



Annual Report 2022-2023

CARE Nederland



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Letter from the Executive Director

Over the past year, we have once more been able to confirm how natural and man-made disasters, along with the impacts of climate change and the persistence of conflict in various countries, disproportionately affect communities that live in vulnerable conditions. It leads to lower incomes, reduced productivity, and food insecurity – particularly for the women, girls, refugees, and displaced persons within those communities.

After the devastating earthquakes in Turkey and Syria, we were able to provide relief to the affected communities, thanks to the generosity

of the Dutch people who responded to the Giro555 campaign. Furthermore, through collaborations with the Dutch Relief Alliance, the Ministry of Foreign Affairs, and ECHO funding from the European Commission, we continued our humanitarian support in crisis-affected countries such as Yemen, Sudan, Somalia, Afghanistan, and Pakistan.

Beyond emergency responses, we sustained long-term support for communities facing poverty and inequality, with a focus on improving the position of women and girls. This involves supporting economic

empowerment through entrepreneurship and equal participation in value chains. For instance, our Advancing Women Enterprises project in Ethiopia (see page 29) exemplifies these efforts. Additionally, we work to create conditions for women's participation in decision-making processes, challenging and changing harmful social norms in collaboration with communities. An example is the Women's Leadership and Advocacy Initiative in South Sudan (see page 32).

A significant portion of our programming is dedicated to reducing communities'



vulnerability to climate change and enhancing their adaptive capacities. We promote climate-resilient livelihood strategies and strategies to reduce the risks of disasters. Beyond that, the Pro-ARIDES project in Mali, Burkina Faso, and Niger (see page 40), funded by the Dutch Ministry of Foreign Affairs and conducted with partners such as SNV, Wageningen University, and the Royal Tropical Institute, exemplifies our commitment to resilient livelihoods, and enhances it with improved food security and increased income for farmer and pastoralist households. Our approach includes establishing efficient, decentralised institutions and organisations to empower communities for their economic development.

Recognising that projects alone cannot address poverty and inequality, we strive to influence policies and stakeholders. An example is our engagement with the Dutch feminist foreign policy developed by the Ministry of Foreign Affairs. This policy emphasises feminist principles, such as power-sharing, inclusive decision-making, and equality. CARE uses evidence from its programmes to underscore the importance of specific success factors in improving gender equality, including examples from our ‘engaging men and boys’ approach that transforms oppressive gender norms.

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, the growing number of our individual supporters and their invaluable contributions and commitment to our organisation and our projects are indispensable. We express our gratitude and thanks 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. CARE was founded in the aftermath of World War II in response to the millions in need of food and relief supplies in Europe. Almost eight decades later, CARE has evolved into one of the largest poverty-fighting organisations in the world.



Our mission and vision

CARE supports people in some of the world’s most challenging places so that 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 justice

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.

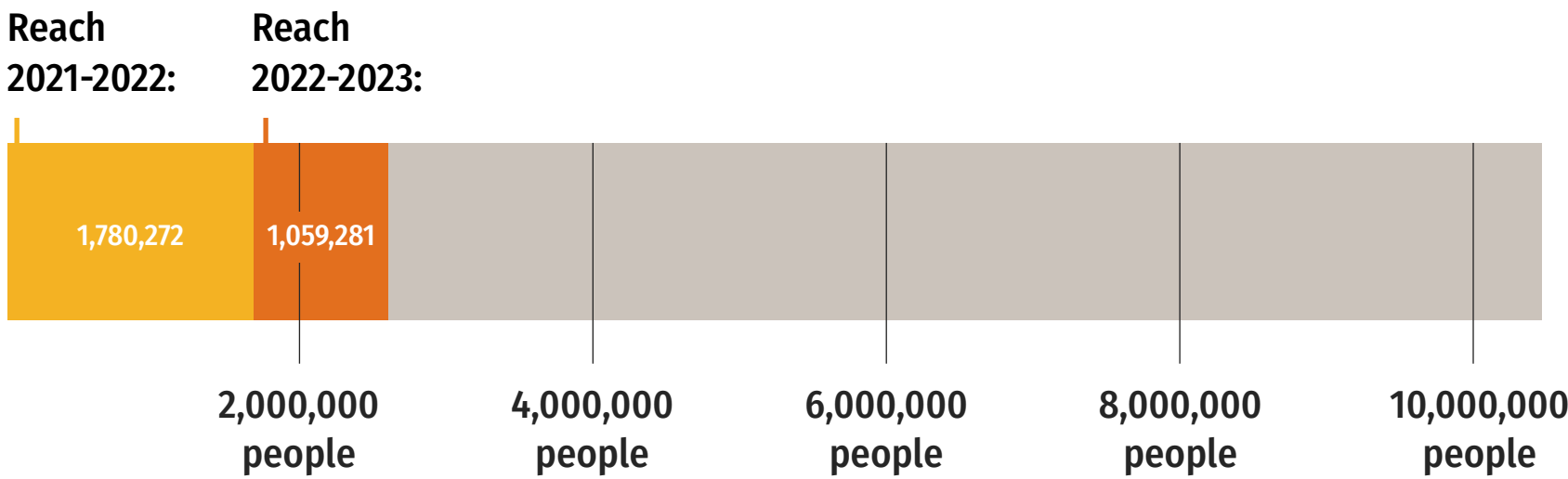


Our different approach

Poverty is on the rise, and the gap between people’s needs and the funding available to fulfil these needs is increasing. Our work focuses 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 least ten million people living in fragile contexts by:

In 2022-2023, we reached 1,059,281 individuals.



At the start of the past fiscal year some of our larger projects, that reached a lot of people, had ended. During this year we were able to secure a set of new projects with a large potential for scaling our impact, and their implementation is currently being set in motion. We therefore expect our reach numbers to pick up and rise to expected levels over the next fiscal year.

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, Women’s Rights and Sustainable Livelihoods.

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, Gender Equality and Equitable Partnerships.





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 bring lives to safety 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, an international team that serves the entire CARE International confederation, supporting members and country offices in enabling poor people and people in vulnerable circumstances to take action in the climate crisis, while building knowledge for climate change adaptation and mitigation.



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.



Corporate donors and partners

In fiscal year 2022–2023, we completed our project with Elemental Water Makers in Yemen. Yemen is known as one of the countries with the greatest water scarcity in the world. About 18 million people do not have access to safe, clean drinking water or sanitation facilities. Within the Yemen Protracted Joint Response in the Dutch Relief Alliance, CARE and partner Elemental Water Makers have installed a solar-driven desalination unit. The community will manage the unit and provide people with affordable, clean and safe drinking water.

A representative baseline survey for 44 communities in the CARE cocoa project (78 percent women) with Unilever, Barry Callebaut and ICRAF in Ivory Coast revealed that collecting firewood/cooking on wood fire, fetching water and doing laundry were identified as the most time-consuming activities in the daily household. A proposal was then developed to introduce improved mud stoves, gas stoves, washing machines and solar-powered water pumps while working on social norms in the Unilever/Barry Callebaut/ICRAF cocoa project. Will women spend less time on these tasks and are they able to spend time on income-generating activities which can reduce the Living Income Gap in cocoa households? In fiscal year 2022–2023, this proposal was approved, and implementation started.

Foundations

With financial support from various foundations, CARE Nederland has been providing school meals on 13 schools to almost 3.000 children within our school feeding programme in Somalia.

In addition to these newly launched programmes in fiscal year 2022–2023, CARE worked on ongoing programmes and individual projects with financial support from:

- & Other Stories
- Bopinc
- IDH
- Lemonade
- MARS Food
- Rabo Foundation
- RVO
- WakaWaka Foundation

Individual donors

In 2022–2023, we had 71,635 individual donors. 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 are available 6 days a week by phone and e-mail to guarantee a response within 48 hours.

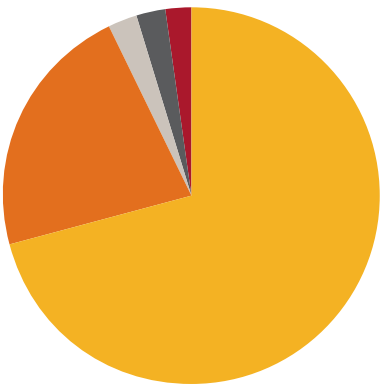
Our income and expenses*

In 2022-2023 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 2022-2023 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

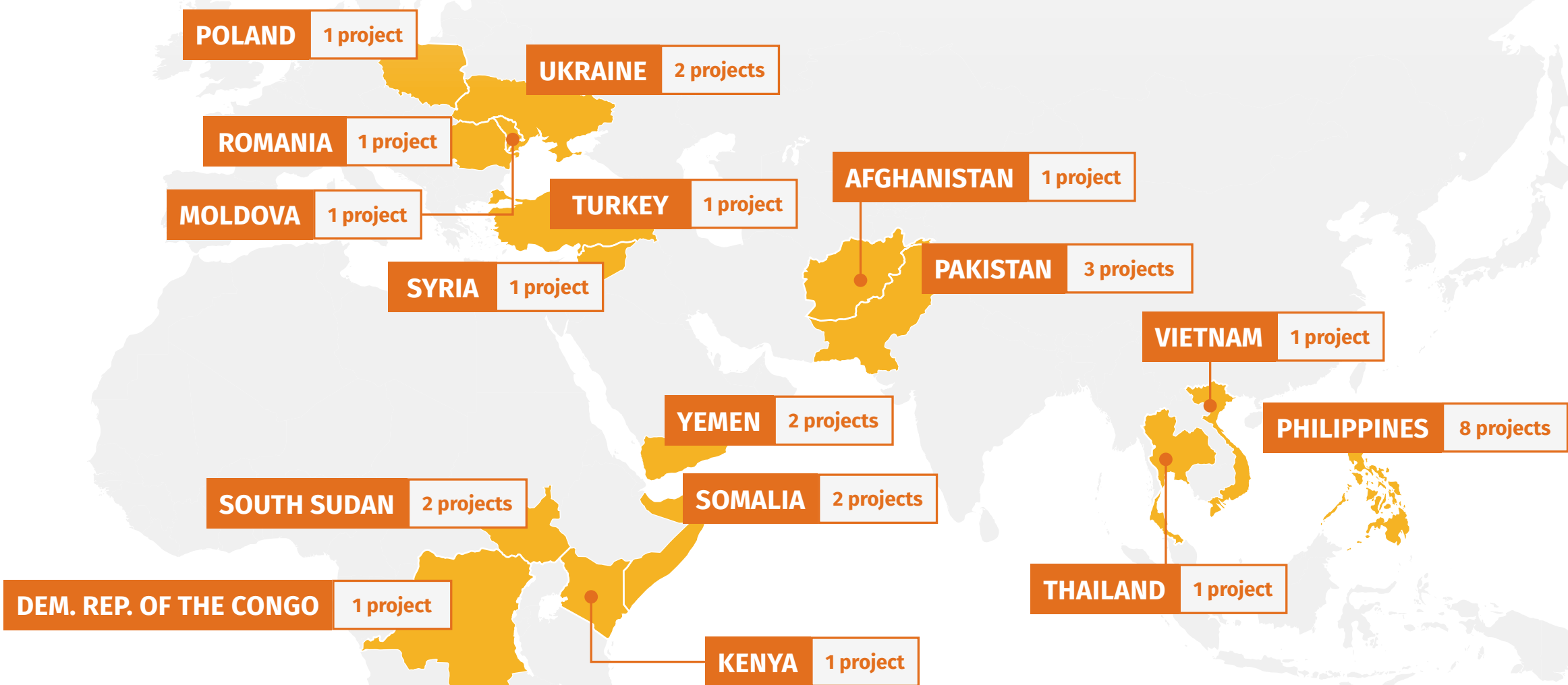
Chapter 3

CARE responds quickly when emergencies arise and assists people to 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 2022–2023 fiscal year, we implemented 31 Humanitarian Action projects in 17 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 through Giro555 and our own fundraising campaigns.



 **198,468**
people reached with hygiene promotion/
awareness raising activities

 **198,101**
people provided with access to safe and
sufficient water

 **95,538**
people provided with hygiene support

 **73,529**
people gained access to safe, clean and
functional toilets

 **52,527**
people were provided with cash

 **39,871**
people screened for under nutrition

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.

This past fiscal year, CARE participated in three acute crisis Joint Responses. In Pakistan, six months of heavy rainfall have left the Indus delta in Sindh province inundated. This unforeseen situation, coupled with the onset of winter in December 2022, necessitates additional assistance for the affected

population. The Bay Region Joint Response addresses the severe drought in the Somali districts Baidoa and Burhakaba. Focusing exclusively on these famine-threatened areas, the response enables close local coordination. Six DRA members and five local partners work together to deliver vital humanitarian aid.

In Myanmar, Cyclone Mocha struck with winds reaching 280 km/h (175mph), affecting 16 million people. The Joint Response focuses on aiding those heavily impacted in the Rakhine state, particularly in the Sittwe and Kyauktaw districts.

The Acute Joint Response is focused on addressing the urgent needs in Myanmar's Rakhine state following Cyclone Mocha. Due to restricted access for international NGOs, collaboration with local partners is crucial. The response includes providing emergency shelter support, restoring WASH infrastructure, addressing food security and livelihoods, rehabilitating health facilities, and offering multi-purpose cash assistance. Cyclone Mocha damaged homes, WASH facilities, and disrupted food supplies, making immediate assistance vital. The health sector faces shortages of medicines and staff, necessitating primary healthcare and psychosocial support. Multi-purpose cash aid aims to help people with basic needs, temporary shelter, food, hygiene items, and protection.



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 2022–2023 fiscal year, we implemented projects in Afghanistan, the Philippines, Pakistan, Somalia, South Sudan, Thailand and Vietnam through ECHO funding.

In Vietnam, we have formed a consortium to improve gender-responsive forecast-based early actions (FBEA) for disaster preparedness in Association of Southeast Asian Nations (ASEAN) countries. The project aims to strengthen the awareness, capacity, and resilience of communities and actors to respond to flooding and drought in Binh Thuan and Quang Tri. It also involves capacity building for local authorities, advocacy for coordinated FBEA efforts, and direct assistance to communities living under vulnerable circumstances.

In Somalia, we aim to improve the quality of education. This includes teacher training, provision of incentives, and capacity strengthening for education stakeholders in various regions, benefitting 30,530 school-aged boys and girls from disadvantaged communities.

In Afghanistan, we focus on providing primary health care and essential nutrition services in remote areas of the Ghazni and Herat provinces. The project aims to address the limited access to health and nutrition services due to conflicts, natural disasters, and the impact of COVID-19. The project includes mobile health teams, nutrition services, and treatment of malnutrition, among other services.

In South Sudan, the integrated multi-sectoral response aims to reduce mortality and morbidity among people affected by undernutrition, food insecurity, disease outbreaks, and vulnerabilities. It provides health and nutrition services, access to primary health care, and assistance to crisis-affected populations in various regions.



In the Philippines, our project responds to the critical needs of 2.4 million people affected by Typhoon Rai. It includes a multi-sectoral approach, offering food security, livelihood support, WASH, shelter, health, education, and protection assistance. The focus is on populations living under vulnerable conditions in remote and hard-to-reach areas.

In Pakistan, we responded to the devastating floods affecting over 33 million people in Balochistan and Sindh. This action aims to improve living conditions in the Jaffarabad and Mir Pur Khas districts. It provides life-saving humanitarian assistance, including cash support, access to clean water, sanitation facilities, temporary shelter, and protection services for populations living in vulnerable conditions. On page 20 of this annual report, we highlight the story of CARE Pakistan employee Maryam Imtiaz.

Each project addresses specific humanitarian needs in its respective country, ranging from disaster preparedness and education to health care, nutrition, and assistance in response to natural disasters.



Individual donors

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



In the past fiscal year, we continued our work for Ukrainian refugees in neighbouring countries of Ukraine and for people in Ukraine itself. CARE provided support to individuals in Ukraine, Moldova, Poland, and Romania. In both Ukraine and its neighbouring countries these activities included providing food, shelter, personal hygiene products, medications, cash support, and school supplies for children. As in all our efforts, we paid special attention to the specific needs of women and girls.

In February 2023, the region spanning Southern Turkey and Northeastern Syria was struck by a severe earthquake with far-reaching consequences. Under the Giro555 coalition, CARE conducted a national campaign and, thanks to that fundraising effort, provided acute humanitarian assistance. We worked closely with local partners to deliver clean water, food, and other essential necessities, as well as providing protection, housing restoration, and financial aid. Our work in Turkey and Syria continues, and we periodically report on how the entrusted donations have been utilised, the activities carried out, and whom we have reached. In this annual report, on page 21, we highlight the work that we have been able to accomplish thanks to the resources from Giro555.

Working together towards greater resilience

A significant portion of the Pakistani population lives in poverty, and there is a high incidence of (domestic) violence against women. Additionally, large-scale floods and extreme droughts always pose a threat. With the right guidance, communities can better defend themselves against floods.

From humanitarian aid to prevention

Thanks to funding from ECHO, CARE has been working to improve the living conditions of the flood-affected communities in the districts of Jaffarabad in Balochistan and Mir Pur Khas in Sindh. This includes providing acute humanitarian assistance, assisting people in better meeting their daily needs, and enhancing the availability of protection services.

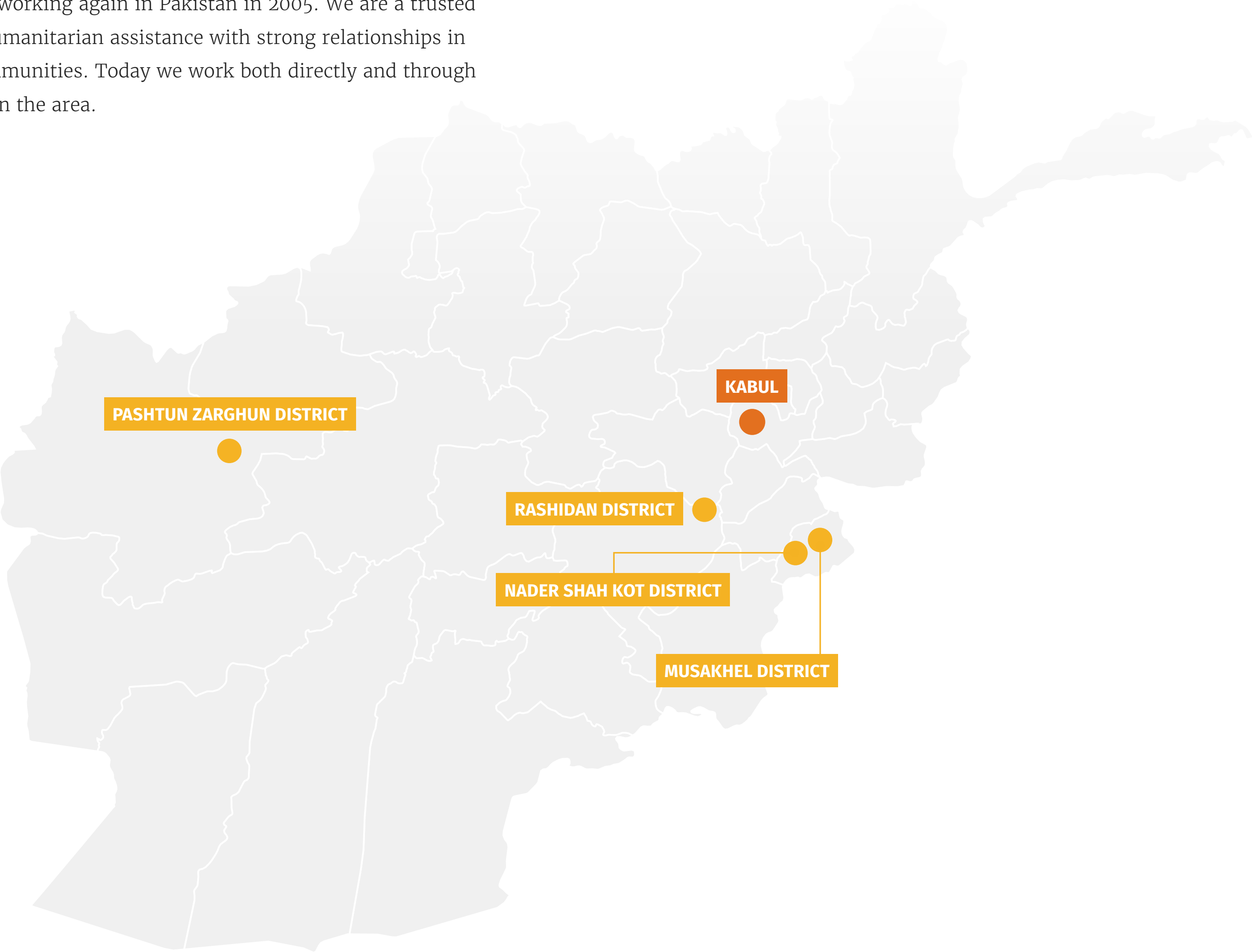
The project specifically focuses on women, children, the elderly, and people with disabilities, as they are more vulnerable to natural disasters and the resulting food insecurity, malnutrition, health issues, and neglect.

**With the right guidance, communities can better
defend themselves against floods**



Since 1949

CARE has worked in Pakistan since 1949. After a 25-year absence, CARE started working again in Pakistan in 2005. We are a trusted provider of humanitarian assistance with strong relationships in Pakistani communities. Today we work both directly and through our partners in the area.



"I want women to be able to fully use their voices"

Despite women being disproportionately affected by crises, they continue to play a vital role in leading efforts towards sustainable solutions. Maryam Imtiaz, a CARE Pakistan employee, exemplifies such leadership.

Maryam Imtiaz, a communications assistant at CARE Pakistan, played a pivotal role in responding to the devastating 2022 floods that submerged nearly a third of Pakistan and affected over 30 million people.

Her commitment to supporting women and girls in Pakistan is evident: "I am dedicated to ensuring that women and girls have access to education, healthcare, protection, and all their rights. Everyone deserves the opportunity to realise their full potential, and I will always strive to make that happen."

Maryam emphasises the value of female involvement in humanitarian responses, as women often possess a unique perspective and skills to reach and support the groups in the most vulnerable circumstances. They can build relationships and connect in ways that male aid workers may lack due to cultural constraints.

Maryam also recounts an encounter with Fiza during the 2022 flood response, who tragically lost

Fiza is now left in the care of her aunt, Saibani, after her mother's passing. Photo: Maryam Imtiaz

her mother, Fozia, shortly after birth due to a lack of timely and safe maternal care. This incident underscores the urgent need for secure maternal care, shelter, economic opportunities, and education for women and girls.

Maryam's vision is clear: "I want women and girls in Pakistan to fully participate in society, be represented in government, business, and other decision-making bodies, and use their voices to advocate for their rights and those of others."



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

Giro555 campaign: “Help earthquake victims Syria and Turkey”

The earthquake in Turkey and Syria in February 2023 has left families displaced and caused suffering for many. Tens of thousands of lives were lost, and millions of people lost their homes and belongings. CARE provides life-saving emergency assistance to people in both Turkey and Syria who need it most.

With funds raised by Giro555, we support people in the most heavily affected areas in Turkey and Syria, on both sides of the border.

What we do

Our relief efforts include providing life-saving food assistance, shelter, and water- and sanitation services. Many people have received food and hygiene support, shelter and help with recovering their livelihoods in Turkey, while families in Syria have received water and sanitation support, cash for food assistance

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

and have been involved in cash for work opportunities.

We supply the households in the most vulnerable circumstances with cash for food assistance and cash for work, for example by employing Syrian workers to help clear up the rubble from the earthquake in the country.

Women and girls

In our humanitarian response, we pay particular attention to the specific needs of women and girls, who constitute the bulk of internally displaced people in Turkey and Syria. 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.



Dutch solidarity

The Dutch public expressed deep solidarity and donated an impressive **€123 million** to the Emergency Appeal Alliance through one of the most successful national Giro555 campaigns.

Conflict in Sudan

In April 2023, conflict erupted in Sudan, which led to an enormous number of deaths and displaced people. Millions of Sudanese civilians were forced to flee their homes, both within Sudan as well as to neighbouring countries. CARE has been providing lifesaving humanitarian aid, assisting refugees and people in need both in Sudan as well as in neighbouring countries such as Chad, providing clean drinking water, food, sanitation services, emergency latrines, medical assistance and more. While doing so, CARE maintains special attention to the needs of women and girls. Besides, CARE’s projects that were already ongoing before the conflict in Sudan erupted, have been continuing as well, despite the situation in the country.

“This was the darkest scenario for Sudan”

Arthur Molenaar, CARE Deputy Country Director for Sudan

Faces of the crisis

In February 2023, millions of people lost their homes, loved ones and belongings and had to flee to escape the danger. It is mostly women and children who have been forced to leave their homes with no idea what the future holds for them.



Shireen is from Jindires in the Afrin district in northern Aleppo, Syria. She and her brother lived with their parents in Afrin city and as a result of the damage to the house they lived in, they headed back to their village, only to find that their home there too was damaged by the earthquake. The family now lives in a tent that was offered by CARE's local partners.



Hüsameddin Güler, his wife Selen and their four children live in a tent in the southern Turkish province Hatay. “We don’t want to continue living in tents, but the buildings are still collapsing and unstable. Nothing is left. CARE supported us with kitchen appliances, food, hygiene items and water bottles and we are very grateful for this, otherwise we would have had nothing”, says Hüsameddin.



Fatma and her six children lost their home to the earthquake. Afterwards, she was extremely worried about her own and her children's mental health. She now receives psychological aid and mental health support from Syria Relief, a local organisation supported by CARE. "When we left our house, I was deeply affected and broken. But when I attended the sessions, I started getting better."

Selection of project results



33,377
people

were reached in Syria



9,958
people

were reached in Turkey



The 53-year-old Layla just received a CARE hygiene kit, which includes towels, shampoo, hygiene pads, toothbrushes and toothpaste, detergent, sponges and more. Since the earthquake, Layla lives in a tent and is in need of assistance. "I came to CARE's distribution today because in our tent we have nothing", says Layla.



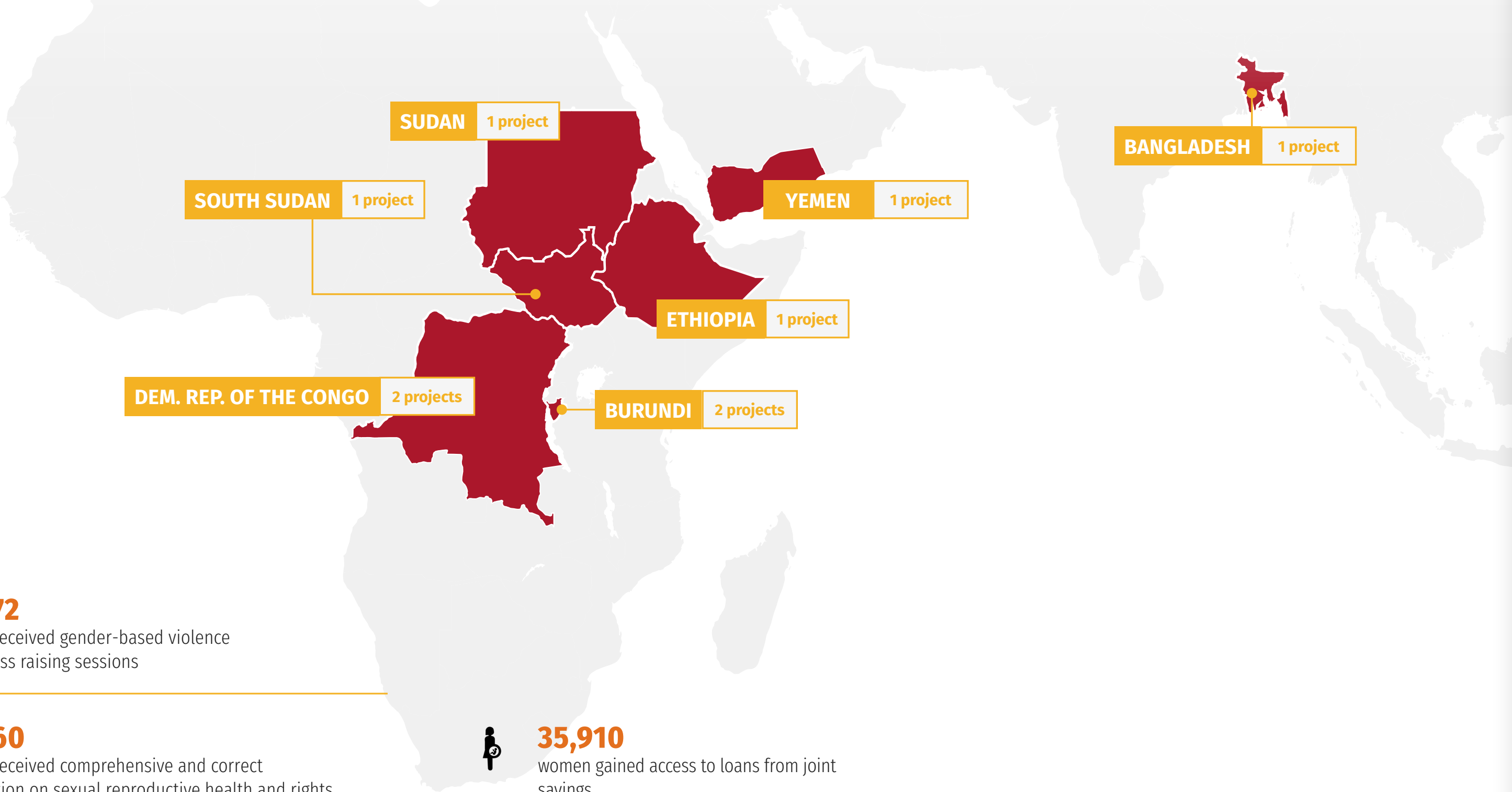
Women's Rights


Chapter 4

CARE supports women in breaking the cycle of poverty. We help creating 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 2022–2023 fiscal year, we implemented 10 projects in 8 countries with the primary aim to promote women's rights. These projects focused on women's voice and leadership, women's economic justice and sexual reproductive health and rights.





 **72,872**
people received gender-based violence awareness raising sessions


 **52,260**
people received comprehensive and correct information on sexual reproductive health and rights

 **27,397**
women strengthened in their capacity to build successful businesses by training

 **15,521**
men and boys were engaged to support women

 **35,910**
women gained access to loans from joint savings

 **619**
women learned more about their rights and responsibilities as citizens

 **21**
dialogue spaces created and used to promote health and women's rights

Women's Voice and Leadership

CARE assists in creating 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 2022–2023 fiscal year, we supported women and girls in participating meaningfully in peace processes in Burundi and the Democratic Republic of Congo by structurally engaging men and boys and transforming harmful attitudes and behaviour.

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 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 43 of this annual report provides an overview of CARE's global success with savings groups.





Other projects focusing on Women's Economic Justice in the 2022–2023 fiscal year included Advancing Women Enterprises in Addis Ababa, Ethiopia, the Mawe Tatu II project in the Democratic Republic of Congo, and a project on 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 2022–2023 fiscal year, we implemented family planning projects in Burundi and the Democratic Republic of Congo. In both projects, the aim is to enable informed decision-making when it comes to sexual reproductive health. In Sierra Leone, we implemented a community-led solution for the prevention of and response to gender-based violence.

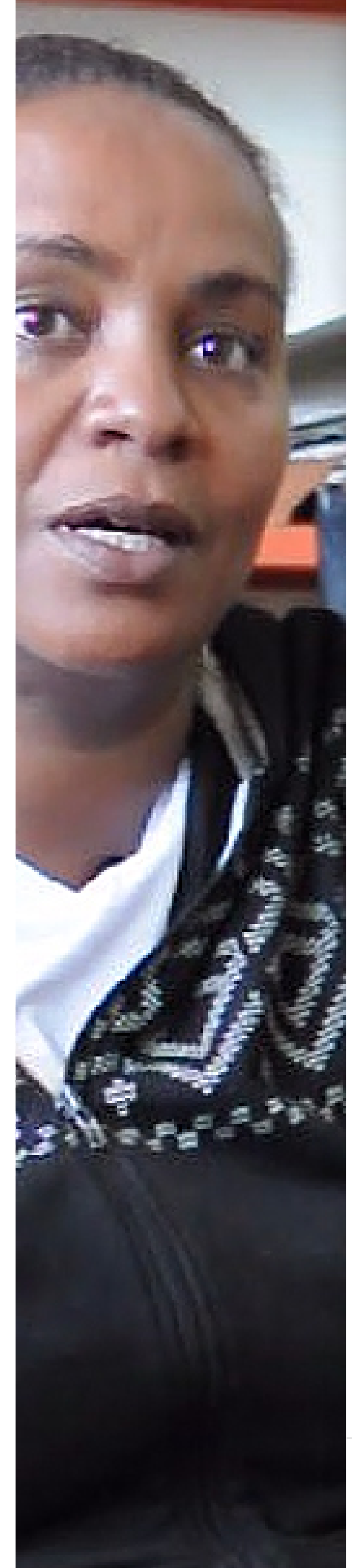
A Tale of Transformation

In the heart of Ethiopia, where traditions and modernity converge, a remarkable initiative is taking place to empower women and reshape their roles in society. The Netherlands Embassy in Ethiopia, in collaboration with CARE International in Ethiopia, has launched the Advancing Women Enterprises project. This project aims to address the challenges faced by women entrepreneurs, offering them a chance to break free from the shackles of poverty and inequality while fostering stability and inclusive socio-economic development.

At the heart of this initiative lies the belief that women's empowerment is a catalyst for change, not just for individual lives but for entire communities. The project focuses on a wide range of businesses, from small-scale petty trade to coffee shops, construction, tailoring, soap and detergent production, and urban agriculture. Its multi-pronged approach includes providing essential business skills training, access to financial services, and creating a supportive business environment.

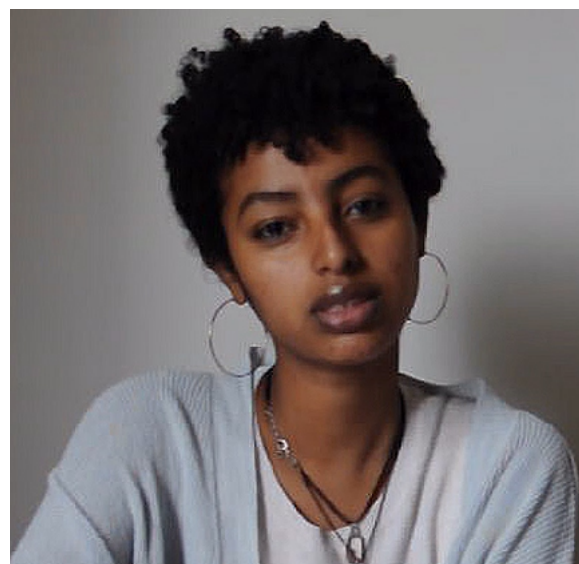
One of the shining examples of this initiative is Ejeg Daniel, a talented designer of leather products. Before the training, Ejeg's enterprise operated without a clear plan, often leading to financial uncertainty. However, through the project's business skills training, Ejeg and her team learned crucial lessons. She realised the importance of understanding her customers, identifying gaps in her work, and setting clear goals for her business. Perhaps most importantly, Ejeg learned the art of pricing products accurately, transforming her enterprise from a random pricing approach to a methodical and sustainable one.

Another vital aspect of the project is its focus on resourcefulness and sustainability. The training encourages entrepreneurs like Ejeg to find innovative ways to utilise leftover materials efficiently, thereby reducing waste and increasing profitability. Ejeg's story is a testament to how a shift in mindset and training leads to profound improvements in the way businesses operate.





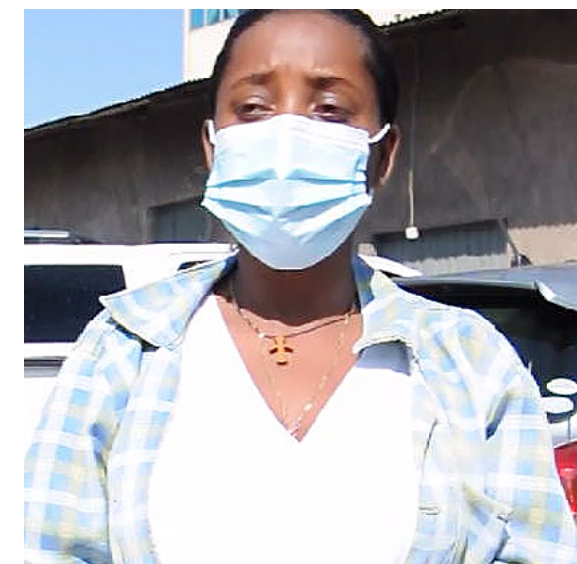
Abomsa Kebede, the Livelihoods and Gender Advisor, underscores the project's comprehensive approach. He highlights the importance of addressing not only the technical aspects of business, but also the social norms that hinder women's progress. By providing life skills and business skills training, the project helps women gain the confidence to present their business ideas and interact effectively with customers.



Hanan Abdurahman, a Business Development Service Officer, speaks passionately about the transformation she has witnessed among participants. She describes how many women initially approached the training with scepticism, having experienced previous business skills training programmes that didn't yield tangible results. However, over the course of eight days and ten modules, these women began to develop their business vision, understand their customers better, and gain confidence in presenting their ideas. This newfound self-assuredness has enabled them to engage with customers more effectively.



Freshwoyne Endriyas, a private tailor enterprise owner, demonstrates how the project has not only improved business acumen but also inspired entrepreneurs to explore new avenues. Freshwoyne shifted from traditional tailoring to working with an overlock machine, identifying an unmet market need on her floor. Her entrepreneurial spirit was ignited by the project's teachings, allowing her to have more control over her business and fill a market gap.



Mekdes Eyasu, who runs a car wash business, emphasises the importance of customer service. Through the project, Mekdes and her team learned that treating customers well, even during exhausting work, is vital for business success. They also decided to revive their additional offerings, such as selling tires and oils, demonstrating their renewed commitment to expanding their business.

In conclusion, the Advancing Women Enterprises project in Ethiopia represents a beacon of hope and empowerment for women entrepreneurs. By equipping them with essential skills, resources, and confidence, this initiative is catalysing change not only in the lives of these women but also in the broader community. As these women continue to thrive and their businesses grow, they serve as inspiring examples of how gender equality and economic development go hand in hand, ultimately creating a more stable and inclusive society.

The current programme was set to conclude at the end of October 2023, but we have secured additional funding for another three years, totalling 4.5 million euros, in order to reach another 100.000 women directly and indirectly. Furthermore, we have been granted permission to expand this programme to two additional cities.

Selection of project results

 **2,972**
people with improved awareness of women's rights

 **50**
VSLAs were linked to a formal financial institution for data-driven credit service

 **94**
project participants attending tailoring, fashion designing and embroidery workshops

Empowering Women's Leadership and Advocacy in South Sudan

The Women's Leadership and Advocacy Initiative (WLAI) project aimed to empower women in various aspects of society. It focused on economic empowerment, changing negative social norms, and enhancing women's influence in decision-making processes in the public, private, and civic spheres. The project sought to align with national development objectives and international commitments, particularly related to gender equality.

These are the key findings and recommendations from the evaluation:

- The WLAI project contributed to an increase in women's participation in leadership and political decision-making processes, with 64.2% of respondents reporting improvement.
- The project aligns with South Sudan's Vision 2040 and National Development Strategy (2021–2024), which emphasise gender mainstreaming and women's empowerment as key development objectives.

- It supported the country in meeting international commitments related to gender equality and anti-discriminatory legal provisions.
- Affirmative action training and awareness campaigns led to greater understanding and support for women's participation in politics.
- Financial literacy training remains essential for women's economic empowerment, as financial constraints still hinder their participation.

The WLAI project is a collaboration between CARE International South Sudan, Centre for Inclusive Governance Peace and Justice (CIGPJ), and Women Agency for Progress Organization (WAPO)



Recommendations:

- Strengthen financial literacy training to empower women economically and level the playing field in politics.
- Facilitate connections between women in decision-making roles and grassroots leaders to mentor and share skills.
- Advocate for financial inclusion by partnering with financial institutions to provide women entrepreneurs with accessible financial products and services.
- Support illiterate women leaders in gaining formal education to enhance their analytical skills and political prospects.
- Launch public awareness campaigns in remote and patriarchal communities to combat stereotypes and promote gender-sensitive language.



In conclusion, the WLAI project achieved significant milestones in promoting women's political and leadership participation in South Sudan. The project can serve as a model for future initiatives aiming to empower women in decision-making processes and economic activities, fostering gender equality and sustainable development in the country.

Main project results



141

VSLA members

were trained on saving and servicing loans



62

project participants

attended the WhenWomenRise campaign at the national level



62

project participants

received training on leadership and communication skills



94

women

were strengthened in leadership skills

Sustainable Livelihoods

Chapter 5

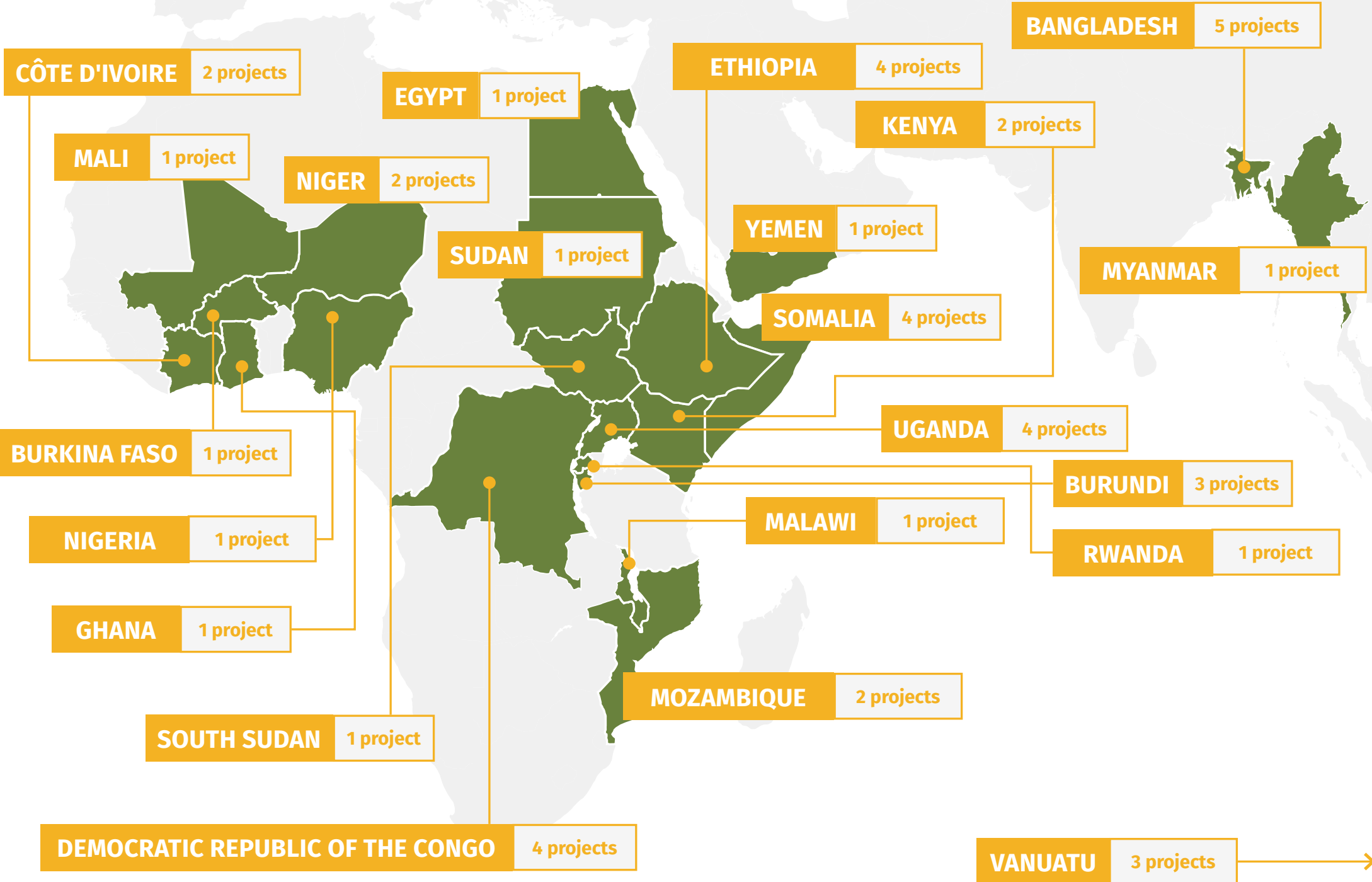
CARE supports people living under vulnerable circumstances in developing sustainable livelihoods. We implement approaches in cooperation with them to become more resilient to climate change and natural hazards, improving their food security and allowing them to earn a decent income. We also raise awareness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



Promoting sustainable livelihoods

-  **11,433**
farmers were trained on sustainable agricultural practices
-  **8,784**
people gained access to loans from joint savings
-  **4,789**
people were trained on reconciliation, mediation and conflict management
-  **4,116**
farmers received products to advanced agricultural practices
-  **813**
people were trained and strengthened in their capacity to prepare for disasters
-  **148**
people participated in peace clubs or peace committees
-  **694**
savings and loan groups were created

In the 2022–2023 fiscal year, we implemented 46 projects in 22 countries to promote sustainable livelihoods. Projects focused on improving food security, nutrition and income; climate change adaptation; and economic resilience and conflict prevention.



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 communities living in vulnerable conditions.

In the 2022–2023 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 aim 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 to climate change.

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 farming communities in vulnerable circumstances to reverse degradation and restore agricultural land through Regreening Africa, led by World Agroforestry (ICRAF), see page 10 of this annual report. The Eco-DRR project in Uganda aimed to improve resilience to drought and flooding of communities living in vulnerable circumstances in Uganda.

Economic resilience and conflict prevention

CARE combines approaches to prevent conflict, enhance social cohesion and develop economic resilience in communities in fragile conditions 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 communities living in vulnerable conditions. The Addressing Root Causes of Violent Conflict programme in South Sudan increased the ability of communities the Jonglei state to withstand economic or conflict-induced shocks.

Empowering Communities for Healthy Diets and Resilience

CASCADE, short for 'CATalyzing Strengthened policy aCtion for heAlthy Diets and resilienceE,' is a programme that aims to improve access to and consumption of healthy food across six countries: Benin, Ethiopia, Kenya, Mozambique, Nigeria, and Uganda. The programme is implemented by a consortium led by CARE Nederland, CARE USA and GAIN, organisations with long-standing experience addressing malnutrition at the community and household levels and advocating for greater government engagement to support the creation of sustainable food systems. CASCADE is also building on CARE's experience and expertise in system strengthening linked to resilience, climate, women's economic empowerment and civil society organisation's advocacy, which are all relevant in the context of the programme.

Support Empowered Women to Exercise Their Right to Nutritious Food and Safe Water



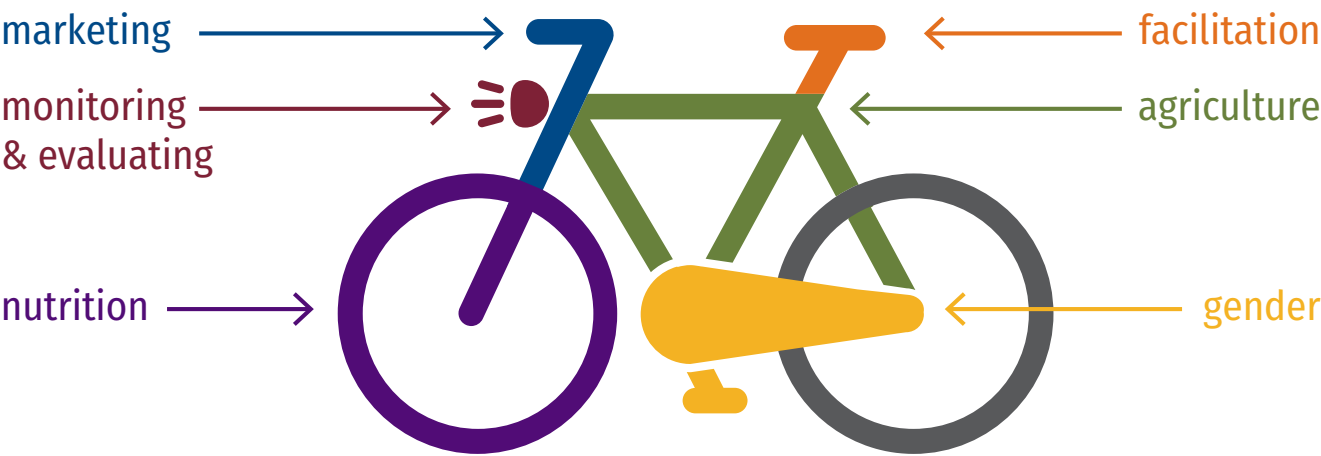
CASCADE's main objectives are to increase access to and consumption of healthy food and to enhance households' resilience to economic and climate change-related shocks across the six countries, focusing on women of reproductive age and children. The five-year programme, funded by the Dutch Ministry of Foreign Affairs, brings together government bodies, private service providers, and communities around five domains:

- Policy strengthening and accountability
- Re-engineering markets and mobilising the private sector
- Transforming cultural norms and practices
- Taking a gender transformative approach
- Systematising data and learning for policy

CASCADE uses local, regional, and global advocacy approaches to strengthen policy implementation. It also builds on other CARE approaches, such as the Farmer Field Business School, Community Score Card, and Social Analysis and Action.

The Farmer Field Business School model is all about hands-on learning for farmers. They meet regularly to learn new farming techniques and try them out on group-managed demo plots. This unique model covers various topics, including sustainable farming, selling in markets, equity between men and women, and healthy food consumption among households/communities.

CASCADE uses Community Score Card to strengthen the participatory process for assessing, planning, monitoring, and evaluating the implementation of healthy diet-related policies at national and subnational levels. Community Score Card is a process that strengthens accountability, engagement, and transparency among communities, private service providers, and decision-makers/government towards improved access and sustainable consumption of healthy food.



How pathways participants visualised the importance of integration of the FFBS components

The CSC process

CASCADE uses Social Analysis and Action to address the social, economic, and cultural factors influencing agriculture practices, livelihoods, climate resilience, nutritional health, gender inequality, and development. Social Analysis and Action is a community-driven approach that facilitates dialogue, enabling critical thinking and reflection about how to address existing norms that affect the availability, accessibility, and utilisation (consumption) of healthy food.



Selection of project results



48

government actors and community members

were trained on Farmer Field Business School (FFBS) in Benin.



29

government actors

were trained on Village Savings & Loans Associations (VSLA) in Ethiopia.



26

government institutions

are engaged in the design of the programme across six countries.

Although the CASCADE programme was in its initial stages during this period, the promising project has already achieved initial results.

Pro-ARIDES: Transforming Agriculture for Resilience and Sustainable Development in the Sudano-Sahelian Zone

The Agri-Food Program for Integrated Resilience and Economic Development of the Sahel (Pro-ARIDES) is being implemented from January 2021 to December 2030 by a consortium of four partners: SNV (lead), CARE Nederland, Wageningen University & Research (WUR), and the Royal Tropical Institute (KIT). The programme collaborates with local implementation partners, national and regional farmer and livestock organisations, local governments, and research institutes in Burkina Faso, Mali, and Niger. Funding for the programme is provided by the Dutch Ministry of Foreign Affairs.

The analysis of the context and its accompanying challenges has resulted in the formulation of a global objective and five specific key objectives. Pro-ARIDES has defined the overarching goal as follows: "To contribute to the enhanced resilience, food security, and income of agricultural and (agro-) pastoral households in the Sudan-Sahelian zone of Burkina Faso, Mali, and Niger". This will be achieved through the establishment of effective decentralised institutions and organisations, facilitating improved service delivery, natural resource and land management, and local economic development.



The global objective is anticipated to be realised through the achievement of five outcomes (or specific objectives), each delineated by its own trajectory of change:

1. Enhanced food, farm, and herd management for more resilient production systems and improved household nutrition.
2. Augmented business, service, and employment opportunities, along with market linkages that generate greater economic value.
3. Sustainable management of land, water, and other natural resources through peaceful and collective resource use arrangements.
4. Integration of gender, youth, and inclusiveness for the development of resilient food systems.
5. Fundamental: reinforcement of institutions to re-establish the social contract.

The year 2022 marked the initial phase of implementing interventions on the ground for the Agri-Food Program for Integrated Resilience and Economic Development of the Sahel (Pro-ARIDES). However, the implementation faced significant challenges, particularly in terms of security. In Burkina Faso, the context was marred by two successive coups d'état and the dismissal of the elected communal groups targeted by the programme. Across the three countries (Burkina Faso, Mali, Niger), the security situation continued to worsen, escalating from 20% to 30% of moderate risk and from 28% to 37% of high risk. Additionally, 9.8% (7/71) of the communes were deemed inaccessible.

Out of the planned household targets of 58,131, the programme was able to reach 35,123 households. The overall implementation rate remained consistently high, exceeding 95% for all organisations involved, including farmers' organisations, natural resource management bodies, small and medium enterprises, local authorities, women's and youth organisations, financial institutions (MFIs), and Village Saving and Loans Associations.

Despite progress, the activities were conducted within a fragile security context. The ambitious goal for the 2023 programme is to achieve a cumulative target of 147,222 households, including 89,091 households for the specific year. Data collected during the first 6 months of 2023 indicated that 57% completion had been achieved for households (50,711 out of 89,091) and 87% completion for organisations (582 out of 668).

Progress

Regarding progress made on the 5 trajectories, the team's achievements in the three countries include the following:

1. Promoting good production practices (agricultural, livestock, and forestry) and the early warning system;
 - Introducing innovative quality agricultural technologies in production and marketing (agricultural and livestock).
 - Supporting the functionality of community alert systems, broadcasting weather information through community radio, voice messages, WhatsApp groups, etc.

2. Promoting good practices for healthy eating (supporting various groups).
 - Conducting information and awareness campaigns on products with high nutritional value.
3. Stimulating the creation of rural micro-enterprises related to farms/herds.
 - Informing and raising awareness among stakeholders engaged in off-farm/herd activities.
4. Promoting a better business environment for and between value chain/market actors.
 - Supporting the conduct of advocacy actions, including pricing policy, to improve the business climate.
5. Strengthening management capacities (marketing, value addition, and distribution) and market conquests.
 - Supporting small and medium enterprises and farmers for better competitiveness and growth through priority thematic packages.
6. Strengthening local savings and credit initiatives for households.
 - Supervising farmer groups/small and medium enterprises and savings and credit groups (Village Saving and Loans Associations, among others) to improve internal resource mobilisation for the benefit of members.
7. Supporting municipalities in setting up local structures for land tenure security and natural resource management.
 - Revitalising and/or establishing local systems for land tenure security and support natural resources management.



- 8. Supporting local government authorities in their role in managing shared natural resources.
 - Training and equipping with tools for land tenure security and natural resources management.
- 9. Supporting local government authorities in their role in managing shared natural resources
 - Contributing to the rehabilitation of shared spaces (bio and/ or physical marking of pastoral areas, corridors, grazing areas, water points, enclaves and rest areas), and support interventions including soil and water conservation, taking into account the selection of women and young people as well.
- 10. Supporting women's and youth organisations in carrying out advocacy and lobbying actions to better meet their needs (access to land, factors, and means of production, adapted financial products).
 - Supporting women's, youth, and special needs organisations in identifying and prioritising advocacy and lobbying themes to better meet their needs.



Selection of project results



249

Village

Saving and Loans Associations were created.



8742

members

of Village Saving and Loans Associations gained access to loans from joint savings.



7932

women

gained access to loans from joint savings.



14455

members

of Village Saving and Loans Associations were engaged in awareness sessions.



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) people living 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

Climate change disproportionately affects those in an already vulnerable position, and who bear little responsibility for its causes. This worsens existing inequalities and poverty and threatens to roll back progress made on the Sustainable Development Goals.

CARE advocates for climate justice, urging rich countries to increase climate finance for communities, especially women and girls, working tirelessly to adapt to climate change and address its unavoidable consequences. In addition, we highlight the importance of quickly and fairly moving away from fossil fuels and using clean, renewable energy sources to reduce global warming and its harmful impact on marginalised groups. Internally, we are dedicated to taking action by putting in place our own climate and environmental policies to ensure that we are doing our part to limit global warming.

COP27

After 30 years of persistent advocacy by climate-vulnerable countries and a diverse civil society coalition, including environmental NGOs, gender and women's groups, communities, labour unions, human rights advocates, and youth organisations, the long-awaited



**Kabinet gevallen,
klimaatverandering
gaat door**

Jouw stem telt meer dan ooit

TEKEN NU DE PETITIE

Al bijna 50.000 keer getekend.



inclusion of funds to address loss and damage finally made it onto the agenda. This has been a longstanding priority for CARE, and we were actively engaged in the collective efforts that resulted in groundbreaking decisions to create new funding mechanisms and establish a dedicated fund to assist the countries that are hit the hardest by climate change in addressing loss and damage when international mitigation and adaptation efforts fall short.

Petition

In the Netherlands, CARE has launched a petition to urge for more climate ambition. This petition serves as an appeal to the Dutch government to honour the commitments made when the Paris Agreement was signed in 2015 and to improve climate finance for the countries that are hit the hardest by climate change. The petition has received the support of more than 50,000 signatories.

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 foreign policy.

Inclusive decision-making processes, gender equality and the Feminist Foreign Policy

The Dutch Ministry of Foreign Affairs is developing its feminist foreign policy. This policy offers an important opportunity to centre foreign policy around feminist principles including the sharing of power, inclusive decision-making, and equality regardless of gender, ethnicity, religion, disability, or other characteristics. CARE engages in the policy process to support a strong

and transformative policy that can be implemented across ministries and can guide policy decisions; even in cases where large economic or geopolitical interests are at stake. The policy is a potential tool to address political, social and economic oppression and exploitation of women, and CARE uses its evidence from programming to highlight the importance of specific success factors to improve gender equality. In particular, we bring examples from our *engaging men and boys* approach, which contributes to transforming oppressive gender norms that are at the root of inequality.

Equitable partnerships

In our work on equality and inclusive decision-making processes, CARE is taking a critical look into the power relations that condition our own way of working. CARE is committed to establishing equitable partnerships in the ways we identify programme priorities and jointly work on the set-up and implementation of programmes. 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.

Pledge for Change

At CARE Nederland, we work diligently to conform to the '[Pledge for Change](#)' signed by CARE International. We have adjusted our language and photography usage, established internal guidelines for this purpose, and are keeping each other focused on continuous development in this area. Additionally, internal presentations and training sessions related to these topics are conducted, sometimes internationally. We also implement changes

in language and photography in existing digital environments such as presentations, collaborative documents, our website and social channels.

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 had a total of 60 employees at the end of the 2022–2023 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 and the managers of Humanitarian Action, Sustainable Development, Finance & Control, Advocacy and Fundraising & Communication.



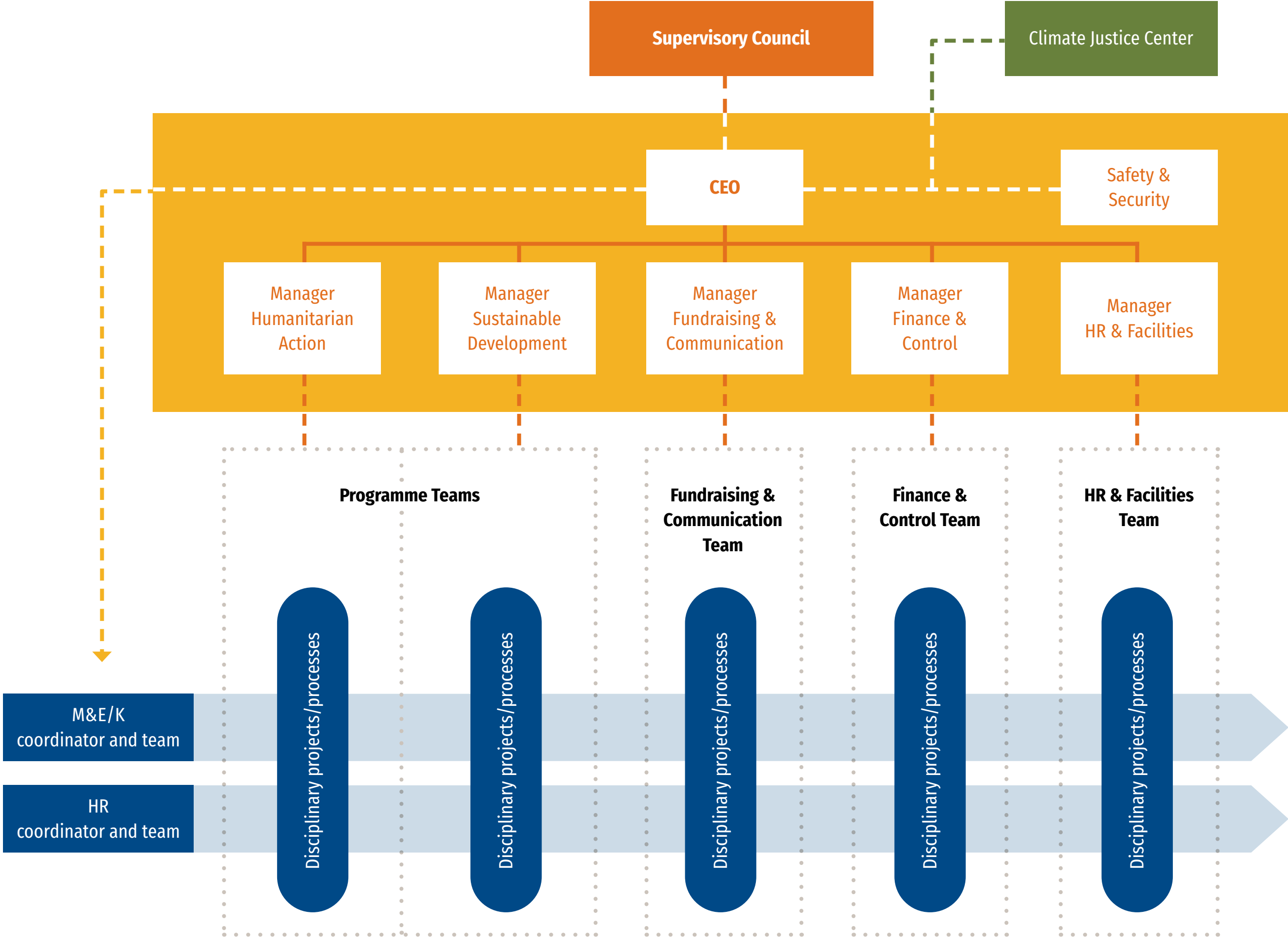
Works Council

The Works Council plays a pivotal role in cultivating a harmonious and inclusive work environment. In the 2022–2023 Financial Year, the council comprised 4 members who actively work to represent the collective interests of all employees, ensuring their voices are heard and their rights are protected. The Works Council serves as a conduit between management and the workforce, facilitating open dialogues on matters concerning employee welfare, rights, and working conditions. Additionally, it actively participates in decision-making processes, offering input on or instigating policies, procedures, and organisational changes that impact the well-being of all colleagues at CARE Nederland.



The Works Council is committed to enhancing its standing within the organisation, aiming to be acknowledged by employees as a trustworthy entity for open discussions on matters affecting staff satisfaction. Furthermore, it seeks to support the CEO by providing advice on strategies that promote employee well-being, professional growth, and contribute to the overall success and continuity of CARE Nederland.

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 been filling 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.

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 focused 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 on our website.

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 Retirement Schedule

| Supervisory Council members | First term | Second term | Audit Committee | Remuneration Committee |
|-----------------------------|-------------------------------|-----------------------------|-----------------|------------------------|
| Sarbani Bhattacharya | 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 | | ■ | |
| Gert van de Laar | November 2022 – November 2026 | | ■ | |

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 Report

We are happy to see that the organisation has delivered excellent results both from a financial perspective and in enhancing the profile and performance of CARE, internally as well as in external forums. As the Supervisory Council, we congratulate the management on its achievements in the past year.

Over the year, the Supervisory Council met formally on six occasions and engaged with the management and key team members on many topics. In September 2022, CARE Nederland's approach to diversification and improvement of our fundraising channels was discussed, along with a detailed update on key projects and activities. In November 2022, the financial statements and the annual report for the 2021–2022 financial year were presented by the management and supported by the external auditors from PWC. The audit committee further endorsed the recommendations and the Council approved these. It was encouraging to see the progress made, in the financials as well as in the qualitative aspects of strengthening the organisation and implementing a robust strategy.

In 2023, the Supervisory Council welcomed Gert van de Laar as the new Chair of the audit committee. The Council was grateful for the contribution of Dustin Woodward over the last years in this capacity.

In February 2023, we discussed the participation of CARE Nederland in the Dutch Relief Alliance (DRA), a partnership between 14 Dutch humanitarian organisations and the Ministry of Foreign Affairs. Activities and results of the humanitarian responses that CARE Nederland implements within the DRA, together with partners, were presented. CARE Nederland has assumed a leading role within the Alliance which is hugely relevant in the current times and key to our strategy.

In April 2023, the midterm review of the Annual Operating Plan for 2022–2023 was presented along with a review of the risk matrix, developed to

provide a holistic view on our progress.

In June 2023, the Annual Operating Plan for 2023–2024 was approved by the Council and adopted for implementation. The Council also discussed feedback received through a self-evaluation that was conducted individually and collectively. The Council was satisfied with the working of the team including the new members and the Chair and agreed to continue to support the management through the working committees. The audit committee and the nomination and remuneration committee met regularly through the year as was required and Council members also supported the CARE Nederland fundraising and communications team. Meetings were held with the Chair and the OR as well as the external auditor. The staff survey initiated by the management provided a first-hand view of the organisation dynamic and indicated an overall positive workplace culture.

The Supervisory Council is pleased to see how CARE Nederland, in collaboration with other CARE entities and partners, continues to join forces to respond to multiple humanitarian crises while expanding its work on sustainable development in fragile contexts. In line with its Strategic Roadmap, CARE Nederland builds on programmatic evidence for policy influencing to support policy frameworks that contribute to reducing poverty and enhancing equality and social justice, such as its collaboration on the Feminist Foreign Policy with the Ministry of Foreign Affairs. CARE Nederland is purposefully combining its efforts on policy influencing with their corporate communication and fundraising efforts. We believe persistent advocacy and policy shaping will contribute to the systems change that is required to eradicate poverty. In line with that, CARE Nederland is taking an increasing role in the debate on climate justice.

CARE International update

The CARE International Council, which consists of the chairs of the Supervisory Councils of 21 CARE member partners, convened for their annual meeting in June 2023. The Council meeting was chaired by the recently appointed Chair of the Supervisory Council of CARE International, Dr Musimbi Kanyoro. Dr. Kyanyoro is a social activist and theologian who is globally recognised for her leadership and initiatives that advance human rights, and philanthropy for women and girls. During this meeting, improvements to CARE International's confederation structure were requested for, to enable agile responses to large humanitarian crises and complex development issues. A taskforce was set up to propose improvements to our governance structure, simplifying and streamlining CARE International's global operations. The CI Governance and Nomination Committee was mandated to manage this process and make a proposal to the International Council by December 2023, to ensure we remain a confederation fit for purpose and for the future.

Recently, Aidex announced that Sofia Sprechmann Sineiro, CARE International Secretary General, was celebrated and recognised with the Aidex Humanitarian Hero Award. Aidex is the world's largest global event in aid and development and this is a prestigious, much deserved recognition of Sofia's 30 years of service in the humanitarian sector which makes everyone in CARE proud. Sofia has positioned CARE as a central and powerful voice across the sector. Her invitation to join the IASC negotiations in Afghanistan earlier this year, as well as her leadership role in the Pledge for Change on Decolonizing Aid initiative, are two of many excellent examples.

Finally, 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.

We would like to sincerely thank all our staff members for their hard work over the past year. You all make us proud.

Sarbani Bhattacharya
Chair CARE Nederland
Member, Governance and Nomination
Committee CARE International
On behalf of the Supervisory Council
CARE Nederland



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.

| | |
|------------------------|--|
| Climate justice | We mitigate the negative environmental impact as an organisation and within our programmes. |
| Gender equality | We apply gender equality principles within our organisation, programming, advocacy and communications. |
| Equitable partnerships | We adjust to the consequences that equitable partnerships will have for our own role in the system. |

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, who 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 was 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
- Erkenningregeling 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 Nederland has a zero-tolerance policy towards fraud, sexual exploitation and abuse, and child abuse. We take all concerns and complaints involving CARE employees and related personnel seriously. To that end, CARE Nederland adheres to policies developed, approved and implemented within the CARE International confederation that CARE Nederland is a member of.

CARE International's Policy on Fraud and Corruption can be found [here](#). This policy reflects the fundamentals and core concepts that all CARE members agree to abide by to prevent and respond to fraud and corruption.

Within the framework of this policy, CARE Nederland coordinates and collaborates with other CARE entities involved in cases of fraud or corruption. Additionally, and within that, CARE Nederland has its own policies for fraud and corruption that apply to our own operations.

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 to receive 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. Apart from that, CARE Nederland works with an external Confidential Counsel, accessible to all CARE Nederland staff.

CARE International's Sexual Harassment, Exploitation and Abuse Transparency Report (2022) can be found [here](#). In the 2022–2023 fiscal year, no complaints related to CARE Nederland staff or projects were recorded. Our Code of Conduct, articulating zero tolerance towards fraud and sexual exploitation and abuse can be found [here](#).

Risk Management

The risks 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 the size and scope of each risk it faces. The risk matrix is discussed on a regular basis by the Leadership Team and the Supervisory Board. As part of these discussions, we look into risk appetite, likelihood of an event and its impact on the organisation. We will continue to apply this approach to risk management.

Strategic risks

Strategic risks 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 2022–2023 fiscal year can be found in chapter 5.

Operational risks

Operational risks are related to staff capacity in terms of quality and quantity, both at headquarters and in country offices. CARE Nederland mitigates 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.

Any fraud case detected in a CARE entity is entered in the CARE International fraud register. Whenever it concerns a case that involves CARE Nederland funding to a country office, we will engage with the country office and the CARE Lead Member that is responsible for it. 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.

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 Hostile Environment Awareness Training to all CARE Nederland staff that travels to high-risk areas. Despite these measures, some level of residual risk remains, which is inherent to the nature of our work. A Critical Incidents Management Team composed of CARE Nederland staff enters into action to support, should a staff member abroad end up in a severely critical situation. Since travelling to county 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 our investment policy is conservative. Over the past years,

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 to contribute to the financial capacity of country offices and decrease the risk of ineligible costs.

Reputation risks

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. CARE Nederland adheres to strict transparency criteria and follows specific procedures when entering into partnerships to minimise the risk of reputational damage. Our Code of Conduct expresses zero tolerance towards 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. In case of incidents, we ensure effective (proactive or reactive) communication with stakeholder groups and/or the general public, aligned with other CARE International entities where relevant.



Our 2022-2023 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 2022 to 30 June 2023. All amounts are in EURO unless stated otherwise.

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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

Stichting CARE Nederland (hereafter CARE Nederland or ‘CNL’) 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 in 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 four thematic areas: Humanitarian Emergencies, Climate Change & Resilience, Governance & Stability, and Women’s Economic Empowerment. In line with the CARE International strategy, CARE Nederland aims to impact poverty and achieve social injustice by saving lives, promoting lasting change and multiplying impact through the following strategic objectives:

- To help save and improve the lives of people in fragile and conflict-affected settings
- To develop knowledge about proven methods that enable change on a larger scale
- To influence policies in support of people living in fragile and conflict-affected settings
- To raise funds from a variety of donors, enabling us to implement our programmes

2. Financial management report

2.1 Income and expenditure

In FY23 we were able to generate high funds/ contributions that were provided primarily following the impact of several (natural) disasters and the strong positioning of CARE Nederland. Where the fundraising team manages to keep increasing individual donations despite a difficult market, programme team was very successful with MFA & EU grants. After FY19, the 'Sustainable Development' (SD) revenue decreased from almost EUR 40,000,000 to a bit over EUR 10,000,000 in FY22. Due to several new grants in FY23 (CASCADE, TUMA+), we managed to increase SD revenue to almost EUR 30,300,000 in FY23, with which we reached the (ambitious) target we set in the budget. Due to earthquakes in Turkey/ Syria, a cyclone in Myanmar and floods in Pakistan, our 'Humanitarian Action' (HA) revenue (including 'Samenwerkende Hulp Organisaties (SHO)) is more than EUR 15,500,000 budget. This is mainly because the EUR 7,300,000 revenue from SHO and the DRA Joint Responses (EUR 3,000,000 each) which CARE Nederland leads in Pakistan & Myanmar.

Costs for strategic objectives (Humanitarian Action, Sustainable Development & Advocacy) are in line with the revenue. The income for our SHO programmes is not fully spent yet in FY23 and as per policy, the difference will be added to our designated funds (EUR 2,600,000). Organisational costs stay well within budget, but are higher than forecasted (EUR 208,000), mainly because HR costs. Costs for fundraising and safety & security are in line with the budget.

With almost no negative interest in FY23 and the received interest on a 12-month deposit, the result of financial Revenue & Expense is EUR 47,000 positive. The total result before changes in designated reserves & funds is EUR

3,721,000, almost EUR 4,500,000 more than budgeted. This is mainly because we had a lot of income with a 'special purpose' (SHO, H&M) which is not spend yet in FY23. The result after necessary changes in our designated reserves based on our actual donations, expenditures and planned changes in designated reserves, is EUR 698,000 +/- . To prepare CARE Nederland for possible extra costs and future commitments, we added part of the result to some earmarked reserves. In the end, we are able to add EUR 268,000 to the continuity reserve.

2.2 Financial position

After planned withdrawing from earmarked reserves and designated funds to cover our project activities and investments according to our strategic plan, we added EUR 258,000 to our continuity reserve. Our other earmarked reserves grew with EUR 446,000 to EUR 2,878,000. Due to the SHO foundation, our designated funds increased with EUR 3,008,000. This is to cover for future costs of our programming. On 30 June 2023, the CARE Nederland continuity reserve is EUR 3,961,000. This reserve would allow CARE Nederland to continue its activities for 8.6 months in the event that all (new) funding would stop.

3. Financial statements

3.1 Reporting period

These financial statements cover the period from 1 July 2022 to 30 June 2023 (indicated as 2022–2023).

3.2 Balance sheet (After appropriation of result)

| Assets | 30 June 2023 | 30 June 2022 |
|---|-------------------|-------------------|
| I. Tangible fixed assets (ref. 5.1) | 66.498 | 33.887 |
| II. Financial fixed assets (ref. 5.2) | 54.124 | 54.084 |
| | 120.622 | 87.971 |
| III. Receivables, prepayments and accrued income (ref. 5.3) | 18.008.661 | 23.850.151 |
| IV. Cash and cash equivalents (ref. 5.4) | 27.778.230 | 14.942.459 |
| | 45.786.891 | 38.792.610 |
| Total assets | 45.907.513 | 38.880.581 |

| Liabilities | 30 June 2023 | 30 June 2022 |
|--|-------------------|-------------------|
| V. Reserves and funds (ref. 5.5 and 5.6) | 10.261.548 | 6.540.058 |
| • Continuity reserve | 3.960.712 | 3.692.730 |
| • Earmarked reserves | 2.877.886 | 2.432.292 |
| • Designated funds | 3.422.950 | 415.036 |
| VI. Non-current liabilities (ref. 5.7) | 5.795.577 | 3.259.702 |
| VII. Current liabilities (ref. 5.8) | 29.850.387 | 29.080.821 |
| Total liabilities | 45.907.513 | 38.880.581 |

3.3 Statement of income and expenditure

| | Result 2022-2023 | Budget 2022-2023 | Result 2021-2022 |
|--|-------------------|-------------------|-------------------|
| Revenue | | | |
| I. Individual donations (ref. 6.1.1) | 4.858.802 | 4.493.000 | 4.769.825 |
| II. Corporate donations (ref. 6.1.1) | 1.294.214 | 767.000 | 186.653 |
| III. Lotteries (ref. 6.1.2) | 900.000 | 975.000 | 900.000 |
| IV. Government grants (ref. 6.1.3) | 48.362.182 | 39.416.000 | 41.679.999 |
| V. Other fundraising organisations (ref. 6.1.4) | 7.596.724 | 432.000 | 8.549.656 |
| Other revenue | | | |
| VI. Other income (ref. 6.1.5) | 220.911 | 120.000 | 241.630 |
| Total revenue | 63.232.833 | 46.203.000 | 56.327.763 |
| Expense | | | |
| VII. Expenditure on objectives (ref. 6.2.2) | 56.588.768 | 43.678.000 | 53.214.834 |
| Humanitarian Action | 22.511.710 | 10.698.000 | 39.523.708 |
| Sustainable Development | 32.134.204 | 31.174.000 | 12.106.885 |
| Multiplying Impact | 1.942.854 | 1.806.000 | 1.584.241 |
| VIII. Fundraising (ref. 6.2.3) | 1.694.390 | 2.359.000 | 1.468.740 |
| IX. Management and administration costs (ref. 6.2.3) | 1.275.166 | 912.000 | 1.113.575 |
| Total expenses | 59.558.324 | 46.949.000 | 55.797.149 |
| Result before financial revenue/expense | 3.674.509 | -746.000 | 530.614 |
| Result financial revenue/expense (ref. 6.1.6) | 46.981 | -40.000 | -41.857 |
| Result after finance revenue/expense | 3.721.490 | -786.000 | 488.757 |

3.4 Appropriation of the result

| | Result 2022-2023 | Budget 2022-2023 | Result 2021-2022 |
|---------------------------|---------------------|---------------------|---------------------|
| Result | 3.721.490 | 786.000- | 488.757 |
| Continuity reserve | 267.985 | 124.000 | 227.080 |
| Earmarked reserves | 445.591 | -296.000 | 829.593 |
| Earmarked funds | 3.007.914 | -614.000 | -567.916 |

3.5 Cash flow statement

| | 2022-2023 | 2021-2022 |
|--|-------------------|-------------------|
| Total liquid assets as of 1 July | 14.942.459 | 8.885.171 |
| Cash flow from operational activities | | |
| Cash received from donors | 5.589.231 | 5.672.293 |
| Cash received from subsidies | 68.293.261 | 46.919.332 |
| Payments in the context of subsidies | -53.914.330 | -39.135.318 |
| Payments to suppliers and employees | -7.233.261 | -7.434.640 |
| | 12.734.901 | 6.021.667 |
| Received interest | 33.741 | - |
| Paid interest | - | -45.912 |
| Revenue from other income and expenses | - | - |
| Payments for other income and expenses | - | - |
| | 33.741 | -45.912 |
| Cash flow from investing activities | | |
| Investments in tangible fixed assets | 54.799 | 23.125 |
| Disposals of tangible fixed assets | - | - |
| | 54.799 | 23.125 |
| | 12.823.441 | 5.998.880 |
| Exchange rate differences of funds | 12.330 | 58.408 |
| Increase / Decrease in funds | 12.835.771 | 6.057.288 |
| Total liquid assets as of June 30 | 27.778.230 | 14.942.459 |

3.6 Key performance indicators

| | Result 2022–2023 | Target 2022–2023 | Result 2021–2022 |
|--|---------------------|---------------------|---------------------|
| Expenditure on objective as a percentage of total income | 89 | 95 | 94 |
| Expenditure on objective as a percentage of total expenditure | 95 | 93 | 95 |
| Cost of own fundraising activities as a percentage of income of these activities | 23 | 22 | 24 |
| Management and administration expenses as a percentage of total expenditure | 2 | 2 | 2 |

In FY23 the expense on strategic objectives divided by the total income is lower than budgeted. This is mainly caused by the donations from SHO and the H&M Foundation (EUR 2,975,000, 5%) which are not spent or committed yet. The unspent part of this donation is added to our designated funds and will be committed in FY24. The percentage spent on ‘General & Admin’ is a bit above budget (2.2% vs 2% (budget)), but still quite low.

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 the accounting policies as well as the reported amounts of assets and liabilities, income, and expenses. Actual results may differ from these estimates. The estimates and the underlying assumptions 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 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 historical cost or at fair value at the time of acquisition. If no specific valuation method is indicated, the valuation is done at historical costs. 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 are converted into the functional currency at the exchange rate prevailing on the balance sheet 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 depreciated 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 amortised costs.

4.2.5 Receivables

Receivables are initially recognised at fair value. After initial recognition, receivables are stated at amortised costs, that is the amount received adjusted for the share premium or discount and after deduction of transaction costs. Bad receivable provisions are deducted from the receivable carrying value. Receivables from government grants are recognised in the balance sheet the moment CARE Nederland incurs costs related to these grants. Incurred costs represent expenses derived from actual expenditures by CARE Nederland and contractual agreements with CARE Country Offices and (international) partners. Receivables from other donors are recognised at the time the donation is committed to CARE Nederland.

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 translated 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 2022 – 2023. Transactions not resulting in inflow or outflow of cash, including finance leases, are not recognised in the cash flow statement. Cash and cash equivalents are stated at nominal value.

4.2.7 Reserves and funds

CARE Nederland has various (earmarked) reserves and designated funds. These reserves are established by the organisation's board for specific purposes and reasons as set by the organisation's board. In the financial statements, we specify when they were created, along with their associated objectives and rationale and the allocated amounts. If income for which a special purpose has been designated by third parties has not been fully spent in the reporting year, the unspent amount will be added

to a designated fund via result allocation. Future expenses within the designated purpose will be charged to the designated fund via result allocation. Utilisation of these designated reserves or earmarked funds is recognised in the statement of income and expenses before the withdrawal from the reserve or fund is accounted for. 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 at 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 in which the contributions have been committed (to CARE Nederland). The income from lottery organisations is recognised in the year in which the income was committed.

4.3.4 Government grants

Income from government grants is recognised in the financial year in which the subsidised expenditure is recorded in the income statement. Subsidised expenditures relate to direct project expenditures and to overhead costs.

Direct project expenditure is recognised in the statement of income and expenses in the year in which the subsidised expenditures are committed by a signed agreement, or, if such agreement is not in place when the subsidised expenditures have actually occurred.

In case of signed agreements, CARE Nederland monitors the actual spending by the contract partner. If such spending is not in line with the rules of the agreement, or if amounts committed in the agreement are not spent, the related amounts are credited to the direct contract expenses and the related grant revenue is also reversed.

After the project has ended, any granted amount that are not used are either paid back to the related grant agency, or, if the grant agency agrees to using the remaining amount for a different project or goal, it is released to grant revenue.

The revenue related to subsidised overhead costs is recognised based on an allocation method ('Indirect Cost Recovery rate') which reflects the assumed overhead time spent on direct projects. The Indirect Cost Recovery rate is approved by the Supervisory Board. If the grant agreement includes a maximum for subsidised overhead cost, the Indirect Cost Recovery rate will not exceed this maximum.

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

Committed contributions to CARE Country offices and other (international) partners related to our projects are recognised in the year in which the agreement with the CARE Country Office or other (international) partner is signed. Other expenses are allocated to the year to which they are incurred.

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 Payroll and pensions

4.4.1 Payroll

Wages, salaries and social securities are recognised in the consolidated profit and loss account on the basis of the employment terms and tax regulations to the extent to which they are payable to employees or tax authorities.

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. 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 | | Communi- cation Equipment | Total |
|--------------------------------------|----------------------|--------------------|--------------|---------------------------------|---------------|
| | | Hardware | Software | | |
| Balance as at 1 July 2022 | | | | | |
| Accumulated investments | 21.166 | 120.631 | 8.925 | 19.796 | 170.518 |
| Accumulated depreciation | 20.730 | 102.969 | 496 | 12.436 | 136.631 |
| Book value as at 1 July 2022 | 435 | 17.663 | 8.429 | 7.360 | 33.887 |
| Movements | | | | | |
| Investments in the reporting period | 22.801 | 31.998 | - | - | 54.799 |
| Disposals in the reporting period | - | - | - | - | - |
| Depreciation in the reporting period | 834 | 15.619 | 2.975 | 2.760 | 22.188 |
| Disposals in the reporting period | - | - | - | - | - |
| Balance movements | 23.635 | 47.616 | 2.975 | 2.760 | 76.986 |
| Balance as at 30 June 2023 | | | | | |
| Accumulated investments | 43.967 | 152.629 | 8.925 | 19.796 | 225.317 |
| Accumulated depreciation | 21.564 | 118.588 | 3.471 | 15.196 | 158.819 |
| Accumulated Disposals | - | - | - | - | - |
| Book value as at 30 June 2023 | 22.403 | 34.041 | 5.454 | 4.600 | 66.498 |

All tangible fixed assets (office equipment) are used for CARE Nederland business operations. In 2022 – 2023 CARE Nederland invested EUR 22,801 in furniture and fittings for the office.

5.2 Financial fixed assets

| Reference 5.2 | 30 June 2023 | 30 June 2022 |
|------------------------|---------------|---------------|
| Opening balance | 54.084 | 54.134 |
| Earned interest | 40 | -50 |
| Closing balance | 54.124 | 54.084 |

CARE Nederland's part in the CARE International revolving fund, is EUR 54,124. 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.

5.3 Receivables, prepayments and accrued income

| Reference 5.3 | 30 June 2023 | 30 June 2022 |
|---|-------------------|-------------------|
| Receivables from grants and other donors | | |
| Ministry of Foreign Affairs | 1.445.511 | 7.711.048 |
| European Commission | 7.547.345 | 8.280.296 |
| Other donors | 8.396.827 | 7.115.040 |
| | 17.389.683 | 23.106.384 |
| Debtors | | |
| Various debtors | 242.714 | 445.451 |
| | 242.714 | 445.451 |
| Other receivables | | |
| Security deposits | 13.032 | 13.032 |
| VAT | 135.768 | 146.418 |
| | 148.800 | 159.450 |
| Prepayments and accrued income | | |
| Prepaid pension insurances | - | 35.547 |
| Other staff costs | 53.552 | 7.416 |
| Interest due | 36.815 | - |
| Miscellaneous | 137.098 | 95.904 |
| | 227.465 | 138.867 |
| Total receivables | 18.008.661 | 23.850.152 |

Compared to 30 June 2022, the project related receivables decreased with almost EUR 6,000,000, mainly because the Yemen Joint Response, in which CARE Nederland is the consortium lead, will end in December 2023. All instalments for this programme have been received before July 2023. Just like other years, the project receivables are about 97% of the total receivables. The two biggest 'receivables' are for our 'Education is Light' programme in Somalia (European Commission, EUR 3,674,000) and our response to the Turkey & Syria earthquake (Other donors, EUR 2,303,000).

5.4 Cash and cash equivalents

| Reference 5.4 | 30 June 2023 | 30 June 2022 |
|--|-------------------|-------------------|
| Banks | | |
| Current account (EURO) | 16.196.669 | 10.328.869 |
| Current account (foreign currency) | 382.797 | 492.690 |
| Savings account / deposit (EURO) | 11.198.764 | 4.120.900 |
| | 27.778.230 | 14.942.459 |
| Total cash and cash equivalents | 27.778.230 | 14.942.459 |

Cash and cash equivalents comprise cash, bank and savings balances, as well as deposits. CARE Nederland maintains a rental deposit of EUR 52,962 and a short term (<12 months) EUR 3,000,000 deposit with ABN Amro. All savings balances and deposits, except for the rental deposit, are available for withdrawal within 12 months. The total of cash and cash equivalents increased with almost EUR 13,000,000 during the reporting period. This is mainly caused by prepayments for our growing SD programming.

5.5 Reserves

CARE Nederland uses 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 that are in place 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 financial risks in our programmes, and we want to be able to act quickly in the event of a humanitarian emergency. CARE Nederland wants to spend as much of its resources as possible on programmes, so these reserves should not be too high. That is why every year we review the level of the various reserves and, where necessary, adjust them to our expectations.

| Reference 5.5 | 30 June 2022 | Addition | Use | 30 June 2023 |
|--|------------------|------------------|----------------|------------------|
| Reserves | | | | |
| Continuity reserve | 3.692.730 | 267.985 | - | 3.960.712 |
| Earmarked reserve for covering the costs of the organisation | 470.246 | 388.083 | 235.563 | 622.766 |
| Earmarked reserve for covering direct project costs | 641.677 | 345.320 | 467.820 | 519.177 |
| Earmarked reserve for high-risk projects | 446.725 | 90.000 | | 536.725 |
| Earmarked reserve for capacity and quality development | 354.758 | 285.000 | - | 639.758 |
| Earmarked reserve for Fundraising | 100.000 | 26.673 | - | 126.673 |
| Greenfund reserve | 35.920 | 4.000 | - | 39.920 |
| Earmarked reserve for Innovative Activities | 50.000 | | - | 50.000 |
| Earmarked reserve for Emergency Aid Projects | 332.966 | 9.899 | - | 342.865 |
| Total earmarked reserves | 2.432.292 | 1.148.975 | 703.383 | 2.877.883 |
| Total reserves | 6.125.022 | 1.416.960 | 703.383 | 6.838.595 |

Continuity reserve

In order to secure the continuity of the organisation, CARE Nederland maintains a dedicated reserve for 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 2023, operating costs are calculated at EUR 6,543,366, which implies that the continuity reserve for CARE Nederland is maximised to EUR 9,822,461 for the 2022 – 2023 period. As the current continuity reserve amounts to EUR 3,960,712, CARE Nederland meets the requirements set in the Goede Doelen Nederland guidelines.

CARE Nederland has a reserve policy (part of the financial policy 2022 – 2026) which maintains that the optimal continuity reserve should cover 75% to 100% of the organisational costs. The minimum continuity reserve should cover 50% of the organisational costs. After the financial year 2022 – 2023, CARE Nederland added EUR 267,985 to the continuity reserve. This is after we did a couple of, not budgeted, additions to other reserves (see below). In the financial policy (which is part of the Strategic Plan FY22 – FY26 and approved by the CARE Supervisory board), the calculation of the coverage percentage of the continuity is described. The coverage percentage on 30 June 2023 is 71% (or 8.6 months), which is the same as in FY22.

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 (in FY23 mainly the SHO, but also H&M foundation), minus already realised revenue 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 236,000 from this reserve for our H&M & NPL programmes in FY23. Mainly due to the donation from the SHO for Turkey & Syria, we added EUR 388,000. This means this reserve increased in with EUR 153,000 in FY23.

Earmarked reserve for covering direct project costs

CARE Nederland uses its own funds to finance parts of projects carried out by the country offices as well as projects implemented by CARE Nederland. The unrealised costs of these project activities are reserved at the end of the reporting period. During the reporting period we extracted EUR 468,000 to cover for (planned) direct project costs and costs for the Climate Justice Centre (EUR 132,000). Because of FY23 commitments EUR 290,000 to this reserve. In FY23 we also agreed on FY25 match commitments. The FY23 result allowed us to add an additional EUR 55,000 to this reserve to cover that commitment. On 30 June 2023 this reserve is EUR 519,000 (EUR 123,000 lower than a year before).

Risk reserve

The risk reserve is required to cover financial risks in the event that special circumstances preclude adequate project accounting 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 decided to add EUR 90,000 to this reserve because of possible reimbursement of received project funds for a programme in Somalia (EUR 50,000) and possible exchange rate & inflation losses in a programme in DRC (EUR 40,000). There is no need for further 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 2022 – 2023, planned to extract EUR 100,000 from this reserve but because the higher positive result and delayed investment in a second ‘pilot country’ we didn’t need to use this reserve to cover for

these costs. Based on the results, we decided to add an additional EUR 150,000 to this reserve to cover for future investments based on our Strategic Plan. In the Strategic plan we aimed to add this amount in FY25 or FY26, but we are already able to do so. Next to this amount, we added EUR 100,000 to cover costs for implementation of the (by CARE NL developed) CI Climate policy and EUR 35,000 to cover for FY24 investments in our organisation. The total addition to this reserve is EUR 285,000 which results in a total reserve of EUR 640,000.

Earmarked reserve for new fundraising strategy

In FY23 we didn’t need to use the fundraising reserve. We plan to use EUR 100,000 in FY24 for additional investments in our fundraising strategy. We added EUR 26,672 to this reserve in FY23. This is the amount we received from CARE USA for additional fundraising investments. We plan on spending this amount in FY24 too. At the end of FY23, the total amount of this reserve is EUR 126,672.

Green fund reserve

The Green fund reserve seeks to compensate for the CO2 emissions that arise from activities carried out by CARE Nederland. To make sure we compensate enough CO2 emissions, we added EUR 4,000 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 FY23, CARE was able to finance the innovative activities (pilot country DRC) without using this reserve.

Earmarked reserve for Emergency Aid projects

This year, CARE Nederland was decided, based on the in FY23 received donations, to add EUR 10,000 to this reserve. We did not need to use funds from this reserve in FY23.

1 The organisational costs are defined as operating costs (according to the Goede Doelen Nederland guideline) -/- 80% of secured project related funding for staff costs in the next financial year.

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

5.6 Funds

| Reference 5.6 | 30 June 2022 | Addition | Use | 30 June 2023 |
|--|----------------|------------------|----------------|------------------|
| Designated funds | | | | |
| Movement in H&M Foundation designated fund | 15.906 | 342.027 | 15.905 | 342.027 |
| Movement in npl/sho designated fund | 186.558 | 2.633.213 | 0 | 2.819.771 |
| Movement in designated fund for special programmes (private donations) | 45.600 | 96 | 0 | 45.696 |
| Movement in designated fund for emergency aid (private donations) | 166.972 | 166.277 | 117.794 | 215.456 |
| Total earmarked funds | 415.036 | 3.141.613 | 133.699 | 3.422.950 |

Designated funds

Designated funds consist of funding from third parties for dedicated activities, themes, etc. that have not yet been spent. During financial year 2022 – 2023 the total amount of our designated funds increased with more than EUR 3,000,000. More than EUR 2,600,000 is for our SHO programme in Turkey & Syria which we expect to commit fully in FY24. EUR 340,000 is for our H&M foundation programme in Bangladesh. Due to our specific fundraising programmes for emergency aid, we added EUR 166,000 to this fund and we extracted EUR 118,000 to cover for our programme expenses.

5.7 Non-current liabilities

| Reference 5.7 | 30 June 2023 | 30 June 2022 |
|--------------------------------------|------------------|------------------|
| Long-term project commitments | 5.795.577 | 3.259.702 |
| Total non-current liabilities | 5.795.577 | 3.259.702 |

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 relatively low. The increase (EUR 2,400,000) in long-term project commitments is caused by our ‘Education is light’ programme in Somalia (where we committed the total amount to our consortium partner, SAVE Denmark) and our SHO programme in Turkey & Syria which has a duration of 2 years.

5.8 Current liabilities

| Reference 5.8 | 30 June 2023 | 30 June 2022 |
|---|-------------------|-------------------|
| Short-term project commitments | 22.858.169 | 27.844.464 |
| Prepayment received from donors | 5.986.433 | 341.920 |
| Creditors | 579.621 | 431.685 |
| Accruals and deferred income | | |
| • Statutory payroll / Social security contributions | | |
| • Holiday entitlement / Holidays | 247.132 | 213.422 |
| • Pension insurances | -46.650 | - |
| • Other staff costs | 187.686 | 149.756 |
| • Miscellaneous | 37.996 | 99.574 |
| | 426.164 | 462.752 |
| Total current liabilities | 29.850.387 | 29.080.821 |

Short-term project commitments have a runtime of less than one year. In Financial year 2022 – 2023, the short-term project commitments decreased with almost EUR 5,000,000, mainly because not all commitments concerning CASCADE and our ECHO HIP programme in the Philippines were signed before July 2023. We did receive downpayments for these programmes in FY23. This is reflected in the increase of ‘prepayments received from donors’. Commitments have been signed in Q1 of FY24. CARE Nederland is running 5 programmes with a short-term project commitment of over EUR 1,000,000 (Multi country Programmes ‘Pro-Arides’ and ‘CASCADE’ and large programmes in Afghanistan, Somalia & Yemen). The total short-term commitment for these programmes is EUR 11,427,000. Due to an increase in the staff costs and an increase in fte, there was an increase in ‘Holiday entitlement’ in FY23.

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 223,866 and a long-term liability of EUR 559,666, 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). In FY24, we will start working with a new supplier.

Regarding the printing machines, CARE Nederland is engaged in a ‘operational lease’ contract of 72 months (starting November 2018). This entails a short-term financial liability of EUR 14,295 and a long-term liability of EUR 7,147.

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. 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. The total long-term programme-related off-balance-sheet receivables amount to EUR 43,754,000, while total off-balance-sheet payables add up to EUR 42,669,000. The short-term receivables are EUR 31,661,000 and the short-term payables are EUR 22,477,000.

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 2022–2023 | Budget 2022 –2023 | Actual 2021–2022 |
|---|---------------------|----------------------|---------------------|
| Individual donations | 4.858.802 | 4.493.000 | 4.769.825 |
| Bequests | - | - | - |
| Corporate donations | 1.294.214 | 767.000 | 186.653 |
| Total income from own fundraising activities | 6.153.016 | 5.260.000 | 4.956.478 |

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 made by individuals & bequests

In FY23 we started working with a couple of new suppliers and renewed our agreements with existing suppliers. Together with our continuous investments, the income from donations by individual donors increased by almost EUR 100,000. In FY23 we didn’t see the increase we managed to have in previous years, but expectations for FY24 (and on) are good. The total income from donations by individual donors was EUR 4,858,802. Around EUR 59,000 of this revenue is restricted because of our restricted fundraising campaigns. CARE Nederland is continuing to diversify their income from individual donors and will focus on this diversification more in the coming years.

Donations from corporates and asset funds

In financial year 2021 – 2022, CARE Nederland received almost EUR 1,300,000 from corporate donations. This is more than EUR 500,000 above budget. The biggest corporate donation is for our H&M Foundation programme in Bangladesh (EUR 1,128,000).

6.1.2 Lotteries

| Reference 6.1.2 | Actual 2022–2023 | Budget 2022–2023 | Actual 2021 –2022 |
|------------------------------------|---------------------|---------------------|----------------------|
| Nationale Postcode Loterij | 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 Nationale Postcode Loterij, resulting in a total donation of EUR 900,000 in FY23.

6.1.3 Government grants

| Reference 6.1.3 | Actual 2022–2023 | Budget 2022–2023 | Actual 2021–2022 |
|---|-------------------|-------------------|-------------------|
| Grants for project activities | 46.848.428 | 37.538.000 | 39.925.253 |
| Ministry of Foreign Affairs | 25.682.583 | 18.804.000 | 18.234.052 |
| European Commission | 11.981.805 | 8.564.000 | 12.705.434 |
| Other grants | 9.184.040 | 10.170.000 | 8.985.767 |
| Grants to cover administration costs | 1.513.754 | 1.878.000 | 1.754.746 |
| Ministry of Foreign Affairs | 587.724 | 686,000 | 343.690 |
| European Commission | 525.507 | 722,000 | 834.595 |
| Other grants | 400.523 | 546,000 | 576.461 |
| Total income from institutional donor grants | 48.362.182 | 39.416.000 | 41.679.999 |

Governmental (or institutional) grants received for project activities pertain to funds allocated to CARE Nederland and are stated as income based on the project costs incurred. All government grants that CARE Nederland receives are incidental in nature.

The growth in institutional grants that started in FY22 continued in FY23 and revenue increased with 16% to EUR 48,360,000. Where the revenue from the EU decreased with 8% In FY23, the income from MFA grants increased with 41%. This is mainly caused by our large multi country CASCADE programme (EUR 12,000,000) and the two acute DRA Joint Responses we lead (EUR 6,000,000). Income from the recovery of administrative costs remained almost EUR 360,000

under budget and decreased compared to FY22. We received more income as consortium lead. CARE Nederland does not receive ICR over the part we transfer to our INGO partners.

6.1.4 Other fundraising organisations

| Reference 6.1.4 | Actual 2022–2023 | Budget 2022–2023 | Actual 2021–2022 |
|--|------------------|------------------|------------------|
| CARE International Fundraising | 309.330 | 60.000 | 322.387 |
| Other Fundraising Organisations | 7.287.394 | 372.000 | 8.227.269 |
| Total income from third-party campaigns | 7.596.724 | 432.000 | 8.549.656 |

Due to another successful ‘Samenwerkende Hulporganisaties’ (SHO) fundraising campaign initiated by the earthquake in Turkey & Syria, CARE Nederland received a donation of more than EUR 7,000,000 from SHO (together with a last transfer for the SHO Ukraine programme. We did not commit the entire donation in FY23, the remaining donation (EUR 2,600,000) is added to our designated funds.

CARE Nederland received more contributions from CARE International members for the Climate Justice Centre (CJC) than budgeted. Besides the yearly (and one-off) contributions, the CJC consolidated their income from the ‘Climate Academy’, resulting in a total revenue of EUR 309,000.

6.1.5 Other income

| Reference 6.1.5 | Actual 2022–2023 | Budget 2022–2023 | Actual 2021–2022 |
|---------------------------|------------------|------------------|------------------|
| Other income | 220.911 | 120.000 | 241.630 |
| Total other income | 220.911 | 120.000 | 241.630 |

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 2022–2023 | Budget 2022–2023 | Actual 2021–2022 |
|--|------------------|------------------|------------------|
| Interest income and income from investments | 33.741 | -40.000 | -45.912 |
| Financial Expense-exchange gain/loss | 13.240 | - | 4.055 |
| Total interest income and income from investments | 46.981 | -40.000 | -41.857 |

CARE Nederland has no portfolio investments; therefore, only income from interest is presented. Since October 2022, there are no costs for negative interest. Received interest on our 12 month deposit and saving accounts added up to EUR 34,000.

6.1.7 Overview of income from grants and non-individual donors

| Non-individual donors | 2022–2023 | 2021–2022 |
|--|-------------------|-------------------|
| Corporates / Asset Funds | 1.603.544 | 509.040 |
| European Commission | 14.923.085 | 16.969.944 |
| Development and Co-operation (EuropAid) | 7.800.609 | (115.480) |
| Humanitarian Aid and Civil Protection (ECHO) | 4.706.703 | 13.655.510 |
| Through third parties | 2.415.773 | 3.429.914 |
| Ministry of Foreign Affairs | 32.650.590 | 23.884.625 |
| Ministry of Foreign Affairs | 26.270.306 | 18.577.741 |
| Through third parties | 6.380.284 | 5.306.884 |
| Nationale Postcode Loterij | 900,000 | 900,000 |
| Nationale Postcode Loterij | 900,000 | 900,000 |
| Through third parties | - | - |
| SHO / Giro 555 | 7.287.394 | 8.227.269 |
| Other non-individual donors | 788.506 | 825.430 |
| Total | 58.153.119 | 51.316.308 |

In this overview, the income from ‘Corporate Donations’, ‘Lotteries’, ‘Government Grants’ and ‘Other Fundraising Organisations’ (EUR 58,153,120) is presented. In FY23, CARE Nederland received EUR 58,200,000 from non-individual donors, an increase of almost EUR 7,000,000. Where the income of the European commission and SHO decreased, the income from corporates (H&M foundation) and MFA increased (multi country CASCADE programme & TUMA+ programme

in DRC). The exact sources of this funding is summarised in the table above. If CARE Nederland operates in a consortium as a partner, the revenue is reported in the table above as ‘Through third parties’.

| Countries of operation | CARE Nederland as consortium lead | Consortium Partner | Total 2022–2023 |
|--------------------------------|--------------------------------------|-----------------------|--------------------|
| Humanitarian Action | | | |
| Afghanistan | 1.369.676 | 977.120 | 2.346.796 |
| Ecuador | 2.117 | - | 2.117 |
| Pakistan | 476.522 | 2.450.587 | 2.927.109 |
| Philippines | 551.433 | 2.451.405 | 3.002.838 |
| Somalia | 78.611 | - | 78.611 |
| Syria | 83.057 | 680.704 | 763.761 |
| Thailand en Vietnam | 4.605 | - | 4.605 |
| Uganda | 2.360 | - | 2.360 |
| Yemen | 594.691 | 828.086 | 1.422.777 |
| Sustainable Development | | | |
| Benin | 1.421.055 | | 1.421.055 |
| Burundi | 693.046 | 556.706 | 1.249.752 |
| Ethiopia | 340.663 | - | 340.663 |
| Kenya | 1.117.718 | | 1.117.718 |
| Mozambique | 894.773 | | 894.773 |
| Nigeria | 1.183.939 | | 1.183.939 |
| Others multicountry programme | 657.282 | 5.148.389 | 5.805.671 |
| Somalia | 2.482.776 | 3.127.098 | 5.609.874 |
| Uganda | 1.285.221 | | 1.285.221 |
| Yemen | 920.914 | 603.403 | 1.524.317 |
| Total | 14.160.459 | 16.823.498 | 30.983.958 |

In FY23, CARE Nederland was the lead of various consortia in different countries. The total revenue for these programmes was EUR 30,984,000 of which EUR 14,160,000 was intended for CARE Nederland and CARE Country Offices. On behalf of the consortium members, CARE Nederland received EUR 16,800,000 from donors. This amount is included in the CARE Nederland revenue and is more than during the previous financial year (EUR 15,300,00). This increase is caused by the two DRA Joint Responses CARE leads in Pakistan & Myanmar and the revenue we received for our CASCADE programme on behalf of our partner GAIN. The table below presents the details.

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 2022–2023 | Budget 2022–2023 | Actual 2021–2022 |
|--|-------------------|-------------------|-------------------|
| Humanitarian Action | 22.511.711 | 10.698.000 | 39.523.707 |
| Programme commitments | 21.639.731 | 9.760.000 | 38.532.995 |
| Costs incurred by CARE Nederland | 871.980 | 938.000 | 990.712 |
| Sustainable Development | 32.134.204 | 31.174.000 | 12.106.885 |
| Programme commitments | 30.595.317 | 30.089.000 | 10.404.379 |
| Costs incurred by CARE Nederland | 1.538.888 | 1.085.000 | 1.702.506 |
| Multiplying Impact | 1.942.854 | 1.806.000 | 1.584.242 |
| Programme commitments | 481.076 | 122.000 | 218.243 |
| Costs incurred by CARE Nederland | 1.461.778 | 1.684.000 | 1.365.999 |
| Total expenditure on objectives | 56.588.769 | 43.678.000 | 53.214.834 |

Programme expenditure consists of programme commitments to CARE International country offices or implementing partners, plus the direct costs incurred by CARE Nederland.

The expenditure on objectives is 30% above budget and in line with the FY23 revenue. This is mainly because of the unexpected income for our SHO programme in Turkey & Syria and the two Acute DRA Joint Responses CARE Nederland unexpectedly leads in Pakistan & Myanmar. Besides that, our SD expenditure is slightly above budget (EUR 1,100,000).

Our expenditure on Advocacy is almost on budget. The programme commitments are EUR 220,000 above budget and the costs incurred by CNL are less than expected (EUR 220,000). In the table below the funding source is shown.

| Funding source | Humanitarian Action | Sustainable Development | Multiplying Impact | Total 2022-2023 | Total 2021-2022 |
|---------------------------------------|---------------------|-------------------------|--------------------|-------------------|-------------------|
| Ministry of Foreign Affairs | 7.174.472 | 18.508.109 | - | 25.682.583 | 18.234.052 |
| European Commission | 4.324.242 | 7.657.564 | - | 11.981.805 | 12.705.434 |
| SHO (Giro 555) | 4.144.063 | - | - | 4.144.063 | 7.650.802 |
| Corporates / Asset Funds | - | 802.286 | 481.076 | 1.283.361 | 931.798 |
| Other donors | 5.636.174 | 3.407.437 | - | 9.043.611 | 8.985.393 |
| Own resources | 1.232.760 | 1.758.808 | 1.461.778 | 4.453.346 | 4.707.355 |
| Total expenditure on objective | 22.511.711 | 32.134.204 | 1.942.854 | 56.588.769 | 53.214.834 |

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

| | Objectives | | | Fundraising | Management and administration costs | Actual 2022 –2023 | Budget 2022–2023 | Actual 2021–2022 |
|--|------------------------|----------------------------|-----------------------|-------------|--|----------------------|---------------------|---------------------|
| | Humanitarian Action | Sustainable Development | Multiplying Impact | | | | | |
| Allocation | | | | | | | | |
| Grants & contributions | 21.294.057 | 29.843.736 | 481.076 | - | - | 51.618.869 | 39.258.000 | 48.406.100 |
| Public information & awareness campaigns | - | - | 797.884 | 953.840 | - | 1.751.724 | 1.755.000 | 1.788.110 |
| Staff costs | 873.782 | 1.691.403 | 493.884 | 498.826 | 985.472 | 4.543.366 | 4.495.000 | 4.044.007 |
| Housing costs | 46.859 | 81.634 | 23.167 | 32.939 | 39.476 | 224.076 | 196.800 | 194.084 |
| Office & general costs | 292.373 | 509.348 | 144.549 | 205.523 | 246.309 | 1.398.101 | 1.226.200 | 1.351.063 |
| Depreciation | 4.640 | 8.083 | 2.294 | 3.262 | 3.909 | 22.188 | 18.000 | 13.784 |
| | | | | | | | | |
| Total | 22.511.711 | 32.134.204 | 1.942.854 | 1.694.390 | 1.275.166 | 59.558.323 | 46.949.000 | 55.797.148 |

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 6,550,000, an increase of 10% compared to last year. This increase is mainly caused by staff costs (EUR 500,000) due to more staff (almost 4 FTE) and increased salary cost because of agreements in the ‘CAO Rijksambtenaren. Due to inflation and increased costs for energy, housing costs increased with almost EUR 30,000. The Office & General costs increased with almost EUR 60,000 because of higher costs for audits and IT support from CARE UK.

‘Management & administration’ costs increased in FY23 with EUR 170,000, mainly because we hired an executive assistant to support the CEO and a ‘CARE Nederland controller’.

| Staff costs | Actual 2022 –2023 | Budget 2022–2023 | Actual 2021–2022 |
|----------------------------------|----------------------|---------------------|---------------------|
| Gross salaries | 2.976.294 | 2.883.102 | 2.677.071 |
| Holiday entitlement and holidays | 252.307 | 274.553 | 235.258 |
| Social security contributions | 565.285 | 564.504 | 473.234 |
| Pension contributions | 407.845 | 401.507 | 376.140 |
| Employee insurances | 134.992 | 136.089 | 118.078 |
| Commuting expenses | 38.907 | 60.130 | 13.725 |
| Year-end gratification | 167.736 | 175.115 | 150.501 |
| Total staff costs | 4.543.366 | 4.495.000 | 4.044.007 |

6.2.4 Personnel

| Staff | Actual 2022 –2023 | Actual 2021–2022 | Budget 2022–2023 |
|--|----------------------|---------------------|---------------------|
| Employees in the Netherlands | 59,00 | 53,00 | 51,00 |
| Advocacy | 3,00 | 1,00 | 1,00 |
| Management | 2,00 | 2,00 | 1,00 |
| Finance | 4,00 | 4,00 | 4,00 |
| Quality Management & IT | 2,00 | 2,00 | 2,00 |
| Office Management | 3,00 | 2,00 | 2,00 |
| Human Resources | 4,00 | 5,00 | 4,00 |
| Programmes | 32,00 | 28,00 | 29,00 |
| Communication & Fundraising | 9,00 | 9,00 | 8,00 |
| Employees as at the end of the reporting year | 59,00 | 53,00 | 51,00 |
| Average FTEs in the Netherlands | 49,00 | 50,27 | 45,98 |
| 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 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 119,668 (from 01/07/2022 – 30/06/2023), the current Board remuneration remains below the Goede Doelen Nederland maximum. According to the Regeling belonging directeuren van goededoelenorganisaties, CARE Nederland scores 460 BSD points. Thus, the maximum income is EUR 152,661. 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 154,445.

| Management Board remuneration | Actual 2022–2023 | Actual 2021–2022 |
|---|---------------------------|---------------------------|
| R.P.F. van Haeringen | | |
| Employment contract | | |
| Nature (term) | Fixed contract | Fixed contract |
| Number of hours | 38 | 38 |
| Part-time percentage | 100 | 100 |
| Period | 01/07/2022 t/m 30/06/2023 | 01/07/2021 t/m 30/06/2022 |
| * Statutory Director as of April 4 th 2018 | | |
| Remuneration | | |
| Annual income | 119.669 | 110.625 |
| • Gross annual salary | 105.083 | 97.040 |
| • Holiday pay | 8.335 | 7.763 |
| • Year-end gratitude | 6.251 | 5.822 |
| | | |
| Social security contributions (employer's share) | 11.332 | 10.062 |
| Pension contributions (employer's share) | 23.444 | 22.170 |
| | | |
| Total remuneration | 154.445 | 142.857 |

The Supervisory Council performs its duties in an honorary capacity. In FY23 there was a face-to-face CARE International Supervisory Council meeting in Marrakech that was attended by the chair of the CARE Nederland supervisory Board. The total expenses for the Supervisory Council increased and were EUR 4,136.

| Remuneration and expense reimbursement Supervisory Board | 2022-2023 | 2021-2022 |
|--|-----------|-----------|
| Sum of expenses | 4.136 | 2.749 |

6.4 Audit fees

| Audit fees | 2022-2023 | 2021-2022 |
|-----------------------------------|----------------|----------------|
| Audit of the financial statements | 107.525 | 99.275 |
| Other audit services | 7.680 | 10.200 |
| Tax services | - | - |
| Other no audit services | - | - |
| Total | 115.205 | 109.475 |

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.

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 14 November 2023, 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 1 December 2023 by the Board, which consists of:

Ms. Reintje van Haeringen

The Annual Report and the accompanying financial statements were adopted on 1 December 2023 by the Supervisory Council, which consists of the following executives:

Ms. Sarbani Bhattacharya (chair)

Ms. Karen Bakhuisen

Mr. Jan Broekhuizen

Mr. Pieter Huibert van de Stadt

Mr. Gert van de Laar

Ms. Fleur de Nijs

Mr. Wietze Smid

7. Independent Auditor's Report

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

Report on the audit of the financial statements 2022/2023

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 2023, 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 2022/2023 of Stichting CARE Nederland, Den Haag.

The financial statements comprise:

- the balance sheet as at 30 June 2023;
- the statement of income and expenditure for the year then ended; and
- the notes, comprising a summary of the accounting policies applied 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; and
- 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 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.

In preparing 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 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, and is not a guarantee that an audit conducted in accordance with the Dutch Standards on Auditing will always detect a material misstatement when it exists. 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, 21 December 2023

PricewaterhouseCoopers Accountants N.V.

Original has been signed by M. Gaasterland RA

Appendix to our auditor's report on the financial statements 2022/2023 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 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.

8. Attachments

8.1 COVID

| | Totaal FY21 May 6, 2021 - May 5, 2022 | | | Totaal FY22 May 6, 2021 - May 5, 2022 | | | Totaal Cumulative as per June 30, 2022 | | |
|---|--|-----------------------|----------------|--|-----------------------|----------------|---|-----------------------|----------------|
| Income | | | | | | | | | |
| Income from joint campaigns. | | | 200.000 | | | 153.308 | | | 353.308 |
| Interest | | | - | | | - | | | - |
| Total income | | | 200.000 | | | 153.308 | | | 353.308 |
| Costs for preparation & co-ordination | | | | | | | | | |
| Ceiling for adminisitrative costs | | | 14.000 | | | 10.732 | | | 24.732 |
| Total amount availabe for the action | | | 186.000 | | | 142.576 | | | 328.576 |
| Expenditure | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Commitments by participant | | | | | | | | | |
| support via implementing organisation | | | - | | | - | | | - |
| support via the international network | | - | | | - | | | - | |
| Available to additional commitments | | | 186.000 | | | 142.576 | | | 328.576 |
| | May 6, 2021 - May 5, 2022 | | | May 6, 2021 - May 5, 2022 | | | Cumulative as per June 30, 2022 | | |
| Participant cash flow | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Transfers by the participant related to: | | | | | | 328.576 | | | 328.576 |
| support via implementing organisation | | | - | | | | | | |
| support via the international network | | - | | 328.576 | - | | | - | |
| support via the participant | | | | | | | | | |
| Local expenditure | | | - | | | 328.576 | | 328.576 | 328.576 |
| support via implementing organisation | | | | | | | | | |
| support via the international network | | - | | 328.576 | - | | | 328.576 | |
| support via the participant | | | | | | | | | |

8. Attachments

8.2 Ukraine

| | Totaal FY22 01-03-2022/30-06-2022 | | | Totaal FY23 01-07-2022/30-06-2023 | | | Totaal Cumulative as per June 30, 2023 | | |
|---|--------------------------------------|-----------------------|------------------|--------------------------------------|-----------------------|------------------|---|-----------------------|------------------|
| Income | | | | | | | | | |
| Income from joint campaigns. | | | 8.089.255 | | | 1.250.600 | | | 9.339.855 |
| Interest | | | | | | | | | |
| Total income | | | 8.089.255 | | | 1.250.600 | | | 9.339.855 |
| Costs for preparation & co-ordination | | | | | | | | | |
| Ceiling for adminisitrative costs | | | 566.248 | | | 87.542 | | | 653.790 |
| Total amount availabe for the action | | | 7.523.007 | | | 1.163.058 | | | 8.686.065 |
| Expenditure | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Commitments by participant | | | 7.336.449 | | | 711.497 | | | 8.047.946 |
| support via implementing organisation | | | | | | | | | |
| support via the international network | | 7.336.449 | | 711.497 | | | 8.047.946 | | |
| upport via the participant | | | | | | | | | |
| Available to additional commitments | | | 186.558 | | | 451.561 | | | 638.119 |
| | 01-03-2022/30-06-2022 | | | 01-07-2022/30-06-2023 | | | Cumulative as per June 30, 2023 | | |
| Participant cash flow | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Transfers by the participant related to: | | | 7.336.449 | | | 711.497 | | | 8.047.946 |
| support via implementing organisation | | | | | | | | | |
| support via the international network | 7.336.449 | | | 711.497 | | | 7.336.449 | | |
| support via the participant | | | | | | | | | |
| Local expenditure | | | 2.206.744 | | | 4.626.029 | | | 6.832.773 |
| support via implementing organisation | 2.206.744 | | | 4.626.029 | | | 6.832.773 | | |
| support via the international network | | | | | | | | | |
| support via the participant | | | | | | | | | |

8. Attachments

8.3 Turkey & Syria

| | Totaal FY23 07-02-2023/30-06-2023 | | | Totaal Cumulative as per June 30, 2023 | | |
|---|--------------------------------------|-----------------------|------------------|---|-----------------------|------------------|
| Income | | | | | | |
| Income from joint campaigns. | | | 3.733.942 | | | 3.733.942 |
| Interest | | | | | | |
| Total income | | | 3.733.942 | | | 3.733.942 |
| Costs for preparation & co-ordination | | | | | | |
| Ceiling for adminisitrative costs | | | 261.376 | | | 261.376 |
| Total amount availabe for the action | | | 3.472.566 | | | 3.472.566 |
| Expenditure | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Commitments by participant | | | 3.432.566 | | | 3.432.566 |
| support via implementing organisation | | | | | | |
| support via the international network | | 3.432.566 | | 3.432.566 | | |
| upport via the participant | | | | | | |
| Available to additional commitments | | | 40.000 | | | 40.000 |
| | 07-02-2023/30-06-2023 | | | Cumulative as per June 30, 2022 | | |
| Participant cash flow | Emergency Aid | Rehabilitation | Total | Emergency Aid | Rehabilitation | Total |
| Transfers by the participant related to: | | | 1.000.000 | | | 1.000.000 |
| support via implementing organisation | | | | | | |
| support via the international network | 1.000.000 | | | 1.000.000 | | |
| support via the participant | | | | | | |
| Local expenditure | | | 1.410.229 | | | 1.410.229 |
| support via implementing organisation | 1.410.229 | | | 1.410.229 | | |
| support via the international network | | | | | | |
| support via the participant | | | | | | |

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 two women, likely of Arab descent, smiling warmly at the camera. The woman on the left is wearing a large, wide-brimmed straw hat and a blue and black striped headscarf. The woman on the right is wearing a beige headscarf. They are both wearing colorful, patterned traditional clothing. They are standing in front of a rustic stone wall. The text "A different approach. A fairer world." is overlaid on the image in white, bold font, with each line on a separate yellow rectangular background.

A different approach.
A fairer world.