



Report of the Board of Directors 2018

CARE International's vision is a world of hope, tolerance and social justice, where poverty has been overcome and all people live in dignity and security. CARE works to save lives, combat poverty and achieve social justice across the world. We put women and girls at the centre because we know that we cannot overcome poverty until all people have equal rights and opportunities. CARE is a global leader within a worldwide movement dedicated to saving lives and ending poverty. We will be known everywhere for our unshakable commitment to the dignity of people.

CARE Norway (CN) shall contribute to CARE International's (CI) vision by focusing in particular on gender equality and women's rights. To combat poverty and deprivation it is essential to promote gender equality and women's and girls' opportunities to live dignified lives.

CN's values – brave, strong, dedicated and hands-on – are central in our work. Additionally, CN's work shall always have a strong local presence and be sustainable.

In 2018, CN had programmes and projects in 12 countries. The office is in Oslo.

CN went from being a member organization to become a foundation in June 2010, and is one of 14 independent members of the CI federation. CI's international secretariat is in Genève.

In 2018, CAREs work reached more than 56 million people directly in 95 countries, through long term and humanitarian projects and programmes.

The Board

The board of the CN Foundation has in 2018 consisted of:

Chair of the board:	Peter Gitmark (as of April 26), Kjersti Fløgstad (until April 26)
Vice-chair:	Ina Reksten (as of April 26), Peter Gitmark (until April 26)
Member:	Shahzad Rana
Member:	Ina Reksten (regular member until April 26)
Member:	Torunn Tryggestad
Member:	Sofia Srour (as of December 13)
Member:	Nina Brochmann (as of December 13)
Member:	Wasim Zahid (as of December 13)
Member:	Arild Retvedt Øyen (as of December 13)
Member:	Joachim Nahem (until October 25)
Employee elected:	Maria Christophersen

The Election Committee

Gina Lund
Torbjørn Gjelstad
Helené Hansson (employee representative)

The Board's Work

The board held 6 ordinary board meetings during the period.

During the year, the board presented an annual report with accounting for 2017, approved CN's action plan and budget for 2019 and made other decisions related to governance of CN.

The chair of the CN board, Peter Gitmark, was elected member of the CI council, with the National director, Gry Larsen, as deputy. Gry Larsen is a member of the CI National Directors Committee. CI Council held a meeting in Ottawa, Canada, in June.

CARE International (CI)

Caroline Kende-Robb joined CARE International as the new Secretary General in August 2018.

In 2018, there have been several important processes in CARE International. Such as follow-up of the program strategy, implementation of the Gender Policy, further development of the organizational structure and developing a new leading CARE Strategy. In June 2017 CI updated and implemented new rules and guidelines related to sexual harassment and abuse. In 2018, a main focus in the whole organization has been to get these implemented.

Program work

Funding for the total program activity, including humanitarian activities, was reduced to NOK 200,9 million in 2018 from NOK 239,3 million in 2017. This was mainly due to accrual of grants for our work in Syria, and not because of fewer contracts.

In 2018, CN also received funding from the Ministry of Foreign Affairs, SIDA and Danida for the Syria Resilience Consortium, a consortium consisting of six international NGO's for a programme in Syria led by CN. The funding was in total NOK 96,7 million. In addition, we received funding from the Ministry of Foreign Affairs for humanitarian projects in DRC, Uganda and Yemen, in total NOK 11,2 million, and funding from Innovasjon Norge in a total of NOK 1 million.

CN has a framework agreement with Norad for 4 years (2016-2020), for the *Gender Equality and Women's Empowerment Programme* (GEWEP) and received in 2018 amounts in accordance with this agreement. The annual frame is NOK 62,7 million. There are 6 countries in the agreement: Burundi, DR Congo, Mali, Myanmar, Niger and Rwanda. The annual report for GEWEP 2017 demonstrates that CN's program reached in total 359 570 people directly, among these 261 944 women. 990 350 people were indirectly participants in the program.

Norad also funds a program for women, peace and security in Afghanistan and Myanmar, as well as funding a food security program in Mali, with a total of NOK 11 million. In 2018 these programs were included in the framework agreement with Norad.

DIKU, the Norwegian Agency for International Cooperation and Quality Enhancement in Higher Education, is funding a program in Tanzania that provides job training for youth. The project started in 2018 with a funding of NOK 11 million in total from 2018 to 2021.

The Embassy in Mali granted in 2016 NOK 45 million in funding for CARE's work with food security and nutrition in Niger. The program is a joint project with Noragric at the Norwegian University of Life Sciences in Ås and the research institution INRAN in Niger. The goal is to make new research on climate smart, low cost and gender sensitive agriculture accessible to people in rural areas.

In 2016, CN signed its first contract with the EU in Burundi. The program is a consortium with two other INGOs (Oxfam and ActionAid) to strengthen civil society organizations in Burundi. The project has a total budget of EURO 2,2 million.

Market and Fundraising

Total non-institutional funding increased from 2017 with NOK 3,1 million to a total of NOK 22,6 million in 2018. Funding from private donors totalled NOK 14,4 million, from NOK 13,2 million in 2017. Funding from corporate donors increased from NOK 5.5 million to NOK 8,1 million in 2018. When including income from advertisements, total funding from the corporate sector was NOK 9,3 million.

The partnership with our corporate donors is good. We have worked actively to lay the foundation for a solid engagement throughout 2019 and the telethon.

New regular donors were recruited throughout the year. Recruitment has been conducted in large areas of Norway by a touring team of recruiters.

Political Advocacy and Communication

In 2018 CN has continued its work to lift women's rights and gender equality. This through media exposure, posts and participation in debates. CN has also contributed with inputs to politicians, the Ministry of Foreign affairs and other decision makers in relevant cases.

The New Connections conference was held in November at Kulturhuset in Oslo, in association with NHO. The agenda included Storebrand, the World Bank, the Ministry of Foreign affairs and Microsoft among others. A short film with the title "The Museum of Prehistoric Attitudes" was produced for this year's campaign, which achieved around half a million views in social media and publicity in NRK and VG among others.

The number of people following us on Facebook and Instagram increased in 2018.

Work Environment

CN facilitates a staffing that is both financially and administratively sustainable. Sick leave was 2,7 percent. At the end of the year, there were 24 employees at the secretariat in Oslo, 18 women and 6 men. The organization has developed a policy to ensure there occur no discrimination on the basis of gender, colour of skin, disability, religion or other factors.

CN conducts an annual survey among all employees to map the working environment and use the results as guidance for any measures.

The board consisted of seven members, 6 women and 4 men.

There has been no injury to persons or property in CN during the year.

Continued Operations

At the end of 2018 CN has contracts with several institutional donors providing a basis for continued operations. The four-year agreement with Norad in a total of NOK 250.8 million expires in February 2020. The three-year agreement with SIDA for a total of SEK 150 million expires in November 2019, and we have smaller contracts with the EU and MOFA spanning 18 months and 3 years respectively. Regular private donors and multiyear agreements with corporate partners contributes to continued program work. The agreements that expire in 2019 will be renegotiated with the donors.

In June 2018 CN was assigned NRK TV-aksjonen (telethon) in 2019. This will secure our program activities for 4 years.

External Environment

CN has no operations in Norway that negatively affects the environment. Programme activities abroad includes several environmentally oriented projects and initiatives.

Economy

At the end of the year, there are unspent project funds of NOK 3,4 million, that are not recognized.

Liquidity is good. We have NOK 63,552 million, of which NOK 56,4 million is equity.

Unspent project funds from 2017 was spent in 2018 and caused a significant change in cash flow

We have good internal control routines, and zero tolerance for corruption.

The annual activity accounts show a deficit of NOK 11 454 400. In order to cover this, the board suggests NOK 4,756,563 to be allocated to unrestricted equity, NOK 5,674,377 to be drawn from the equity with self-imposed restrictions and NOK 1,022,851 to be drawn from the equity with external restrictions.

The board concludes that the annual financial statement correctly summarizes the organization's assets and debts, financial position and result.

Future Prospects

CN is applying for a new 5-year frame agreement with Norad in 2019. At the end of 2018 Norad conducted an organisational review of CN which the assessment of the application will be based on. The result of the review was good and gives us confidence that Norad wishes to continue the agreement.

In addition, we continue the strategic work with institutional donors to ensure the continuation of existing contracts.

CN has invested significantly the latter years to increase funds from the private sector, from both individual and corporate donors. We have established a solid cooperation with corporate partners and are experiencing growth that will be continued in 2019.

The investment in regular donors resulted in a low collection percentage for 2018, only 52 %, but the average for the last 5 years is 65 % which is within the requirement from the Norwegian Control Committee for Fundraising.

Strategic work is being done to ensure diversified incomes.

In December 2018 CN moved the office to Prinsens gt. 18. The premises bring opportunities to increase staff if necessary.

Financial Risk

All project funds are transferred in DKK, EURO, SEK or USD. In times of large currency fluctuations there is a risk of currency losses. The risk of currency losses in the projects is in some cases reduced through futures contracts.

Oslo, 25. april 2019

Peter Gitmark
Styreleder

Ina Reksten
Nestleder

Shahzad Rana

Torunn Tryggestad

Sofia Srour

Wasim Zahid

Nina Brochmann

Arild Retvedt Øyen

Maria Christophersen
Ansatt valgt

Gry Larsen
Generalsekretær