

Annual Report

2014



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OF THE WORLD'S POOREST PEOPLE THROUGH
880 projects
IN 90 COUNTRIES



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THE SOONER
THE BETTER

CARE International is one of the largest humanitarian organisations in the world. In 2014, the work of CARE International strengthened the capacity of 72 million people in 90 countries. CARE Denmark runs long-term programmes in nine of these countries.

CARE Denmark supports the world's poorest families in their efforts to get food on the table and work their way out of poverty. In rural areas in the world's poorest countries, it is hard work even to get enough food to survive. In these areas, climate, access to markets and lack of information and rights create enormous challenges.

CARE Denmark works together with partner organisations in the countries where we operate. Through education and training the goal is to strengthen poor people so they can work their way out of poverty. CARE Denmark's work is focused on prevention and helping people help themselves because it saves lives and money and reduces suffering.

CARE Denmark brings our work into action even before disasters strike in order to create long-lasting solutions together with poor and vulnerable families. That is why we say: **the sooner, the better.**



BOARD OF DIRECTORS' REPORT 2014

2014 was the hottest year ever measured. Experts are not in doubt: Our massive greenhouse gas emissions cause the thermometer to rise. CARE Denmark stepped up the climate battle during the past year. In September, CARE and 400,000 climate advocates took to the streets of New York in a joint climate march. In December, we were on the streets again in Lima during the annual UN climate change negotiations. Everyone called for political action.

CARE travelled to the Andes with a number of different media. We wanted the world to see that climate change is not an abstract problem of the future. For poor families, it is a disaster that is growing day by day. Articles about children who live in constant fear of avalanches and entire villages that will soon be without drinking water hit the newspapers in France, the UK and Denmark. These were all powerful stories emphasising the urgent need to get climate change under control. It was a disappointment for us when the summit ended with a weak statement of intent.

It is easy to lose faith, but in CARE Denmark we still believe that a fair climate agreement can be reached. We share this hope with our partners in the South. Climate advocate and CARE partner Herbert Mwalukomo from Malawi has no doubts that hope is our strongest weapon. Herbert was CARE Denmark's guest in connection with the launch of the UN climate change report in Copenhagen.

His message to the Danish public was clear: the biggest problem of the climate battle is not the lack of data, but the lack of values and activism.

Our partner from the south inspired us and confirmed that CARE Denmark must continue its work, even when the climate battle is met with strong opposition.

In 2014, CARE Denmark did in fact inspire hope at Danish primary and lower secondary schools. 2,000 Danish schools received the campaign *Styr på klimaet* (climate control), which comprised of 20 posters – each

containing a climate solution and a related training programme. The large pictures showed climate solutions from all over the world. The aim was to make the children feel that they are part of a global climate community. One poster showed a food market that reduces food waste; another one depicted a plane that runs on solar energy; while a third poster showed floating vegetable gardens in Vietnam. Most children travel by air when they go on holiday, and many have thrown away food, so these were pictures they could relate to. It is CARE Denmark's hope to see a new generation of 'green' children growing up.

The many disappointments during the UN climate change negotiations clearly show that climate change cannot be fought by politicians alone.

That is why CARE Denmark's climate work is carried out in Danish schools, in the fields of poor farmers and in political corridors alike. Last year, CARE Denmark launched a new

HIS ROYAL HIGHNESS PRINCE JOACHIM PATRON OF CARE DENMARK



NIELS TOFTE NATIONAL DIRECTOR OF CARE DENMARK



CHRISTIAN S. NISSEN FREELANCE CONSULTANT CHAIR



BJARNE H. SØRENSEN FORMER AMBASSADOR VICE CHAIR



MARIANN FISCHER BOEL FORMER MINISTER OF FOOD AND EU COMMISSIONER



INGELISE BOGASON CEO



CATHARINA COLLET MA



climate programme in Asia helping farmers to use weather reports when planning their farm production. Prince Joachim accompanied CARE Denmark to Laos to launch the new programme.

Climate is not the only thing that is subject to change. The balance of power in the world is also shifting. Old power centres such as the USA and the EU must give way to new growth economies. CARE International must be equipped to remain relevant in the new world order. An organisational structure that is based on rich countries in the north collecting money for poor countries in the south is no longer in keeping with the times. Therefore, CARE International started a global dialogue last year to determine what the future organisation should look like. Everyone agrees that the power balance of the organisation should be shifted further south, but how this is to be done remains to be worked out. The work continues in 2015 with a new director of CARE International.

CARE Danmark's project *Himalayas glemte*

børn (the forgotten children of the Himalayas) was selected to receive the profit from sales of Børnenes Ulandskalender (Christmas calendars) in 2015. This means that CARE Danmark will be working together with the Danish Broadcasting Corporation and DANIDA to present stories about the lives of children in Nepal. The recipients are primary school pupils in Denmark, and CARE's contribution will be a digital teaching universe.

Last year, CARE Danmark launched the digital initiative My Village. The aim is to bring Danes very close to everyday life in a Tanzanian village exposed to climate change. Members of CARE, and others, can support My Village by making contributions for tree planting, well building and toward the membership of a savings and loan group. All contributors receive regular updates as the trees grow, the water rises in the wells and the savings and loan groups give their members new financial opportunities.

From a financial perspective, 2014 was a

very good year. CARE Danmark continued its good working relationships with DANIDA and the EU, and new contracts were finalised. CARE Danmark has invested substantial resources in growing our cooperation with Danish foundations and enterprises, which has yet to produce a satisfactory result. Overall, CARE Danmark obtained a positive result of DKK 5.250.000 and reserves of DKK 12.8 million. This result was achieved because many individuals continue to support CARE Danmark's work, and not least because CARE Danmark received a very large inheritance from a private citizen towards the end of the year.

At the end of the year, CARE Danmark got the highest marks possible during the annual review of Danish development organisations' strategies and results by the Ministry of Foreign Affairs.

Our robust strategies will lead to an increase of DKK 4.1 million for our long-term work from 2016. This recognition means a lot to both CARE Danmark and our partners in the South.

HENRIETTE
FRANDSEN-MELAU
DEPUTY HR DIRECTOR



ANETTE
FØLSGAARD
BOARD MEMBER



ANDREAS
HASTRUP
AGRICULTURIST
AND FORESTER



NIELS ELSER
KOCH
DIRECTOR,
PROFESSOR



SUSANNE
LARSEN
FORMER CEO



ORLA GRØN
PEDERSEN
BOARD CHAIRMAN



ULLA
RÖTTGER
CEO



FINANCIAL REVIEW 2014

In 2014, CARE Danmark had a total income of 123 million kroner, with 48 million kroner coming from CARE Danmark's framework agreement with Danida. CARE Danmark also received project support from the EU and the governments of Finland, Austria and the UK. Added to this were significant contributions from individuals, corporations and foundations.

FUNDRAISING ACTIVITIES

In 2014, CARE Danmark raised a total of 32 million kroner from private individuals, corporations and foundations, representing 26% of total income. The income from private individuals, corporations and foundations was higher than the 2013 figure, owing to a substantial inheritance received from a private citizen.

The major part of this year's private fundraising from regular supporters and members amounted to 24.4 million kroner – 4 million kroner from membership subscriptions. In 2013, CARE Danmark had 15,295 members. In 2014 the number had fallen to 13,745. The number of supporters fell from 26,022 in 2013 to 24,831 in 2014. The number of new recruits decreased due to a reorganisation of recruitment activities.

Partnerships with business corporations are an essential part of CARE Danmark's fundraising strategy. CARE Danmark's strategic partnership with COOP in Kenya continued in 2014 and the collaboration involving the Charity Button on bottle refund machines in COOP supermarkets brought in around 3 million kroner for CARE Danmark in 2014.

CARE Danmark also took part in the national telethon, "Danmarks Indsamling", in 2014 which raised 87 million kroner. CARE Danmark's share of the funds was 3 million kroner. The money is going to a project in Nepal aimed at reducing mother and infant mortality.

It is pleasing to note that CARE Danmark is maintaining a high level of fundraising. However, like other organisations, CARE Danmark is experiencing a decline in membership and a fall in the size of donations.

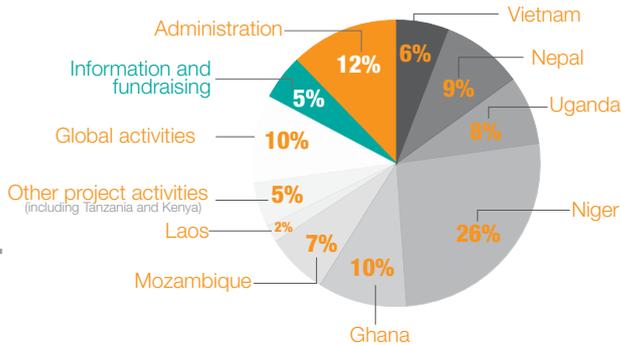
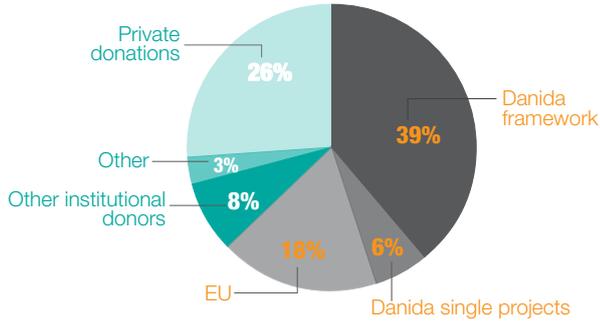
The Board of Directors and CARE Danmark's general management are focussing on this in an effort to improve the situation. Maintaining steady support from private individuals is absolutely crucial to CARE Danmark's work and future. CARE Danmark would like to thank all its supporting members and the supporters who chose to donate to its development work in 2014.

ANNUAL RESULT AND EXPECTATIONS FOR 2015

2014 was a particularly good year in financial terms. The final accounts for 2014 show a surplus of 5,250,000 kroner. As of 31st December 2014, unrestricted reserves stood at 12.8 million kroner. The result for the year is extremely satisfying with regard to CARE Danmark's long-term goal of consolidating its reserves.

The percentage for administration expenses has gone down from 13% in 2013 to 12% in 2014. This is due to a rise in total income from public institutions and private fundraising during the year.

CARE Danmark is anticipating an overall profit of 1.2 million kroner in 2015 which will be a further boost to reserves. A 48 million kroner framework grant has been received from Danida and it is anticipated that additional funding opportunities will be available from Danida for individual projects in 2015. At the same time, the well-established cooperation with the EU and foreign institutional donors is expected to continue this year.



➤ For the entire financial review, see www.care.dk/finance

➔ OPERATING STATEMENT

for the period January 1-December 31, 2014

Revenues

Restricted revenues
Other revenues

| | 2014 (DKK 1,000s) | 2013 (DKK 1,000s) |
|-----------------------|----------------------|----------------------|
| Restricted revenues | 86.647 | 85.050 |
| Other revenues | 36.195 | 29.627 |
| Total revenues | 122.842 | 114.677 |

Accrual of restricted revenues

6.972 7.309

Total revenues

129.814 121.986

Expenses

Use of restricted funds
Use of unrestricted funds

96.943 91.218
27.621 29.078

Total expenses

124.564 120.296

Result of the year

5.250 1.690

The result of the year has been allocated as follows:

| | | |
|--------------------------------------|--------|-------|
| Transferred to unrestricted reserves | 8.574 | 549 |
| Adjustment of restricted reserves | -3.324 | 1.141 |

➔ BALANCE SHEET

as of December 31, 2014

Assets

Fixed assets
Current assets

| | 2014 (DKK 1000s) | 2013 (DKK 1000s) |
|---------------------|---------------------|---------------------|
| Fixed assets | 2.612 | 2.778 |
| Current assets | 36.122 | 36.934 |
| Total assets | 38.734 | 39.712 |

Total assets

38.734 39.712

Liabilities

Reserves
Restricted reserves
Unrestricted reserves

203 200
17.153 11.903

Total reserves

17.356 12.103

Total debt

21.378 27.609

Total liabilities

38.734 39.712

ABOUT CARE

CARE INTERNATIONAL

CARE is a non-political and non-religious organisation consisting of 13 autonomous organisations in Australia, Austria, Canada, Denmark, France, Germany, Great Britain, India, Japan, the Netherlands, Norway, Thailand and USA.

These organisations work autonomously, each with their unique core competences within the fields of development assistance and emergencies. At CARE's country offices however, all 13 organisations coordinate their respective activities closely.

Internationally, CARE is one of the world's largest humanitarian organisations with programmes in 90 countries supporting more than 72 million people in 2014.

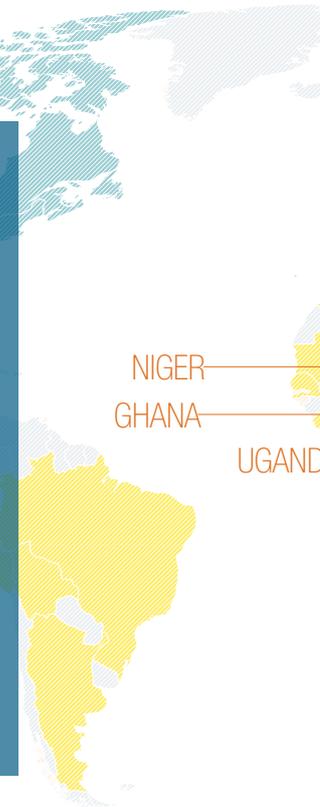
The core principle of all CARE programming is that the world's poorest and most vulnerable people must be empowered so that they become capable of improving the livelihoods of themselves and their families

CARE DANMARK

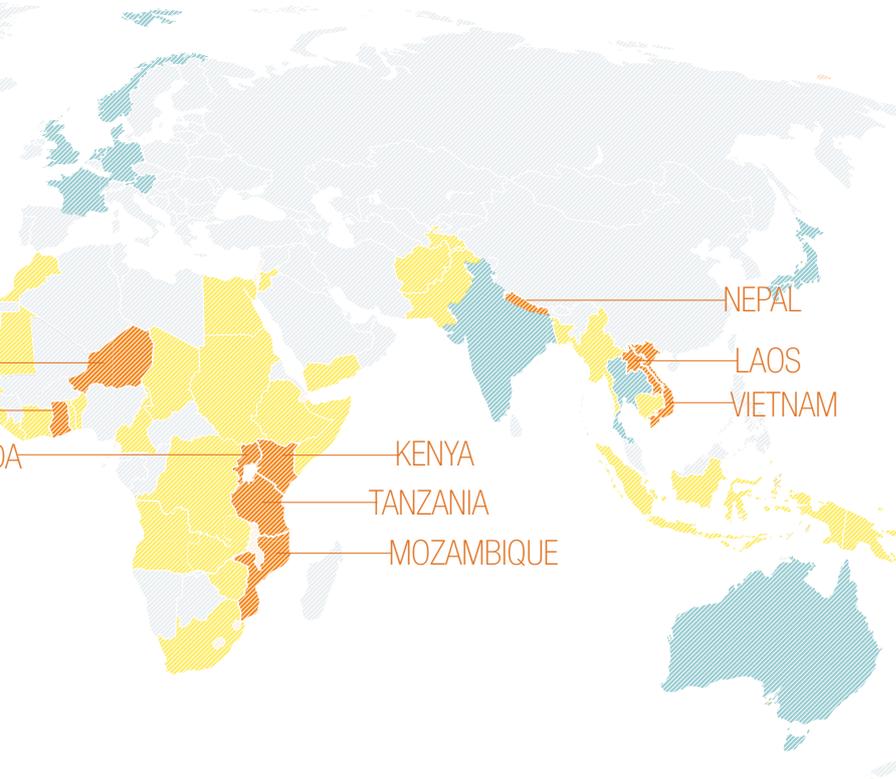
CARE Danmark focuses on long-term development assistance in nine countries in Africa and Asia based on the principle of helping people help themselves. This is why CARE Danmark works in close cooperation with local communities. Local staff make up 97 per cent of all CARE country office staff, ensuring sustainability of activities as well as effective locally based operations.

In addition, CARE Danmark partners with civil society organisations in the countries where the programmes take place. In this way, CARE Danmark enables grass root organisations to strengthen their voice and level of influence in dealing with governments on issues concerning the right to food, water, land, health care, participation in decision-making processes and gender equality.

 *Read more about CARE Danmark's work at:*
www.care.dk/eng



CARE DANMARK ORGANISATION



CARE Denmark was established in 1987 as an independent foundation. Consequently, CARE Denmark is governed by a Board of Directors that is elected by the Committee of Representatives.

In addition, CARE Denmark has a Support Association Board that represents all members of CARE Denmark.

At the technical and professional level, CARE Denmark's Programme Committee provides counselling and guidance to CARE Denmark's Programme Department.

His Royal Highness Prince Joachim is patron of CARE Denmark.

Last but not least, CARE Denmark enjoys the support of a number of volunteers. They serve as ambassadors and storytellers, travelling for and with the organisation, giving presentations and talks and representing the organization in general.

➔ *Read more about CARE Denmark's organisation at*
www.care.dk/eng

- CARE INTERNATIONAL MEMBERS
- CARE INTERNATIONAL PROGRAMME COUNTRIES
- CARE DANMARK PROGRAMME COUNTRIES

CARE THANKS

Institutional Donors

ADA – Austrian Development Cooperation, CCAFS – Climate Change Agriculture and Food Security research programme, Danida – Ministry of Foreign Affairs of Denmark, The EU, Finnida – Ministry for Foreign Affairs of Finland, The Nordic Development Fund, UKaid – Department for International Development of United Kingdom, UNEP – United Nation's Environment Programme.

Foundations

Augustinus Fonden, Asta og Jul P. Justesens Fond, Birthe Justesens Fond, Civilingeniør H. C. Bechgaard og Hustru Elly Bechgaards Fond, Erik Thunes Legat af 1954, Fonden af 17-12-1981, Hesse-Ragles Fond, Jubilæumsfonden af 12. august 1973, Konsul, Grosserer Osvald Christensens Mindefond, Medarbejdernes Honorarfond i Novo Gruppen, Nikolai og Felix Fonden, Oticon Fonden, STGs Gavefond, Toyota-Fonden.

Project Committee

Bjarne H. Sørensen (chair), former Ambassador
Thomas Augustinus, CEO
Jens Dragsted, PhD (Agr.)
Søren Mark Jensen, Team Leader
Marianne Wiben Jensen, Africa Programme Coordinator
Søren Lund, Associate Professor
Hans Paakjær, Consulting Manager
Ole Stage, Chief Consultant
Rasmus Hundsbæk Pedersen, Postdoc
Anna Cecilie Tang Varnild-Jørgensen, Consultant and Project Manager

Business and Partnerships Committee

Catharina Collet, MA Psychology and Sociology
Peter Buch Lorentzen, Consultant
Orla Grøn Pedersen, (Chair), Board Chairman
Ulla Röttger, CEO

Support Association Board

Orla Grøn Pedersen, (Chair), Board Chairman
Christian S. Nissen, (Vice Chair), Freelance Consultant
Søren Elkrog Friis, Journalist
Christina Gadiel, Freelance journalist
Ulla Röttger, CEO
Morten Søgaard, Journalist
Marie Sisse Brown, (Alternate), Journalist
Kirsia Isabella Olufsen, (Alternate), Writer and Musician

Ambassadors and storytellers

Emilia van Hauen, Sociologist
Jacob Holdt, Photographer
Marianne Kemp, Film maker
Jan Lund, Opera singer
Mikael Melbye, Artist and opera producer
Kirsten Mukupa, Singer
Hans-Georg Møller, Journalist
Louise Dorph-Petersen, Design expert
Flemming Pless, Rev. Minister and politician
Kirsten Vaupel, Opera singer
Ulla Bech, pensioner
Luna Christine Christensen, Student and Actress
Celine Deela, Master of Science
Trine Mortensen Didriksen, Master of Science
Claire Dungey, PhD Student
Christina Gadiel, Freelance journalist
Bue Heckmann, Student

Mathilde Elisabeth Merolli, Student
Nikolaj Houmann Mortensen, Student
Esben Boutrup Møller, Consultant
Nikolaj Boutrup Møller, Student
Maria Runøe Møller, Journalist
Nadia Sander Strange, Master of Science
Camilla Krabbe Sørensen, Student
Bo Sørensen, Student
Vibeke Volder, Video Journalist

Board of Representatives Chair

Mariann Fischer Boel, former Minister of food and EU Commissioner
Vice Chair
Anette Reenberg, Professor

Collective members

Annelise Bastholm, Chief Dentist, Association of Public Health Dentists in Denmark
Niels Dabelstein, Senior Adviser, Danish Society of Engineers
Eva Maria Olhoff, Danish Women's Society
Lise Warren Pedersen, Representative, Danish Gymnastics and Sports Associations
Kirsten Holst Sørensen, Chair, Association of Graduates in Agricultural Science
Johannes Østergaard, Senior Consultant/Manager, Danish Agricultural Council

Personal members

Stig Andersen, Director
Dorthe Arnoldi, Director
Thomas Augustinus, CEO
Leo Bjørnskov, former State Secretary

Ingelise Bogason, CEO
Hans Henrik Brydensholt, High Court Judge
Klaus Bustrup, former CEO
Jens N. Christiansen, Director
Signe Marie Cold-Ravnkilde, PhD International Development
Catharina Collet, MA Psychology and Sociology
Sophie Vedel Dalgaard, Head of PR and Marketing
Bjerne Ditlevsen, Forest Supervisor
Frans Dolberg, Associate Professor
Jens Dragsted, PhD (Agr.)
Pia Olsen Dyhr, MP, Socialist People's Party, former Minister
Charlotte Dyremose, MP, Conservative People's Party
Henning Dyremose, former CEO
Jørgen Egelund, Gallery Owner
Flemming Frandsen, former Pro-rector
Henriette Frandsen-Melau, Deputy HR Director
Steen Frederiksen, Consulting Engineer
Søren Elkrog Friis, Journalist
Jan O. Frøshaug, CEO
Anette Følsgaard, Board Member
Steen Gade, MP, Danish Socialist People's Party
Martine Cardel Gertsens, Associate Professor
Susanne Grubb, Translator
Henrik Grüttner, Consultant
Carl Gyllenhoff, Copywriter
Christian Gylstorff, Market Director
Jan Hassing, Scientist
Andreas Hastrup, Agriculturist and Forester
Per Holten-Andersen, President of CBS
Hanne Hübertz, Consultant
Aase Jensen, Homemaker
Hans Jørgen Jensen, former Director General

Svend Kaare Jensen, Managing Partner
Henrik Toft Jensen, Associate Professor
Marianne Wiben Jensen, Africa Programme Coordinator
Morten Mark Jensen, Head of Section
Jørn Jespersen, Consultant
Ole M. Jung, former Director
Anne-Lise Klausen, Partner
Henning Klestrup, Director
Niels Elers Koch, Director, Professor
Susanne Larsen, former CEO
Karsten Lauritzen, MP, Danish Liberal Party
Karen Lauterbach, Assistant Professor
Henning Lehmann, Professor, Dr. Phil.
Peter Buch Lorentzen, Consultant
Christian Lund, Scientist and Professor
Søren Lund, Associate Professor
Mogens Lykketoft, Speaker of the Danish Parliament
Henrik Secher Marcussen, Professor
Birgit Meister, Editor
Charlotte Münter, Director
Kjeld Møllgård, Professor, MD
Christian S. Nissen, Freelance Consultant
Per Nørhaven, Director
Orla Grøn Pedersen, Board Chairman
Bitten Petersen, Homemaker
J.C. Briand Petersen, State Forest Supervisor
Ellen Lindskov Plesner, former Senior Teacher
Hans Paakjær, Consulting Manager
Michael Schultz Rasmussen, Chief Project Manager
Mogens Munk Rasmussen, former CEO
Helle Munk Ravnborg, Senior Researcher
Karin Riis-Jørgensen, Master of Law
Ulla Röttger, CEO
Anders Samuelson, MP, Danish Liberal Alliance Party

Hans-Otto Sano, Head of Research Division
Bent Schmidt-Nielsen, former Rector
Gunhild Lange Skovgaard, Medical Specialist
Carsten Smith-Hall, Associate Professor
Jørgen Stubgaard, Nature Guide
Morten Søgaard, MSc Social Science
Bjarne H. Sørensen, former Ambassador
Lars Toksvig, Forest Supervisor
Steen Uhrskov, former Director
Jens Vestgaard, Head of Department
Anna Vinding, Director of Communications
Nicolai Wammen, Minister of Defence
Christian Wedell-Neergaard, Estate Owner
Lars Øgaard, Director

CARE Danmark Award 2013

The CARE Danmark Award is presented annually to give something back for outstanding achievements in support of the CARE Danmark cause. In 2014, the award went to His Royal Highness Prince Joachim for his long and dedicated service. Prince Joachim also celebrated his 25th anniversary as patron of CARE Danmark in 2014. Since his first trip to Nepal with CARE Danmark in 1991, Prince Joachim has contributed to CARE Danmark's efforts and results being widely covered by the Danish media and becoming firmly established in the public mind. At the same time, Prince Joachim's commitment and considerable insight into CARE's work has caused great joy and recognition among the people from all over the world he has been in contact with as a representative of CARE.

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