



Style: Photo: Red POLICY PLAN MERCY CORPS NETHERLANDS

FEBRUARY 2018, DEN HAAG

Table of Contents

INTRODUCTION	4
GENERAL	4
MERCY CORPS GLOBAL	4
MERCY CORPS NETHERLANDS	5
GOVERNANCE STRUCTURE	5
MANAGEMENT BOARD ACCOUNTABILITY	6
REMUNERATION	7
DISOLUTION AND LIQUIDATION OF ASSETS	7
STRATEGIC FRAMEWORK	7
OUR MISSION	7
VISION FOR CHANGE	8
WHAT WE DO	8
OUR GUIDING PRINCIPLES	8
OUR VALUES	8
OUR OBJECTIVES	9
PROGRAM FOCUS AND ACTIVITIES	9
Agriculture	9
Children & Youth	9
Conflict management	10
Disaster preparedness	10
Economic opportunity	10
Education	10
Emergency response	10
Environment	11
Food security	11
Health	12
Innovation	12
Partnerships	12

Water	12
Women & Gender	13
MERCY CORPS ACCOUNTABILITY PRINCIPLES	14
FINANCIAL PLAN	14
FUNDRAISING	14
MANAGEMENT OF ASSETS	14
FINANCIAL PROJECTION	15

INTRODUCTION

GENERAL

This Policy Plan consists of an Introduction, a view on the Articles of Association as far as ANBI rules and regulations and the organisation's finance and governance structure are concerned, and an overview of the organisation - its mission, vision and objectives, and a summary of activities.

The Management Board is aware of the fact that, in order to remain on the ANBI register, Mercy Corps Netherlands has to meet the prescribed regulatory requirements. The Management Board will ensure that all ANBI requirements are met and that the resources made available to Mercy Corps Netherlands are spent on the furthering of organisational objectives.

This Policy Plan is intended to be a living document, which will be reviewed periodically and no less than once every five years by the Management Board. Mercy Corps Netherlands intends to maintain the guiding principles stated in this document, operating as a not-for-profit association eligible for an extended ANBI status.

MERCY CORPS GLOBAL

Mercy Corps is a leading global humanitarian agency saving and improving lives in the world's toughest places. In more than 40 countries, Mercy Corps partners with local people to put bold ideas into action, help them overcome adversity and build stronger communities.

Mercy Corps helps communities survive and move beyond emergencies. Wherever natural disasters strike, economies collapse or conflict flares, Mercy Corps is there. With a network of experienced professionals in more than 40 countries, Mercy Corps is uniquely positioned to respond to meet urgent needs – water, food, shelter – and to immediately start figuring out how to build back better. That's part of what makes Mercy Corps distinct: we respond with urgency, and stay beyond the emergency. Our approach helps us move communities beyond the crisis: from relief, to recovery and ultimately toward resilience.

Working with communities, we leverage local logic and knowledge to help people transform their lives. To grow more food, earn higher incomes and ultimately advocate for their needs. We see global challenges as an invitation to pioneer innovative, sustainable solutions. During our 34-year history, our work has improved more than 170 million lives in over 115 countries around the world.

Mercy Corps has been an international leader in responding to disasters, including the wars in Syria, Afghanistan and Iraq, food shortages in North Korea, ethnic conflict in the Balkans and the Sudan as well as in economic transitions in central Asia and the Caucasus.

MERCY CORPS NETHERLANDS

Mercy Corps Netherlands was established as a non-profit association on 19 December 2017. It is an independent legal entity with its own constitution as an Association registered with the Chamber of Commerce in Amsterdam. The organisation will operate in collaboration with its sister agencies, Mercy Corps Global and Mercy Corps Europe, sharing the same mission, vision, core values, and charitable objects, as well as operational resources for the implementation of program activities but it will maintain an independent governance structure and decision making in relation to those programs for which it is directly responsible.

The organisation's registration details are as follows:

- Chamber of Commerce (KvK) Identification Number: 70333564
- RSIN: 858269235
- Legal form: Association (Vereniging) with full legal capacity
- Statutory name: Mercy Corps Netherlands
- Statutory seat: The Hague
- Visiting address: The Hague Humanity Hub, Fluwelen Burgwal 58, 2511 CJ Den Haag
- Email address: mcn-info@mercycorps.org
- Telephone number: +31 70 217 1080
- First entry in the trade register: 19-12-2017
- Date of the deed of incorporation: 19-12-2017
- Activities SBI code: 94996.

GOVERNANCE STRUCTURE

The founding members of Mercy Corps Netherlands are:

- (1) Adrienne Anne Airlie, born in Paisley, United Kingdom, on 3 May 1958, residing at 60 Newlands Road, Glasgow, G43 2JH, United Kingdom, holder of a British passport with number [REDACTED], referred to as the "Incorporator I" in the Articles of Association;
- (2) Nicholas Bodo Blazquez, born in London, United Kingdom, on 3 January 1961, residing at 8 Wheatfield Road, Harpenden, Hertfordshire, AL5 2NX, United Kingdom, holder of a British passport with number [REDACTED], referred to as the "Incorporator II" in the Articles of Association,
- (3) Thomas Kenneth Murray, born in Edinburgh, United Kingdom, on 25 June 1958, residing at 19/4 Union Straat, Edinburgh EH1 3LR, United Kingdom, holder of a British passport with number [REDACTED], referred to as the "Incorporator III" in the Articles of Association.

A Management Board has been appointed by the execution of the Articles of Association and has three members:

- (1) Simon David Sebastian O'Connell born in Aldershot, United Kingdom, on 10 December 1974, residing at Flat 5, 15 Lonsdale Terrace, Edinburgh, United Kingdom, married, holder of a British passport number [REDACTED], serving as the Chairman of the Board,
- (2) Adrienne Anne Airlie, details above,
- (3) Nicholas Bodo Blazquez, details above.

Subject to the restrictions of the Articles of Association, the Management Board will be responsible for the management of the organisation. The Management Board will be authorized to have certain parts of its duties performed under its responsibility by committees, appointed by the Management Board.

In case of a conflict of interest of one or more members of the Management Board and the organisation, the General Meeting may appoint one or more persons to represent the organisation. The Management

Board may grant to and confer upon other persons powers of attorney for the representation of the organisation at law and otherwise within the limits defined in those powers of attorney.

The Management Board will be obliged to keep records of the financial position of the organisation and of everything concerning the activities of the organisation, in accordance with the requirements arising from these activities, and to keep the books, documents and other data carriers in such a way that the rights and obligations of the organisation can be known from them at any time.

The Chairman of the Board is responsible for these main functions:

- Ensure the effective and efficient functioning of the board
- Represent the general organisation to external stakeholders (figurehead)
- Ensure tasks and responsibilities are well distributed between board members
- Manage critical path / tracking decision making
- Chair quarterly board meetings.

The Treasurer and Secretary will be appointed by the Board during their first meeting.

MANAGEMENT BOARD ACCOUNTABILITY

The Management Board will be obliged to keep records of the financial position of the organisation and of everything concerning the activities of the organisation, in accordance with the requirements arising from these activities, and to keep the books, documents and other data carriers in such a way that the rights and obligations of the organisation can be known from them at any time.

Within six months of the end of the financial year, except where this period has been extended to a maximum of four months by the General Meeting, the Management Board must present a report of the Management Board at a General Meeting on the course of events within the organisation and the policy pursued.

The Management Board must submit a hard copy of the balance sheet and the statement of income and expenditure, with explanatory notes (jointly: the annual accounts), to the General Meeting for approval. These documents must be signed by all the members of the Management Board; if any of their signatures is lacking, the reasons for this omission must be stated.

Unless an accountant is appointed, as referred to in article 2:393 paragraph 1 of the Dutch Civil Code, to audit the annual accounts of the financial year of the organisation, the General Meeting will appoint each year a financial committee from among the members, consisting of at least two persons who may not be on the Management Board. The financial committee must audit the documents referred to in the second sentence of paragraph 3 of this article and must report its findings to the General Meeting.

The Management Board will be obliged to provide the financial committee, for the purposes of its audit, with all the information it requests, to show it the organisation cash funds and assets if required, and to make the organisation's books, documents and other data carriers available to it for reference.

If the audit of the report requires specific accounting knowledge, the financial committee may be assisted by an expert.

REMUNERATION

No remuneration can be granted to the Management Board members. Expenses will be reimbursed to the Management Board members on production of the necessary supporting documentation.

Staff members employed by Mercy Corps Netherlands to perform duties in the Netherlands office and for the implementation of program activities will be compensated according to a salary scale to be developed for this office and managed in line with the Dutch Labour Law and the Mercy Corps internal personnel policies and procedures. A compensation package – competitive pay and comprehensive benefits – will be designed to both attract and retain high-calibre, diverse, high-performing individuals at all levels. We will evaluate the external market and internal organisation context on a regular basis to ensure that our compensation packages are equitable and in line with our targeted colleague agencies and other comparator organisations.

We believe in the power of the individual to create their own future and we believe that both team members and beneficiaries alike have the possibility to shape the organisation. We want our team members to embrace interesting opportunities, feel empowered to make decisions, generate new ideas, tackle challenging problems and pursue valuable solutions. Every position at Mercy Corps is essential to our success and we want our team members to feel valued for the work they do.

DISOLUTION AND LIQUIDATION OF ASSETS

The organisation may be dissolved pursuant to a resolution by the General Meeting. Following dissolution of the organisation, its assets will be liquidated by the Management Board. The Management Board may resolve to appoint other persons as liquidators.

A positive liquidation balance of the dissolved organisation shall be spent for the benefit of an organization with ANBI status with similar objects as the objectives of the Association or for the benefit of a foreign organization which exclusively or almost exclusively intends the public utility and which has similar objectives as the objectives of the organisation.

Following the liquidation, the books, documents and other data carriers of the dissolved organisation will remain in the custody of the person designated for this purpose by the liquidators for the period prescribed by law.

In all other respects, the provisions of Title 1 of Book 2 of the Dutch Civil Code will apply to the liquidation.

STRATEGIC FRAMEWORK

OUR MISSION

 *Mercy Corps exists to alleviate suffering, poverty and oppression by helping build secure, productive and just communities.*

We partner with communities as they move from a place of fragility to resilience, meeting urgent needs while addressing root causes – always powered by the belief that a better world is possible.

OUR OBJECTIVES

The Objectives of Mercy Corps Netherlands, as stated in the Articles of Association are:

- › The relief of poverty;
- › The advancement of health;
- › The advancement of community development;
- › The saving of lives;
- › The advancement of human rights, conflict resolution or reconciliation; and
- › The advancement of environmental protection.

We aim to achieve these objectives by, inter alia:

- › Helping people build secure, productive, and just communities across the globe;
- › Providing international relief, development and economic opportunity to meet the needs of the poor around the world, with a special emphasis on support to countries in transition, refugees and world hunger;
- › Educating and informing the public as to the causes of chronic poverty, conflict, suffering, homelessness, hunger and injustice;
- › Providing and inspiring innovative, sustainable solutions to climate change and the global challenges arising out of chronic poverty, conflict, suffering, homelessness, hunger and injustice;
- › Empowering people to better manage their differences, learn skills that promote peace, and achieve lasting, positive change; and
- › To cooperate in any way with organizations with similar objectives and achievements.

PROGRAM FOCUS AND ACTIVITIES

Agriculture

Agricultural improvements have yielded tremendous results, decreasing the number of undernourished people by 167 million in the last ten years alone. However, these improvements have often been made by increasing the amount of land under cultivation – a practice that cannot continue indefinitely. Agricultural expansion has also come at a price: soil erosion, deforestation and water pollution – compounded by higher and more volatile global temperatures – have already begun to reduce agricultural productivity. For this reason, Mercy Corps works to ensure agro-systems around the world are economically productive, nutritionally diverse and efficient – both today and in the future.

We help smallholder farmers – farmers with less than 1 hectare of land – and pastoralists develop their production capacity so they can increase productivity and weather environmental shocks and stresses. We also focus on improving agriculture-related products and services by working with traders, input suppliers, processors and government bodies. And our holistic approach extends further – to improving the nutrition of people who consume agricultural products. This might mean increasing a crop's nutritional value by improving how crops are harvested, stored and transported. We also work with families to help them diversify the crops they grow and educating communities about the benefits and conditions of good nutrition.

Children & Youth

As young people mature, the decisions they make have an enormous impact on their families, their communities and our world. But growing up surrounded by poverty, war or in the aftermath of disaster increases their risks and limits their choices.

That's why giving children and youth the right support at this most critical time is essential to building tomorrow's strong, productive communities.

When disaster strikes, young children are especially vulnerable to developing emotional and social problems that can jeopardize their futures. Mercy Corps worked with experts to design our signature Comfort for Kids program that helps children process their trauma and recover through play, sports and art activities. See our expert's recommendations for how parents and caregivers can help children through times of crisis.

For adolescents faced with violence, early marriage and interruptions to schooling, we provide opportunities for community involvement, vocational training and life skills development. Our goal is to empower youth in the toughest places to make smart life choices and invest their energy in developing solutions to their countries' biggest challenges.

Conflict management

War tears at every fiber of society, but conflict doesn't have to be violent to harm communities. Mercy Corps works to help families rebuild after the destruction of war and engages citizens to find mutually beneficial solutions for change.

Especially in post-conflict settings, we facilitate collaboration between government officials and the people they serve, leading to more accountable and productive leadership. Addressing the root causes of conflict today can help avoid tomorrow's wars and other crises.

Disaster preparedness

The cost of natural disasters is high, but lives can be saved before they ever occur. As climate change and increasingly erratic weather patterns increase the risks of devastating storms, droughts and floods, we are helping communities identify, assess and reduce their risks. Creating response plans and resilient strategies now can help better protect people tomorrow.

Economic opportunity

A roadside stand in South Sudan selling soap; an internet start-up in Gaza; a tofu processing plant in Indonesia: The global economy is connected by complex and dynamic markets. Mercy Corps believes in harnessing this inherent power to provide better opportunities for the world's poor and vulnerable, half of whom live on less than \$2/day.

Local communities themselves have the ability to drive this change and no two situations are alike. For this reason, we take a holistic, locally-led approach, working with communities, their systems and structures to build businesses, increase income and improve employment opportunities. Even in the most fragile and informal markets, we focus on intentional, market-based solutions, ones which can succeed and expand long after we have left.

Education

Education is the foundation of progress, but it is often interrupted by extreme poverty, war and other crises. As a result, individuals and their communities often cannot reach their full potential.

Mercy Corps works to bring access to education to women and men of all ages and economic groups to help ensure a better future for all.

Emergency response

When children and families around the world are suffering through conflict, poverty and disaster, Mercy Corps is there to respond with lifesaving relief and long-term support. We are on the ground in more than 40 countries, empowering people to survive crisis, build better lives and transform their communities for

good. After an emergency, we work quickly to meet the urgent needs of survivors and give people the resources they need to build back even stronger.

Thanks to our global community of supporters and partners, we are able to help millions of families during their time of need — providing lifesaving assistance to Syrian refugees, reaching survivors after natural disasters like the earthquakes in Nepal, and distributing critical seeds and tools to displaced families in South Sudan.

Our response during and after emergencies ensures that people are empowered to strengthen their communities from within. Now, and for the future.

Environment

Climate change is worsening an already unprecedented scarcity of resources, including water and arable land in some of the world's most volatile and impoverished regions.

Environmental degradation most strongly impacts vulnerable communities, primarily because these places lack the coping mechanisms that normally protect lives and livelihoods.

Mercy Corps is committed to helping these communities address and adapt to environmental changes. Our programs increase access to clean energy, manage limited water supplies, and teach farmers to protect their land.

Food security

Food is central to human wellbeing: it provides the body with nourishment, offers livelihoods that lifts people out of poverty, and brings communities together through cultural enrichment. We believe that food is a basic human right, yet too many people are trapped in a cycle of hunger by systemic forces beyond their immediate control like poverty, disaster, conflict, and inequality.

Despite progress in reducing global hunger, nearly 800 million people still go to bed hungry every night. Those in poverty generally spend between 60 and 80 percent of their income on food.

Agricultural production will need to increase by 50 percent globally to support the world's population in 2050.

We can only tackle hunger effectively if we address what causes it in the first place. This means improving systems and behaviours that enable secure access, availability, and use of food.

What we do?

Agriculture: We connect farmers around the world to the people and resources they need to increase production, feed their families, and boost their incomes

Sustainability: We help communities develop plans and skills to sustainably manage their resources to improve crop and livestock production

Good Governance: We work with local governments and communities to develop just and inclusive policies that make it easier for people to access to resources they need to thrive

Women's Empowerment: We work with women and girls to build agency, a cultural environment that supports their autonomy, and decision-making capacity for women to both earn income and feed their families

Health and Nutrition: We provide the resources, knowledge and skills needed to access and utilize clean water, employ hygienic practices, and consume diverse and nutritious diets

Emergency Food Assistance: We provide food, livelihood inputs, and cash donations when food supplies are short or unaffordable, such as when people are displaced by conflict or natural disasters.

Health

Our work to build healthy communities, families and individuals is at the heart of Mercy Corps' vision for social change. By partnering with a range of partners, from village health committees to government agencies, we help build the means to improve maternal, new-born and child health, ensure proper nutrition and combat infectious diseases.

Innovation

Innovation is the key to creating sustainable programs. Whether it's helping communities find financial solutions, using technology to improve crops or developing clean-energy strategies to save people money, our approach means trying different solutions and growing and replicating the ones that work best.

The toughest challenges demand the boldest ideas. That's why Mercy Corps identifies self-sustaining, scalable business ideas that can break through cycles of poverty and deliver social benefit to millions of people in the developing world.

Mercy Corps tests ideas in the field, measures the results, and scales the most promising solutions. Our on-the-ground insight into how local markets and systems function gives us a deep understanding of the problems people face every day — and our teams are constantly generating promising new ideas to address them.

With expertise in business, finance, technology, product design and consumer insight, Mercy Corps' Social Ventures team turns ideas into scalable businesses in emerging markets, acting like an internal incubation and acceleration lab. Mercy Corps' Social Venture Fund provides early-stage financing to build social businesses and drive them toward commercial viability. Supported through philanthropic donations, the Social Venture Fund advises and invests in Mercy Corps' highest-potential emerging ventures — those that are able to demonstrate strong potential for financial sustainability, social impact and scale.

Partnerships

Our partnerships help define how we do things differently. The world is facing some of the greatest humanitarian challenges of our time, and at Mercy Corps, we know that no single organization can tackle them alone. So we work across the public and private sectors to bring our unique expertise, innovations and solutions together to spark, scale and sustain change for communities in need around the world.

Water

Water is the source of life — but when not properly managed, it can breed disease, create conflict and destroy communities. Around the world, one in nine people does not have access to the clean water they need — that's nearly 800 million people.

Mercy Corps works to increase access to safe water around the world, whether it's bringing relief during droughts or rebuilding wells in remote villages. Our large-scale water infrastructure projects in Jordan and the Democratic Republic of Congo are forging new delivery routes, reducing waste, and bringing clean water directly to 1.25 million people — and counting — who are affected by conflict in those areas.

To complement our water access programs, we also improve sanitation and help people learn proper hygiene to prevent disease; work with families and farmers to implement conservation techniques; and strengthen communities against flooding.

Women & Gender

Establishing equality between women and men is vital to unleashing the power of families and communities to transform their lives for the better — but around the world, women, men, boys and girls experience disproportionate access to resources, exposure to risks and control of their futures. So, with every program we put into action — in each of the 40-plus countries we work in — we consider the needs of both genders, evaluate the dynamics between them and work to empower those most at risk.

We focus, especially, on helping women and girls find their equal voice in the places where they have fewer rights, because we know that strong women equal strong families — and strong countries.

Women and girls can be catalysts for incredible, positive change. But, traditional gender roles, certain cultural beliefs and few opportunities often keep them from reaching their full potential.

In many places around the world, females have unequal access to important resources like information, money, school, jobs and land. And they are oftentimes not allowed to make decisions for themselves or their families, like who they will marry, how many children they will have, how they will spend their time or how to spend household income.

And with fewer skills and tools at their disposal, women and girls also end up being some of the most vulnerable when crises like war and natural disaster strike.

The challenges that girls and women face vary widely from culture to culture, but one theme is prevalent: Unequal access to opportunities that give them an independent, productive place in their communities.

While research shows that educated women are less likely to marry early and more likely to have healthy, educated children, girls still face great — and, sometimes, insurmountable — barriers to education, including poverty, inadequate sanitation facilities, gender-based violence, social norms that favour boys' education and early marriage.

According to UNICEF, one-third of girls in the developing world are married before the age of 18, and one-third of women in the developing world give birth before the age of 20.

Women and girls also face more hurdles in building fruitful, stable livelihoods: While nearly half the world's farmers are women, only 20 percent of landholders are. Female farmers also have less access to tools, seeds, fertilizers and financing.

In some economies, laws or social structures restrict the types of jobs women can do or prevent them from working altogether.

And women and girls bear the brunt of the responsibility for unpaid housework, too, often having to forego earning an education or an income to care for family members, complete home chores and cook meals.

Globally, women spend up to 10 times more time per day caring for children and the elderly than men do, and up to three hours more per day doing housework. In sub-Saharan Africa, women devote at least 16 million hours a day — 5.8 billion hours a year — just to collecting drinking water.

Throughout our programming, we partner with communities to build gender equality, and work to support the drive and resourcefulness of women and girls. Establishing equality between women and men is vital to unleashing the power of families and communities to transform their lives for the better — but around the world, women, men, boys and girls experience disproportionate access to resources, exposure to risks and control of their futures.

Women and girls can be catalysts for incredible, positive change. But, traditional gender roles, certain cultural beliefs and few opportunities often keep them from reaching their full potential.

Our programs include helping women and girls access education, vocational skills and livelihood assets, like livestock, tools and agricultural training, so they're able to support themselves and contribute to their

families. We work to promote equal household decision-making and community involvement, and increase women's participation in income-generating activities.

MERCY CORPS ACCOUNTABILITY PRINCIPLES

Our mission, vision for change, and core values govern our actions and guide our culture. Chief among our core values is accountability. That means Mercy Corps is responsible to all our stakeholders for the way we make decisions and the results of our actions. We are guided by the following principles:

As an organization and as individuals, we act **ethically**.

We treat all people with **respect**.

We are **open and transparent** about the work we do and how we do it.

Our **stakeholders participate** in the design, planning, implementation, monitoring and evaluation of our work.

We are effective stewards of the financial resources entrusted to us and the natural environment in which we live.

We commit to achieving demonstrable impact for our stakeholders, using their feedback to innovate, learn and improve.

Mercy Corps stakeholders are people or organizations affected by Mercy Corps' decisions and actions. Our stakeholders include individual program participants, communities, donors, partners, governments, Mercy Corps team members and Mercy Corps board members. Our primary stakeholders are the people and communities we serve.

FINANCIAL PLAN

FUNDRAISING

Mercy Corps Netherlands will raise funds for the purpose of the implementation of its intended activities and the achievement of stated organisational objectives from the following sources:

- **Donations** (incidental and in the form of annual or monthly subscriptions). These donations can be given for a specific project or intervention, or for general support of the organisation's objectives and operations.
- **Grants** from institutional, government and private donors for specific projects.

MANAGEMENT OF ASSETS

All acquired funds will be used solely for the benefit of the work of the organisation and will be managed in compliance with the organisational financial management policies, donor rules and regulations and the applicable laws in the Netherlands.

Mercy Corps Netherlands will not retain more assets than in the opinion of the Board is reasonably necessary to guarantee the continuity of the organisation's work, in pursuit of its objectives.

No (legal) person has a decisive say within the institution. Thus no (legal) person has the ability to access and manage the foundation's assets as if they were their personal assets.

FINANCIAL PROJECTION

Mercy Corps Netherlands is currently in the process of setting up offices, hiring staff and establishing a full presence in the Netherlands. It is expected that the remaining period of the current financial year (until 30 June 2018) will not yield significant funds for program activities, as the focus will be on the operational setup. The financial projection presented below represents our best, modest estimate based on our projected fundraising and implementation capacity. This information will be updated before the end of the financial year to present the actual results and projections developed once the entity becomes fully operational.

	FY2018	FY2019	FY2020	Total
Support and Revenue				
Donations	30,000	250,000	500,000	780,000
Grants and Subsidies	250,000	2,000,000	3,000,000	5,250,000
Total Revenue	280,000	2,250,000	3,500,000	6,030,000
Expenditures				
Program Implementation	200,000	2,000,000	3,100,000	5,300,000
Administration and Fundraising	75,000	200,000	350,000	625,000
Total Expenditures	275,000	2,200,000	3,450,000	5,925,000
Net:	5,000	50,000	50,000	105,000
Running Balance:	5,000	55,000	105,000	

The restricted income will be spent in accordance with donor regulations on the implementation of the agreed upon activities. The unrestricted income will serve to support the administrative costs of the Mercy Corps Netherlands operations in the headquarters office as well as the support of field programming.

Mercy Corps Netherlands will follow the Mercy Corps global operational policies and procedures and ensure the highest standard of transparency, accountability, program quality and efficient use of resources. Mercy Corps global teams of expert technical and management staff will be responsible for the smooth running of field operations.

CONTACT

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About Mercy Corps

Mercy Corps is a leading global organization powered by the belief that a better world is possible. In disaster, in hardship, in more than 40 countries around the world, we partner to put bold solutions into action — helping people triumph over adversity and build stronger communities from within. Now, and for the future.



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