2021 - May 5, 2022			Total FY22 May 6, 2021 - May 5, 2022			Total Cumulative as per 30 June 2022		
	Emergency aid	Rehabilitation	Total	Emergency aid	Rehabilitation	Total	Emergency aid	Rehabilitation	Total
Income									
Income from joint campaigns			200,000			153,308			353,308
Interest			-			-			-
Total income			200,000			153,308			353,308
Costs for preparation & coordination			-			-			-
Ceiling for administrative costs			14,000			10,732			24,732
Total amount available for the action			186,000			142,576			328,576
Expenditure									
Commitments by participant			-			-			-
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	-	-		-	-		-	-	
Support via the participant	-	-		-	-		-	-	
Available to additional commitments			186,000			142,576			328,576
Participant cash flow									
Transfers by the participant related to:			-			328,576			328,576
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	-	-		328,576	-		328,576	-	
Support via the participant	-	-		-	-		-	-	
Local expenditure			-			-			-
Support via implementing organisation	-	-		-	-		-	-	
Support via the international network	-	-		-	-		-	-	
Support via the participant	-	-		-	-		-	-	

7.3 Financial accounts of the national SHO Ukraine action

	Total FY22 March 1, 2022 - June 30, 2022			Total Cumulative as per 30 June 2022		
	Emergency aid	Rehabilitation	Total	Emergency aid	Rehabilitation	Total
Income						
Income from joint campaigns			8,089,255			8,089,255
Interest			-			-
Total income			8,089,255			8,089,255
Costs for preparation & coordination			-			-
Ceiling for administrative costs			566,248			566,248
Total amount available for the action			7,523,007			7,523,007
Expenditure						
Commitments by participant			7,336,449			7,336,449
Support via implementing organisation	-	-		-	-	
Support via the international network	7,336,449	-		7,336,449	-	
Support via the participant	-	-		-	-	
Available to additional commitments			186,558			186,558
Participant cash flow						
Transfers by the participant related to:			7,336,449			7,336,449
Support via implementing organisation	-	-		-	-	
Support via the international network	7,336,449	-		7,336,449	-	
Support via the participant	-	-		-	-	
Local expenditure			2,206,744			2,206,744
Support via implementing organisation	2,206,744	-		2,206,744	-	
Support via the international network	-	-		-	-	
Support via the participant	-	-		-	-	

8 Independent Auditor's Report

To: the Executive Director and the Supervisory Council of Stichting CARE Nederland

Report on the financial statements 2021/2022

Our opinion

In our opinion, the financial statements of Stichting CARE Nederland ('the Foundation') give a true and fair view of the financial position of the Foundation as at 30 June 2022, 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 2021/2022 of Stichting CARE Nederland, Den Haag.

The financial statements comprise:

- the balance sheet as at 30 June 2022;
- the statement of income and expenditure for the year then ended; and
- the notes, comprising a summary of the accounting policies and other explanatory information.

The financial reporting framework 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. We have further described our responsibilities under those standards in the section 'Our responsibilities for the audit of the financial statements' of our report.

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

Independence

We are independent of Stichting CARE Nederland in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assuranceopdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

Report on the other information included in the annual report

The annual report contains other information. This includes all information in the annual report in addition to the financial statements and our auditor's report thereon.

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the directors' report that is required by the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board

We have read the other information. Based on our knowledge and the understanding obtained in our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing our procedures, we comply with the requirements of the Dutch Standard 720. The scope of such procedures was substantially less than the scope of those procedures performed in our audit of the financial statements.

The Executive Director is responsible for the preparation of the other information, including the directors' report pursuant to the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board.

Responsibilities for the financial statements and the audit

Responsibilities of the Executive Director and the Supervisory Council of Stichting CARE Nederland for the financial statements

The Executive Director is responsible for:

- the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Charity organisations' of the Dutch Accounting Standards Board; and for
- such internal control as the Executive Director 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 Executive Director is responsible for assessing the Foundation's ability to continue as a going-concern. Based on the financial reporting framework mentioned, the Executive Director should prepare the financial statements using the going-concern basis of accounting unless the

Executive Director either intends to liquidate the Foundation or to cease operations or has no realistic alternative but to do so. The Executive Director should disclose in the financial statements any event and circumstances that may cast significant doubt on the Foundation's ability to continue as a going concern.

The Supervisory Council of Stichting CARE Nederland 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 in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis for our opinion. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error and to issue an auditor's report that includes our opinion. Reasonable assurance is a high but not absolute level of assurance, which makes it possible that we may not detect all material misstatements. Misstatements may arise due to fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

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

Rotterdam, 19 January 2023
PricewaterhouseCoopers Accountants N.V.

Original has been signed by M. Gaasterland RA



Appendix to our auditor's report on the financial statements 2021/2022 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 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 Executive Director.

- Concluding on the appropriateness of the Executive Director'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 of Stichting CARE Nederland 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.

Our plans for 2022-2023

Chapter 9

In the 2022–2023 fiscal year, we will continue to implement CARE Nederland’s strategic roadmap FY22–FY26 to overcome poverty, focussing on the following ambitions:

1. Strengthen our funding base, with a particular focus on unearmarked resources
2. Be an attractive and trusted organisation
3. Work in complementarity with others through partnerships at all levels
4. Apply a focussed, integrated and scalable approach to programmatic impact
5. Advocate for changing the system conditions that promote the perpetuation of poverty



Strengthen our funding base

We expect costs of operations to go up in the 2022–2023 fiscal year, while the indirect coverage rates in donor-funded projects will likely stay the same. This means we need to place additional emphasis on raising unrestricted funding. We will focus on diversifying our channels for private fundraising to include legacies and online fundraising.

We will continue to develop initiatives for and with foundations, but with a specific focus on (larger) corporate foundations. Our engagement with the private sector will be directly linked to our programmatic work, where we will seek to work in partnership with public partners and foundations to allow for maximum impact on communities.

Attractive and trusted organisation

In terms of systems change, we will practise what we preach by adhering to principles and practices of gender equality, climate justice and equitable partnerships. As host of CARE International’s Climate Justice Center (CJC), we will capitalise on the CJC team to strengthen our work in Sustainable Livelihoods, while, at the same time, taking responsibility for CJC’s contribution to the wider confederation.

In terms of systems change, we will practise what we preach by adhering to principles and practices of gender equality, climate justice and equitable partnerships.

We will enhance the quality and appropriateness of our services and products by ensuring that we learn as an organisation and can adapt to changes in our context. Our communication will focus on specific target groups that are relevant to fulfilling our objectives and bringing about systems change, ensuring that we are known by our audiences as knowledgeable and effective – and that we can be trusted to deliver what we promise.

Partnership approaches

Working in partnerships is key to achieving the impact and systems change we strive for, both in terms of collaboration with donors, peers, knowledge institutes and companies in the ‘Global North’, and in terms of equitable relationships with country offices, partner organisations and communities in the ‘Global South’.

We will continue to develop a shared vision on what Equitable Partnerships in our programmatic and advocacy work look like and discuss the consequences with relevant stakeholders. To this end, we will invest in a pilot study on collaboration in the DRC. Furthermore, we will strengthen and continue to build our network with donors, peers, knowledge institutes and private companies, seeking relationships of mutual added value, and we will focus on opportunities to scale impact and influence system conditions that keep poverty and inequality in place.

Programmatic impact

Our programming work does not only imply our contribution to impact, but it also provides the evidence base for our broader efforts to influence system conditions through advocacy. Given the need to achieve more with fewer resources, we increasingly look for ways to scale impact through innovations, market-based approaches, effective involvement of local partners, influencing local system conditions and improving the overall quality of our work. We do this by consistently applying quality standards and ensuring we learn from practice. Furthermore, we will invest in additional support on monitoring, evaluation, learning and knowledge development.

Advocacy for systems change

Our efforts to influence system conditions through advocacy will be focussed on 1) implementation of an overall advocacy strategy, influencing conditions for development cooperation in general and ensuring continuous engagement with key stakeholders; 2) internal coordination and collaboration between advocacy, programme and communications colleagues to work together on opportunities for systems change; and 3) thematic focus on advocacy goals related to climate change adaptation and gender equality. Advocacy goals related to equitable partnerships still need to be determined. We will continue to invest in staff focussing on advocacy for climate justice.



Budget for 2022-2023

Statement of income and expenditure	Budget 2022-2023
Revenue	€ 46,203,000
Fundraising	€ 6,235,000
• Individual fundraising	€ 4,493,000
• Corporate fundraising	€ 767,000
• Lotteries	€ 975,000
Grants	€ 39,416,000
Other fundraising organisations	€ 432,000
Other revenue	€ 120,000
Expenses	€ 46,949,000
Strategic objectives (grants/direct costs)	€ 39,971,000
• Humanitarian Action	€ 11,269,000
• Sustainable Development	€ 32,988,000
• Advocacy	€ 192,000
Fundraising	€ 1,300,000
General & administration	€ 1,200,000
Result before change finance revenue/expense	€ 746,000-
Result financial revenue/expense	€ 40,000-
• Interest	€ 40,000-
• Financial expense	-
Result after change finance revenue/expense	€ 786,000-
Appropriation of result to designated reserves	€ 296,000-
Appropriation of result to designated funds	€ 614,000-
Continuity reserve movement	€ 124,000-



CARE Nederland

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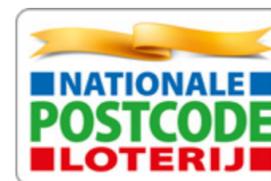
IBAN: NL74ABNA 063 163 5777

NL Chamber of Commerce number: 41158230

CARE Nederland

Design: Engine Branding & Identity

Photography: CARE International/CARE Nederland



A photograph of a man and a woman in a rural, agricultural setting. The woman, on the left, is wearing a white headwrap and a light-colored, patterned shirt. The man, on the right, is wearing a light blue button-down shirt and is smiling broadly while looking at the woman. They appear to be engaged in a conversation. The background shows lush greenery, including what looks like a banana plantation, and a stone wall on the left. The overall tone is warm and positive.

A different approach.

A fairer world.