



NEAR

Annual Report 2022

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In a broken world full of poverty and injustice, Woord en Daad seeks to make the signs of God's coming Kingdom visible. The Christian perspectives of justice and compassion motivate us each day to contribute to sustainable changes that benefit all people.



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Foreword Near

Tensions between Ukraine and Russia ran high in early 2022. All eyes were on them. On Thursday, February 24, the bomb literally burst. Russia attacked Ukraine. It was war. The world was already on fire, but a new fire was coming. People in Europe reacted with shock. A war in Europe: so nearby. This could not and should not be true. But it was true. Journalists and aid workers travelled. We followed the reports closely. Innocent, frightened civilians fled to metro stations to seek shelter. The video showing Ukrainians singing and seeking help from God touched me. The war came near thanks to the media.

While eyes were focused on Ukraine, my mailbox also flooded with news from other countries. News that did not make it to the media in such a big way, but still came near and often carried bitter sadness. Many tears flowed worldwide, visible and invisible.

Tears in northern Tigray where a war claimed thousands of victims. Tears in the Sahel where terrorism flared up, with Mali and Burkina Faso topping the list but also touching Benin. Tears in Haiti, a country where aid workers hardly dare to walk the streets but citizens too are not sure of their lives. Those tears became very tangible when we heard the sad news of two teenage girls from our sponsorship programme who, while doing their homework on the flat roof of their house in the dangerous urban district of Bel Air, were shot dead by rebels.

Tears in just a few countries where Woord en Daad works. I could fill the whole preface with them. Right through all these tears, our partners were on the front line, near to people in difficult situations. Families displaced from their homes, communities having to rebuild their livelihoods after a disaster. Near to the farmer's wife who has struggled for

years with drought on the land due to major climate change in the Sahel. Near to the boy who, after completing his education, is looking hard for a job in a labour market where the jobs are not waiting there to be filled. They were given hope by our partners who literally stood beside them.

'Right through all these tears, our partners were on the frontline, near to the people.'

Woord en Daad was allowed to play an important role in this. These stories encouraged me as I turned to the newspaper and let the global news sink in. For it is as a colleague recently said to me again after returning from a trip to Uganda: 'Our work matters and makes a real difference in people's lives.' The motivation I got was not only from the stories that reached me from far away.

Last year, together with my colleagues, I was also able to revisit the many local volunteers in their own village or town who proudly showed their shop and, with even more pride, shared their weekly turnover. The entrepreneur who managed to mobilise other entrepreneurs and set up a network to support a great programme in Sierra Leone. The primary school pupil who took the trouble to come to the office and turned over the piggy bank on my colleague's desk and counted the proceeds with a broad smile. The visits at the Ministry of Foreign Affairs where people thought along how we can keep programmes going even in fragile areas.

All those moments motivate me and my colleagues to seek the very best for the most vulnerable. Simply, because as humans, they deserve it. Developments in the world continue. The war in Ukraine has not stopped. Climate change continues, terrorism in Africa flares up further. But right through it all, we know how to make a difference. Right through all the tears, children gain access to education, young people dream of a future again and farmers manage to increase their harvests with smart techniques.

The war in Ukraine continues. The world's fires are not stopping. But above these news events, we draw hope from the fact that we have a God who is near to us.

The news events confront, but we draw hope from the fact that we have a God in heaven Who wants to be very near to people who are suffering. We draw comfort from the fact that we know we have a God who wipes the tears from our eyes.



Rina Molenaar,
CEO

April 2023



Woord en Daad in short: Near

Strategy

Together with local partners and actors from the relevant sectors, Woord en Daad connects people worldwide and, in doing so, increasingly fulfils a “broker’s role”. Woord en Daad’s work is project-based and has three aspects:

Sustainably changing lives

In Africa, Asia, the Caribbean and Central and South America, we vigorously tackle poverty together with partner organisations by working on the themes Education and Sponsoring, Employment and Training, Sustainable Water and Inclusive Agribusiness.

System change in the Global South

Woord en Daad works together with its partners and critically engaged stakeholders on a strong societal embedding of the work. This allows the influence of our work to become more widespread and gain a sustainable effect.

Sustainable change in the Global North

In the Netherlands, together with our support base, we consider questions related to poverty and wealth and everybody’s responsibility in this. In the Netherlands and Europe, we defend with others the interests of the poorest of the poor, for example by asking attention for their position in politics, the press and in commercial relations.

Mission

In a broken world full of poverty and injustice, Woord en Daad seeks to make the signs of God’s coming Kingdom visible. The Christian perspectives of justice and compassion motivate us each day to contribute to a sustainable change that benefit all people.

Vision

Woord en Daad connects people worldwide in their efforts to overcome poverty and to realise a dignified existence for every individual.

Core values

Five core values can be derived from our mission, vision and strategy. These guide our choices at various levels and determine our policy. Our core values are:

- **Co-responsibility**
Responsible for yourself, your neighbour and creation
- **Fellow creature**
Creature of God, equal and unique
- **Compassion**
Close to and alongside people who suffer
- **Stewardship**
Treating human beings, resources and the environment with care
- **Interdependence**
Independent in choices, dependent in collaboration

Sustainable Development Goals

These logos show how our programmes contributed to the realization of one or more Sustainable Development Goals which are set by the United Nations General Assembly.

Inclusive Agribusiness 	Education and Sponsoring 	Sustainable Water 	Employment and Training
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The world of Woord en Daad

Results programmes



Emergency Relief and Resilience

7,597

Households reached with emergency relief



Sustainable Water

280,095

People reached with Sustainable Water



32

Core partners



Employment and Training

15,568

People with work



Inclusive Agribusiness

19,943

Farmers/entrepreneurs trained



Education

30,973

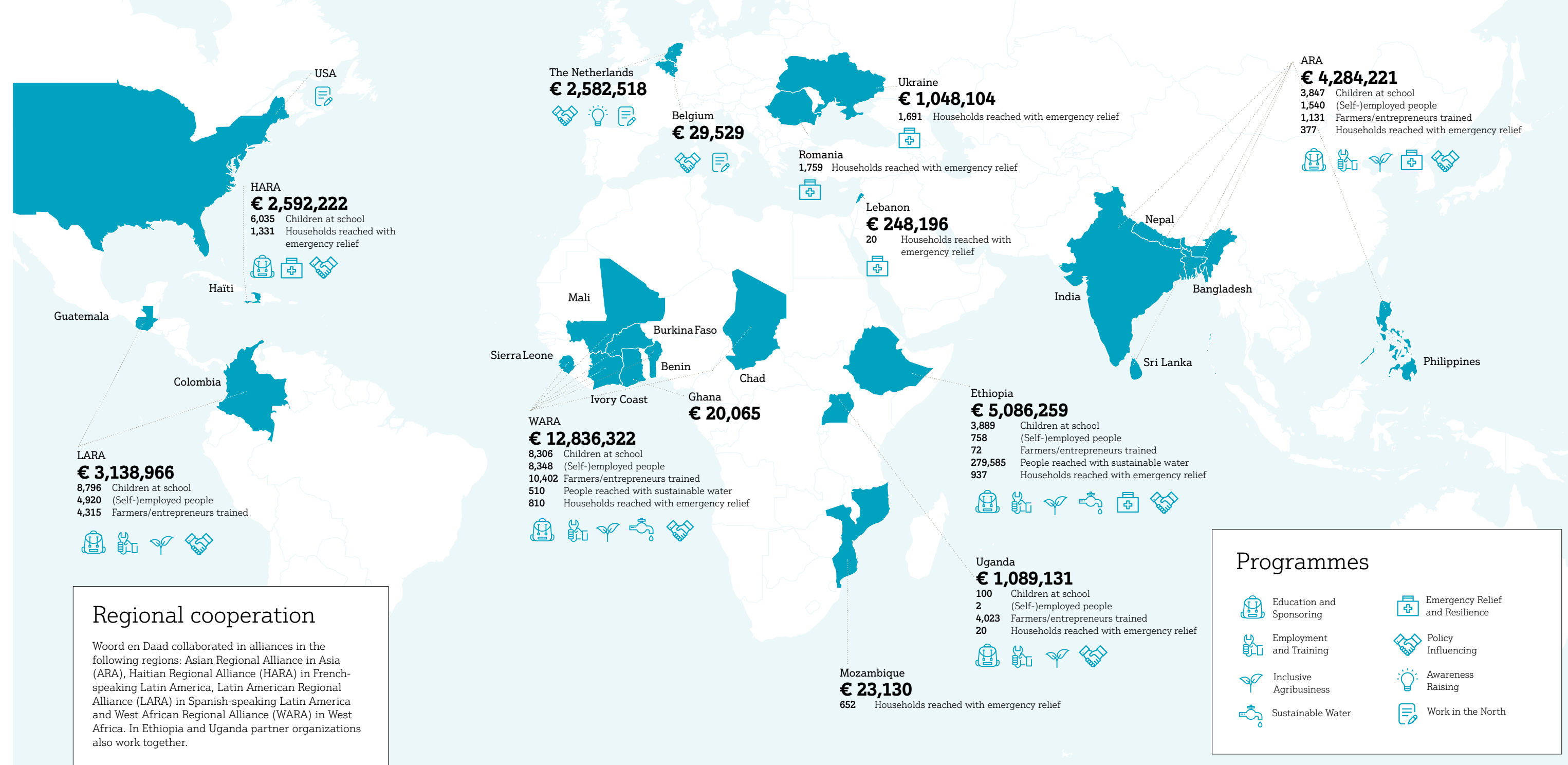
Children at school



Of which

29,509

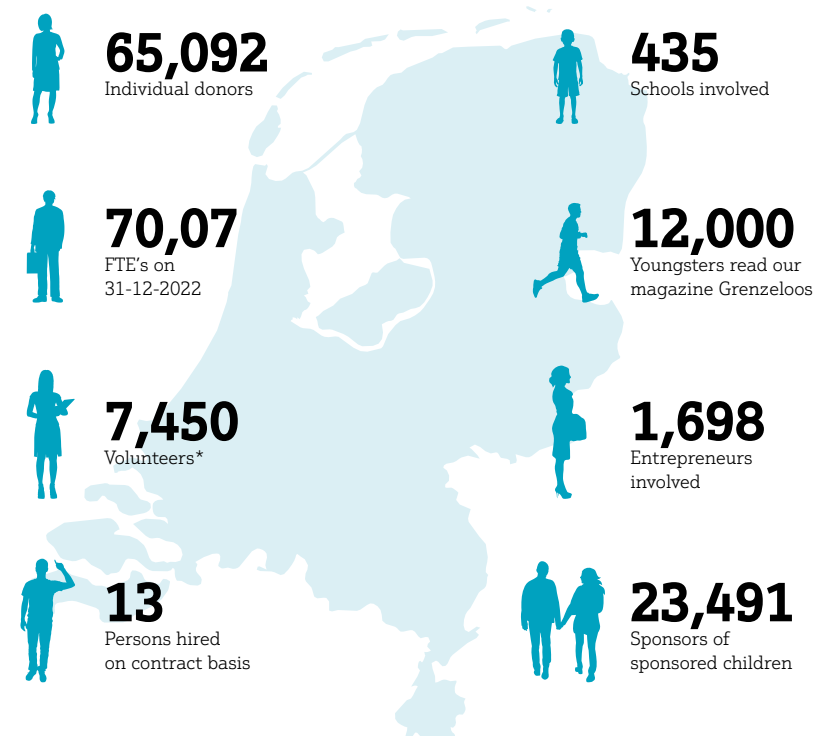
Children sponsored



Programmes

- Education and Sponsoring
- Employment and Training
- Inclusive Agribusiness
- Sustainable Water
- Emergency Relief and Resilience
- Policy Influencing
- Awareness Raising
- Work in the North

Our support base in The Netherlands



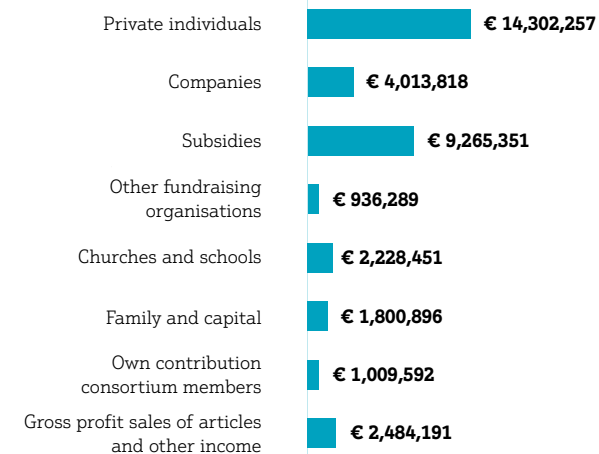
These figures give an impression of the social support of Woord en Daad in the Netherlands. Compared to last year we saw an increase in the total number of private donors (+263) and the number of entrepreneurs involved (+251), while the number of volunteers decreased slightly (-79), as did the number of schools involved (-10). The number of sponsors of sponsored children also decreased slightly

(-459) but at the same time the number of sponsored children increased (+691). Among private donors, we saw a slight increase in the average gift size. Income from companies increased sharply by over €1.1 million. The involvement of schools and churches resulted in higher income compared to last year from this part of supporters.

* This includes office volunteers, committee volunteers, shop volunteers and volunteers around the committee groups.

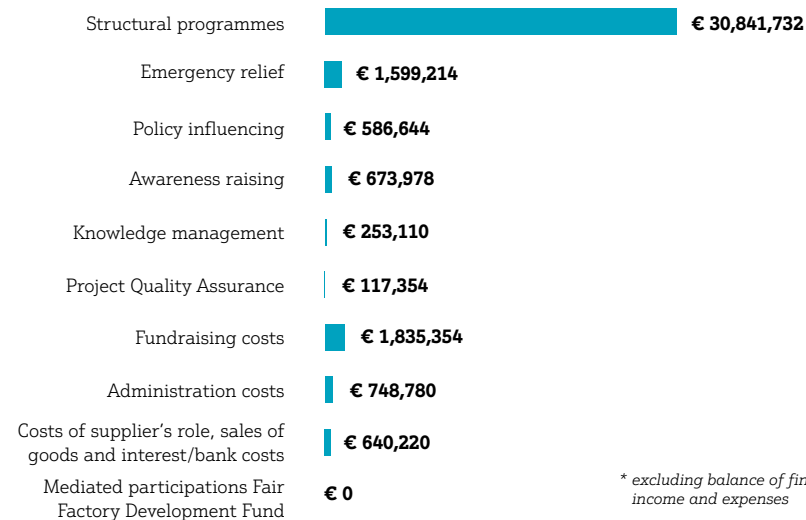
Income*

€ 36,040,845



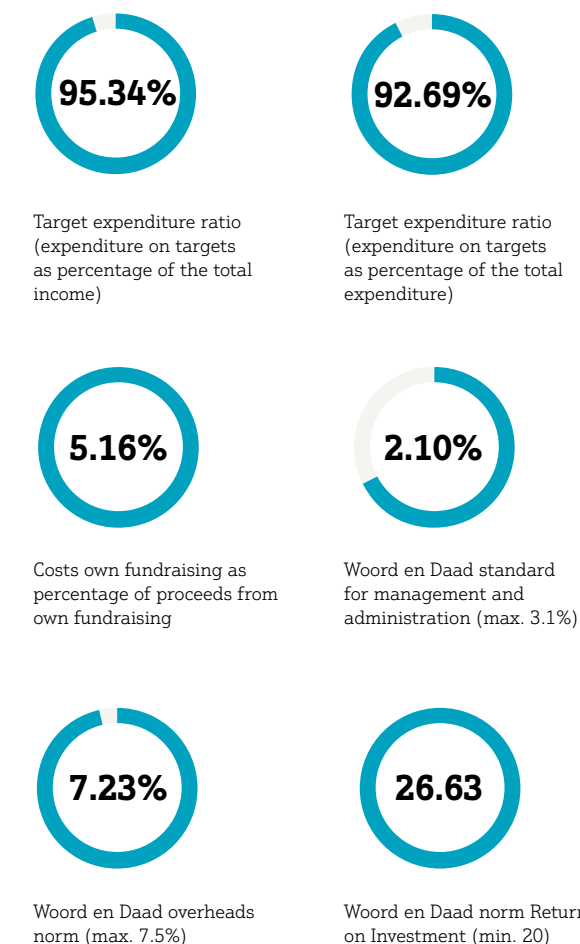
Expenditure*

€ 37,296,386



* excluding balance of financial income and expenses

Norms and ratios



Summary

2022 was a year of extremes. A year in which violence caused by the war in Ukraine drew nearer. A year in which hunger and unrest increased worldwide. A year in which inflation reigned supreme. A year in which it proved crucial to stay near together. Near together, to counter polarisation and keep connecting. To bridge borders and keep supporting each other. To work together to change big systems. To stay near together to reach out to people against great adversity and making a difference. And we did that in 2022 as follows:

Near to farmers

News reports of rapidly rising food prices and food security in Africa at risk followed in rapid succession in 2022. In many countries and partnerships, we were faced with the question: how do we ensure a more stable food situation, keeping people alive and giving farmers with their farms room to grow? In several countries, we are focusing on crop diversification. This not only provides multiple sources of income for farmers but also a wider range of products on the market. A total of 19,943 farmers received training in 2022 to grow their fields properly, even as the effects of climate change become increasingly visible.

Near to children

Globally, we saw in 2022 that many young families were struggling more to get their children to school. But fortunately, we also still saw hundreds of motivated teachers trying to reach children at home as well, and partners reaching out to families. Despite many countries being in critical situations in 2022, the focus remained on the quality of education. Especially in times of crisis, we want to continue investing in the young generation needed to build and strengthen a country. In total, 30,973 children received education and 48,471 teachers received education training.

Near to young people

2022 was a year of 'completion' for the Job Booster programme. In both the partnership around Job Booster Burkina

Faso and that around Agri-Job Booster Benin, the first project period was concluded, with great results in both cases. Meanwhile, in several countries where a Job Booster programme is already running, Job Booster companies have been set up with the same aim: helping (underprivileged) young people find work. For example, in Chad and India. Particularly in countries where things were very unsettled (like Sri Lanka), the approach stood its ground because it focuses on market demand. In 2022, for instance, many young people started their own businesses because there was high demand for self-employed people. In total, 17,410 youth successfully completed a training and 11,189 youth started their own businesses.

Near to communities

Woord en Daad is always looking to reach the unreached. In the case of our water programme, we do good research into where we can establish new partnerships and which communities are not yet reached with the most basic necessity of life: water. In 2022, 280,095 persons were reached with sustainable water services. Because water is often seen as a 'community asset' and rivers have a wide catchment area, it is vital to have all stakeholders at the table to ensure that all farmers, communities and households benefit equally from water quality gains. Here, further steps have been taken in many countries by 2022 so that the change we envisage will be a lasting change in the system.



1. Strategy, vision and policy: collaborate and connect

When CEO Rina Molenaar looks back at 2022, she sees a year of extremes. 'Every year we see intense things happening in the countries where we work, but every year we also see hopeful, beautiful things happening. When 2022 started, we were still in the middle of a lockdown. Soon after, everything opened up and we were happy to get back to our partners and meet our loyal supporters again. Only, then Russia invaded Ukraine on 24 February. The violence suddenly became very near and the unrest was palpable in our society. The consequences were dire and reactions worldwide erupted. While the eyes were on Ukraine, a lot was also happening in other places around the world. How do you react then, as an organisation and as a human being? Are you able to stay connected and bridge differences?'

The war in the Ukraine was not the only thing that put our society on edge in 2022. High inflation, nitrogen crisis, asylum crisis... Rina: 'We saw increasingly sharp reactions in extremes, polarisation reigned supreme. But with increasing polarisation, the call for connection also increased. Connection with each other, across opinions and borders. And that is what we did again in 2022: we met our supporters and visited our partners.' During those trips, it again became clear that crises were also increasing worldwide. Rina mentions a few: 'A conflict in northern Ethiopia that just kept on going, two coups in Burkina Faso, the people in Benin who started to feel the effects of the unrest in their neighbouring country. And if I may mention one country I am very concerned about: Haiti. Even our most optimistic partner sometimes confided to me: I don't know how long we can live here, Rina. In Haiti, the government is failing, civil society functions in a very limited way, the rebels have such a grip on society that even a convoy of aid goods is looted. What should you do then?'

It seems to be a story in the minor, but there is also hope. Rina: 'Hope, because we see that because all this happened, people in the Netherlands became aware of the unrest in the world. Public opinion was, understandably, very focused on the situation in Ukraine, but then also on the consequences the situation had on the rest of the world. For example, the food crisis that was already there but became even more visible. At the same time, our partners kept us on our toes: not everything

can be traced back to Ukraine, a lot goes wrong in the world for other reasons too. Even before the war.' And to that call, that a lot is happening in the world and support is needed, the supporters again generously responded.

Especially when people felt it in their own pockets, the donations kept coming in. This makes Rina feel grateful every year: 'We feel connected, based on the Hope and the faith that binds us together. And our supporters appreciate our vision and professionalism in our work. I think, for instance, of entrepreneurs who faced challenges in their own businesses but despite that remained committed to the programmes they support. Or of the countless small outlets that have emerged in recent years throughout the country. People giving their time and commitment for their loved ones far away. The many thrift shops that, after closing early this year, got back to work full of energy. New shops opened and yielded wonderful returns. Our constituency is buzzing with initiatives.'

Rina continues: 'It is also special that this year we experienced and sought even more connection with a wide range of organisations and parties from the community. As mentioned, in a strongly polarising society, we need to look for each other. Especially when the conversation stagnated, we looked for the common denominator: wanting to be of significance to the other. We seek dialogue from the conversation about what drives us, our faith and the values in our work. And then I like to hear even from stakeholders, who do not share the Christian identity, that they see the importance and strength of our faith in our organisation. That faith in the living God is woven into our work like yeast is into dough: inseparable.'

Working together and connecting are words that were central in 2022. Rina: And that connection is also needed. We are working to change systems that perpetuate poverty. To do that, we need many parties at the table. That is also our strength: bringing all the different parties together and talking about major issues. For example, about fair water distribution in the basin of a major river or achieving minimum wage for young people in a particular sector. We completed an internal study this year that examined whether this approach works to bring about systemic change and, if so, on what terms. The answer is

unequivocal: yes, it works, but it also requires great effort. Because we were able to meet again, it was also easier to do so.' Rina laughs for a moment. 'That does not mean, by the way, that it is easy. It takes a lot of time and energy. It requires parties to step over their own shadows and make an effort: do I really see the other person, and do I also understand them?'

Policy themes

What we are also working on is strengthening Southern leadership. 'We always thought that was important but have delved further into it this year. We see great opportunities, for instance in the big Benkadi programme, which is supported by the Dutch government. In this programme, we are exploring how responsibilities can be placed with the West Africa consortium as much as possible and also in new areas. We are very happy with the constructive involvement of a partner like the Ministry of Foreign Affairs in this.' Working on systemic change can be challenging in fragile situations like war and violence. Rina: 'But at the same time, we then also see that when one cog fails, another one takes its place. This allows interventions, albeit sometimes on a smaller scale, to continue. As a result, people in the villages of Tigray (northern Ethiopia, ed.) still get water and young people in Sri Lanka find opportunities to get work despite sky-high inflation. We continue to be confirmed in our decision to make systemic change one of our three central policy themes for 2021-2025.'

Woord en Daad's other two policy themes are 'pro-poor climate resilience' and 'reaching the unreached'. Great strides have also been made on these themes. Rina: 'Many conversations around analyses we have done have provided insights into where the impact of climate change is greatest and where the population groups are that we are not yet reaching. For example, because of research our eyes are now focused on the children who live on the rubbish dumps in Ethiopia and are not really seen by anyone. How can we change that? In conversations like this, I am also always grateful for the sharp insights and creativity of our partners. Together, we got nearer: nearer to the target group that is so worthy of being seen. Nearer to each other, despite the differences. And nearer to the supporters, who continue to support so faithfully despite the challenges in the Netherlands.'

Value creation model

Woord en Daad

Resources

Capacity per 31-12

- Projects 42.94 fte
- Funds 12.81 fte
- Support 13.32 fte
- Executive Board 1.00 fte
- Flexible pool 1.30 fte
- Office volunteers 18 persons

Finances

- Private individuals € 14,302,257
- Companies € 4,013,818
- Grants € 9,265,351
- Other fundraising organisations € 936,289
- Churches and schools € 2,228,451
- Family and capital funds € 1,800,896
- Own contribution consortiumpartners € 1,009,592
- Supplier's role and gross profit sales of articles € 2,484,191
- Total: € 36,040,845

External capacity

Collaboration in realizing programmes in the South with government bodies, companies and microfinance institutions, (often Christian) NGOs, knowledge partners, thematic networks, TVET schools and civil society networks in 21 countries.

Knowledge

Concrete knowledge requirements and objectives (both overarching and thematic) have been formulated. These will be tackled by a combination of different approaches.

Approach

Mission

In a broken world full of poverty and injustice, Woord en Daad seeks to make the signs of God's coming Kingdom visible. The Christian perspectives of justice and compassion motivate us each day to contribute to a sustainable change that benefits all people.

Core values

- Co-responsibility
- Fellow creature
- Compassion
- Stewardship
- Interdependence

Development principles

- Ownership
- System change approach
- Sustainability
- Partnership
- Innovation

Key activities

- Deepening knowledge about local contacts, developments and opportunities, and providing specific knowledge and expertise (partner role)
- Facilitating collaboration with several interested parties (role as connector)
- Mobilizing and providing financial support in context-related programmes of high quality (donor role)
- Providing paid services to professional organisations (supplier role)

Aim

Long-term objective

Integration and sustainable transformation of poor and marginalised people.

Through:

- Focus on context: a more stimulating environment
- Focus on people: strengthening people at different levels
- Focus on mentality: contributing to the mentality and higher aspirations at different levels in society

In order to:

- Improve the livelihood and to build up a decent and dignified life
- Participate in society
- Take and bear responsibility
- Experience restored relationships

Results



7,597
Households reached with emergency relief



280,095
People reached with Sustainable Water



15,568
People with work



19,943
Farmers/entrepreneurs trained



30,973
Children at school



2. Dynamics in the work field: Near the people



2.1 Inclusive Agribusiness

News reports of rapidly rising food prices followed in rapid succession in 2022. And it was not only inflation in Europe that came to light: food security in Africa, which was in danger, also came up several times. At Woord en Daad, the messages came from both sides, from the media but also from the countries where we work. It made 2022 another challenging year, also for the Inclusive Agribusiness programme. In many countries and partnerships, we asked the question: how do we ensure a more stable food situation, keeping people alive and giving farmers and their businesses room to grow?

That there is a food crisis is also recognised by partners and colleagues working in Africa. Andre Yanogo, project leader of Drops4Crops in Burkina Faso: 'In a short period of time, the availability of food declined sharply, first of all due to the pandemic and lockdowns. Some 2 million people were also displaced by terrorist attacks. In addition, food production is low this year because of a poor rainy season. Moreover, inflation is sky-high. As a result, many people do not have enough food.'

Julius Onen, country representative for Uganda at Woord en Daad agrees with André: "During the lockdowns, farmers were often unable to transport their harvests and thus have them processed. That already caused a considerable backlog. In recent years, I also see climate change becoming an increasing problem. The rainy seasons are becoming increasingly unpredictable. So it is difficult for farmers to decide which crops they can plant. It is very important to increase production, only that is difficult for most farmers.'

Climate change

The issues described by Julius for Uganda are increasingly occurring in other countries where Woord en Daad works with its partners. We see the effects of climate change and the associated challenges increasing. Through a so-called Climate Risk Assessment (Or: CRA) this year, we mapped in several countries where the impacts of climate change are greatest in a

country and who is most at risk there. We heard from farmers whose land was becoming less and less fertile due to drought, but we also saw entire fields submerged by floods, causing the entire harvest to fail because the rain came unexpectedly earlier.

Diversification

André's example in Burkina Faso also goes to show: the issue is not an isolated one. That there is a food crisis is not just to do with land being less fertile. It also has to do with political stability in a country, internationally and its impact on exports. The lack of diversification is also an issue that recurs in many countries. Because of the dependence on one crop in one area, farmers are very vulnerable and the land dries out faster due to intensive use. André: 'Crop diversification is a key to change. Besides faster-growing crops like maize, from which they get their income every year, farmers can plant trees from which they can harvest after a number of years. People who get their income from the trees feel responsible for them. Experience shows that the combination of development projects and business works very well here, even in fragile contexts. For instance around the processing of cashew nuts and mangoes, as we are already doing in several African countries.'

In Uganda, Julius is involved in the partnership around beekeepers, among others together with (long-time) partners Dioraphte and Wees een Kans.

Crisis in Sri Lanka

Colleague Dico van den Noort visited the fisheries project in Sri Lanka and explains in this podcast how the crisis situation in Sri Lanka arose and what Woord en Daad wants to do there:



Curious about Dico's story? →

This partnership not only works on increasing income but also on caring for the environment. Not only do bees provide an income for beekeepers, but the insects also contribute to the protection of nature and thus the living environment in the region. We are committed to preserving and planting trees. During training sessions, beekeepers learn how important a diverse stock of trees and plants is for the bees and the living environment in the villages. A highlight of this partnership in 2022 is the establishment of a honey fund, which means that farmers whose income is too low to invest in an apiary can now participate. A partnership has also been launched in the northern part of Uganda where there are also many refugee camps, to give these vulnerable people a step towards a new income. It is a very unsettled area, where many people are looking for a way to make ends meet.



Another country where things have been very unsettled this year is Sri Lanka. The country has practically been declared bankrupt and is very unstable politically. Together with our cooperation partners, we are looking for ways to organise farmers in cooperatives in a sustainable way and give them access to a loan, only last year this proved insufficient. Fuel went on rationing which prevented fishermen from going out. We noticed that we needed to shift our focus here and have now started working on broadening income sources and better linking the fisherman to the market.

Enthusiasm

One country where linking farmers to the market is also a challenge is Chad. Woord en Daad launched a new project there with its partners in 2022 around Fonio. This crop, a fast-growing grain species producing small, round seed kernels, thrives well in the hot and dry climate, only it is not yet received with much enthusiasm by the population. So besides training farmers in 2022, we have also been working on the question:

'How do we make sure there is a place for this crop on the market?' It is a typical example that the design of such a project should include all facets that are important for a well-functioning chain. If this goes well, very nice results can be achieved. We saw this in the Philippines, for example, where the partnership around abaca with the Netherlands Enterprise Agency continued. Woord en Daad has been working in the Philippines for years with the organisation AMG Philippines in the field of (vocational) education, and after seeing the success of this (agricultural) project on the island of Mindanao, they were so enthusiastic that they wanted to extend it to the island of Samar. Thus the partnership and outreach grew in a very natural way, as this increase also brought us to the table of the Ministry of Agriculture's fibre authority PhilFida. A great example of outreach on a large scale, but at the same time for previously unreached farmers, who live two hours downstream from the nearest town.

Expenditures Inclusive Agribusiness		in €
Benin	272,853	
Burkina Faso	309,555	
Philippines	1,931,105	
Ethiopia	36,249	
Guatemala	42,707	
India	67,188	
Mozambique	7,592	
Sierra Leone	484,179	
Sri Lanka	126,979	
Chad	62,522	
Uganda	717,202	
Total	4,058,130	

Results Inclusive Agribusiness



19,943

Farmers/entrepreneurs trained



17,660
target 2022



12,799

Farmers/entrepreneurs selling to companies supported by our projects



18,682
target 2022



5,642

Farmers/entrepreneurs with access to finance because of project interventions



6,726
target 2022

Notes to these annual figures: More farmers were trained in 2022 than planned. The main explanation is that in Uganda it was decided not to spread training of beekeepers over a number of years but to concentrate it in the first year so that beekeepers could more quickly utilise the trained skills and the final impact is greater. Due in particular to a lack of working capital and competition by other procurers, the number of farmers who supplied products to project-supported farms in 2022 was lower than planned.



2.2 Education and sponsorship

A second job, fewer meals a day, not being able to send their children to school: these are three choices people sometimes have to make in response to the rising cost of living. Globally, in 2022, we saw that many young families were finding it more difficult to send their children to school. For example, in Haiti and Bangladesh. But fortunately, we also still saw hundreds of motivated teachers trying to reach children at home as well, and partners reaching out to families.

In 2021, an earthquake hit western Haiti. Politically, the country lapsed into chaos after the president was killed in the same year. The unrest grew worse over the past year, with gangs taking control of the streets. 'Because of the insecurity, we cannot leave our homes to take care of our families. There are gunshots everywhere,' says Natacha Pierre from Haiti. 'Prices have doubled in a few months.' Natacha's daughter Choudlina can go to school thanks to Woord en Daad's sponsorship programme, but partner organisation AMG Haiti is also noticing the impact of rising prices. 'For example, it is becoming increasingly difficult to offer the children a meal at school every day.'

Connected sponsors

Hans and Margreth Schouten from Veenendaal and their family support four children from Woord en Daad's sponsorship programme, one of whom is Josie from Haiti. The family says: 'We pray for the sponsor children every evening. A lot of things are happening in Haiti right now, and that makes it extra alive. We told the children: 'With Josie in Haiti there are soldiers on the streets, she is not allowed to go outside, we don't know if she can go to school. It is important that we pray for her.'

In November 2022, we communicated that the sponsorship fee would go up with effect from 2023. Global partners said they were very grateful for the continued support of Dutch sponsors, just when rising prices were giving challenges. Family Schouten: 'Prices are going up everywhere and in these countries the impact is actually twice as big. We really have to

pay attention ourselves, but the guiding principle for us is that the Bible says you can share what you have. And every little bit helps.' We also saw the involvement of Dutch sponsors in 2022 in the increased number of cards and letters sent through the new 'My Woord en Daad environment'. This improved system allows us to get letters and information to the sponsor children faster, and vice versa.

'Not in our hand'

Another country where the impact of inflation is strongly felt is Bangladesh. The Ray family started 2022 optimistic. They could end the difficult corona period. But soon they saw market prices rising. Today, a kilo of rice costs €0.73. That used to be about €0.50. Also, two family members fell ill, requiring money to pay for treatments. On top of that, the motor of the rickshaw broke down. With no money for repairs, father Ray pushes the rickshaw through the streets. The Ray family is not the only family struggling to make ends meet. Partner organisation CSS saw many families struggling in 2022: 'The normal running of families is hampered by price hikes.'

In action nearby

Church supports sponsored children through 'Churchkids'

With the special 'Churchkids' sponsorship programme churches can support multiple sponsored children through the weekly collections. There are several churches in the Netherlands active for this purpose. One of them is the reformed congregation in Strijen. 'For about 40 years, our church has supported 12 sponsor children through Woord en Daad. The clubs of the church regularly write letters and make little crafts which we then send to the children. Christian education gives hope for a better future!'

Although the Ray family is working hard to keep their heads above water, they know it is ultimately out of their control. Their middle daughter Arpona is in school thanks to the sponsorship programme and says: 'Every morning I pray to God and ask Him to change this critical situation.'

Educational quality

Despite many countries being in critical situations in 2022, the focus remained on the quality of education. Especially in times of crisis, we want to continue investing in the young generation needed to build and strengthen a country. And equipping this generation to do so requires that they receive quality education, in order to later have access to good training and good jobs. The most important group to invest in are teachers, as they are central to passing on education. In Guatemala, another 30,000 new teachers were added to training this year, which means that 48,471 teachers are now trained. In 2022, we conducted a pilot where some of the teachers use the app 'Reach'. Through this app, teachers are inspired and encouraged to seek each other out and communicate through forums.

In Burkina Faso, the network of Christian education was also expanded, although this was not always easy due to the unrest in the country. Several schools were (temporarily) closed, but in the meantime work continued on the plan to improve the quality of education, in cooperation with the Burkinabe Ministry of Education.

That training teachers is a good but also a necessary intervention is shown by the story of Getahun Berta from Addis Ababa (Ethiopia). 'In the training sessions, I learned how to make a lesson plan for the whole school year, how to make tests and how to make good use of the time I have. Besides the trainings from school, I also read different books myself to increase my knowledge. Ultimately, I hope the children benefit from this as well. The children at our school come from poor families. It is really survival for them. I know of children

collecting rubbish at the rubbish dump, begging with their families from people in the city or doing heavy work that does not suit their age.'

Child exploitation

Getahun's comment is not isolated. Both in Ethiopia and in many other countries where Woord en Daad works, children are exploited. They have to do (unpaid) work or are sent by their parents to an unknown family to work for a fee. These children are often not seen.

Together with partner AFAS Foundation, Woord en Daad investigated child exploitation in Burkina Faso and Benin in 2022. A relatively invisible problem, as these children often work in the household of an unknown family and are 'hidden away' in the home. (Sexual) abuse among this group of often young girls is alarmingly high. Work has started this year to put together a consortium to raise awareness of this problem and identify victims. From 2023, we will work on:

- Protecting children and their families to prevent exploitation.
- Seeking out victims of exploitation and working towards recovery.
- Influencing the government to pass legislation to stop child exploitation.
- Strengthening the capacity of organisations and agencies involved in preventing and countering child exploitation.

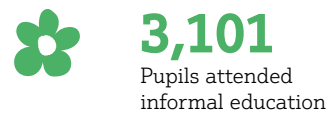
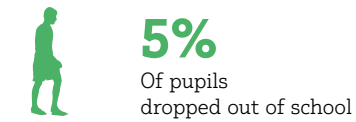
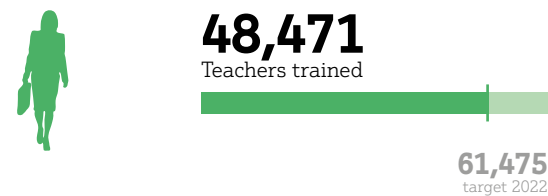
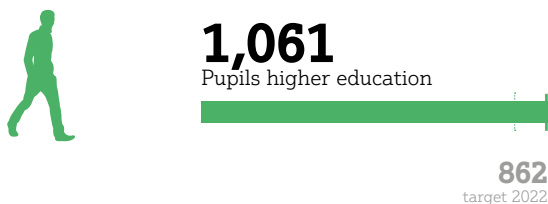
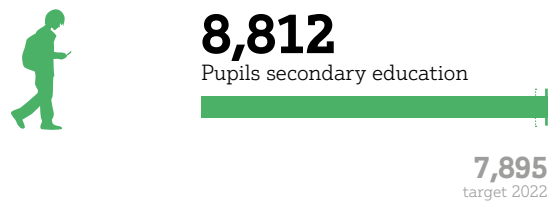
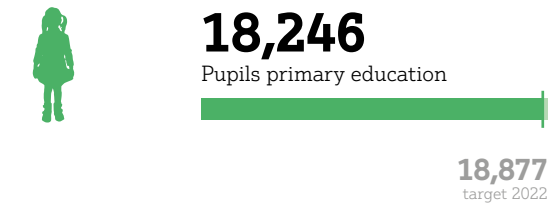
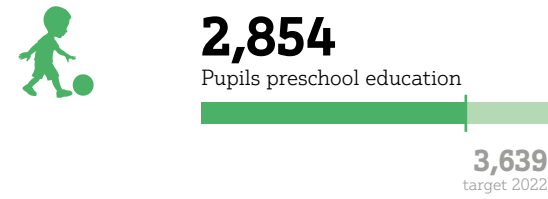
In doing so, we want to break this system of exploitation of vulnerable children, for example for a young girl like Rachele, who was sent by her mother to 'a woman from the city'.



She tells: 'She says I work too slowly. She then beats me. With a belt or with a stick.'

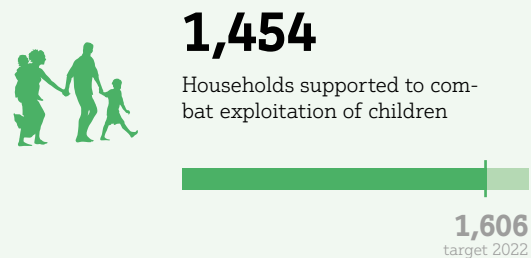
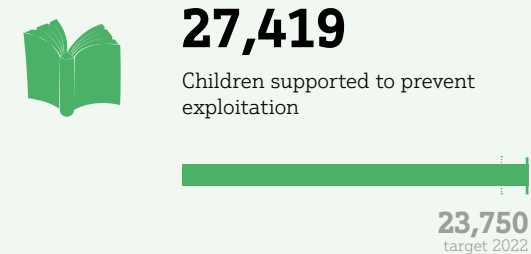
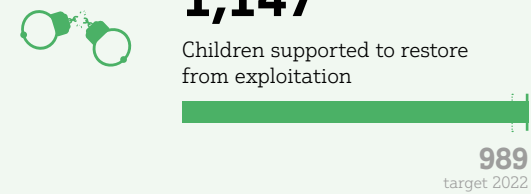
Expenditures Education and Sponsoring		in €
Bangladesh		166,336
Benin		522,899
Burkina Faso		1,863,846
Colombia		879,340
Philippines		1,204,960
Ethiopia		2,785,118
Guatemala		1,980,931
Haïti		2,252,032
India		92,123
The Netherlands		622,863
Nepal		126,387
Sierra Leone		767,606
Chad		463,354
Uganda		92,379
Total		13,820,172

Results Education and Sponsoring



Notes on these annual figures: Once again in 2022, over 30,000 children attended school with the support of Woord en Daad. Due to the removal of the COVID measures, most of them were actually able to attend school. The number of drop-outs is higher than planned. We see that particularly in Haiti where last year there was a lot of political unrest, which caused chaos. Because of insecurity, children were not always able to go to school or families left for other places. Our partners are enormously committed and dedicate themselves in many ways to the children and their families. With the INCE programme, we reach many teachers. Especially through a large project with the government in Guatemala, training 30,000 teachers. Due to some delay in the training programme, a number

Projects to support exploited children



of teachers started their follow-up training later, resulting in a lower number of trainings than planned; this will be made up later in the project. In the coming years, we will work this way in more countries, and we will be able to structurally improve education on a large scale. Within the projects working to stop child exploitation, we exceeded targets when it comes to sheltering and trauma treatment for victims and preventing exploitation for children at risk. The number of families supported in stopping child exploitation was slightly behind plan. This was due to a project with street children in Ethiopia, where results were disappointing due to political instability and inflation.



2.3 Employment and training

Paul Holonou from Benin sits squatting between two rows of young cashew trees. In neighbouring Burkina Faso, Cherita Nikiema is the first female bus driver to steer her bus through the streets of Ouagadougou. On the other side of the Atlantic, Jennifer and Néstor Farfán shovel their coffee into bags to be shipped from Colombia. All young people with a dream, made a reality through training or a loan from one of the many Job Booster partnerships worldwide.

2022 was a year of 'completion' for the Work and Training programme. In both the partnership around Job Booster Burkina Faso and that around Agri-Job Booster Benin, the first project period was concluded. Young people like Cherita and Paul gained employment through one of these interventions, and they were not the only ones. In Burkina Faso, over 20,000 young people gained access to employment, more than meeting the target. For both countries, this was the first time we worked with the 'Job Booster approach', which proved very successful in both cases. In 2023, we will build on these successes with new partnerships and concepts.

In Burkina Faso, we may work with funds from the Challenge Fund, which focuses on growing existing small businesses so that they can employ young people. We have an extra focus on the number of women accessing the project. After research (an Exclusion Risk Assessment, ERA), we found out that there are more barriers for women than for men. To make sure they are not excluded, we try to influence these barriers. And that works: in the first trajectory, we could only reach 40% women, in the current one, 60% are women.

In Ethiopia, the first trajectory of Employable Youth Ethiopia (EYE) concluded in 2021. There, too, we will continue to provide young people with access to jobs. Together with partner De Pagter Foundation, among others, we are investing in high-level influencing here, as we saw during the project evaluation how important it is to include the administrative levels so that laws

and regulations are supportive of youth employment. Together with many partners and stakeholders, we had the conversation in 2022: at what levels are interventions needed so that we really achieve lasting change for the youth employment climate?

Entrepreneurial approach

In 2022, there were also partnerships that continued steadily with the plans that had been initiated earlier. Like Chad, for example, even though it was very unsettled there in 2022. In 2021, the president died after an army operation. His son is now in power, but there are still many protests and uprisings. In addition, the country also suffered a major flood last year. Chad is very poor, ranking 190 out of 191 on the Human Development Index. There are expected to be 4.6 million entrants to the labour market by 2030. According to Hyacinthe Ndolenodji (35), director of the Job Booster entity in Chad, these figures make it immediately clear why Job Booster adds value.

In several countries where a Job Booster programme is already running, Job Booster companies have now been set up with the same aim: to help young people find work. Job Booster Chad specifically targets (underprivileged) young people. They pay in full or in part for the company's services. Hyacinthe: 'We offer everything a young entrepreneur needs to start and grow a business. Think training and coaching, market access, financing and a decent and stimulating working environment. Of great importance to entrepreneurs is the financing mechanism we have through our banking partner Orabank Chad. Access to finance is one of the key challenges for young entrepreneurs. With our entrepreneurial approach, we are able to make a long-term impact on the communities where we work.' This year, 272 completed training in Chad, 109 young people started their own businesses and 20 went into paid employment.

Additional commitment

In Bangladesh, the partnership with Classical Handmade

Product (CHP) was being built on. This factory in rural northern Bangladesh provides employment to people who are now often unemployed due to lack of education. As it is especially difficult for women from the 'lower classes' to get jobs, the factory specifically targets them. At the same time, we have seen in 2022 that selecting and seeking new employees requires extra effort. All training facilities have been started and many women are now working. One of them is Mansura Begum (35) who weaves beautiful baskets (from home!) for CHP.

As mentioned in chapter 2.1, the island of Sri Lanka was hit by major social unrest in 2022. Inflation was sky-high, which also created uncertainty in job opportunities. Instead, it did prove possible to support young people to start their own businesses.

New opportunities

In addition to existing partnerships, we also oriented ourselves to new opportunities in 2022. For example, in northern Uganda, where a vocational school has been operating for years. This has spent the past two years creatively reaching out to young people by training them in the businesses, rather than in school. The schools had been closed for up to 20 months in total, first because of strict corona measures and then because of the

Expenditures Employment and Training	in €
Bangladesh	300,163
Benin	71,587
Burkina Faso	3,405,063
Colombia	235,988
Philippines	9,173
Ethiopia	599,165
India	123,371
The Netherlands	115,010
Sri Lanka	92,359
Chad	546,224
Uganda	102,742
Totaal	5,600,846

threat of Ebola. Because staff from the vocational school went to companies and gave on-the-spot training to the young people, new young people could still be hired. We see opportunities here to also expand on the Job Booster approach and set up an Agri-Business Booster.

Besides the vocational school in Uganda, there are four more vocational schools worldwide with which Woord en Daad is associated. After two corona years, last year it was again possible to make new contacts with companies and government in order to increase the financial sustainability of the vocational schools and guarantee the long-term supply of these valuable training courses.

Results Employment and Training



15,567

People started an education, training or coaching



15,440
target 2022

13,784

Short education (<3 months)

1,443

Intermediate education (>3 months <1 year)

340

Long education (>1 year)



17,410

People finished an education, training or coaching successfully



17,957
target 2022

15,924

Short education (<3 months)

1,186

Intermediate education (>3 months <1 year)

300

Long education (>1 year)



4,379

People with a wage job



6,486
target 2022



11,189

Self-employed entrepreneurs



10,996
target 2022



586

Youth received a loan through Job Booster



1,060
target 2022

Notes to these annual figures: The number of young people in wage employment was also in 2022, lower than the number of young people who started a business (28% vs 72%). This seems an ongoing trend, although the political situation and its impact on the economy plays a role (e.g. in Burkina Faso, Benin, Chad and Sri Lanka). The linking young people to finance lagged behind in 2022 and is a specific focus in 2023: how to convince MFIs to invest in young businesses? In Burkina Faso, we are therefore focusing on professionalising their companies. We will continue to work on this in the coming years.



2.4 Sustainable Water

'How can I describe how dark darkness is?' Speaking is Henok Aregay Gebremariam, regional coordinator at partner organisation DOT, one of the partners working to provide water to households in Tigray (northern Ethiopia). In 2020, a civil war brought the entire region to a standstill. The region literally went on lockdown. The need and demand for water was greater than ever. And that's why Henok and his colleagues pressed on. 'Because we believe in the systemic change we initiated with this.'

Since 2016, Woord en Daad has been working with AFAS Foundation and local organisations on a sustainable drinking water system in Tigray. The region had thousands of water points, but not a drop of clean drinking water was coming out. The cause: inadequate and disorganised maintenance. With iWET, we introduced a model where maintenance and repairs of the water points are carried out by entrepreneurs. The government has a supporting role in this. When the civil war broke out, it had a big impact. Henok: 'Rural areas, which were already difficult to reach, became inaccessible. If we used to visit entrepreneurs once every fortnight, it became once every two months.'

A difficult period also dawned for entrepreneurs. Some had to flee to the city. Workshops were looted. 'Even though we had no contact with some entrepreneurs for a year, they were still there,' Henok says. 'The entrepreneurs had no income for two years. Yet they continued their work, out of an inner motivation that communities need drinking water.' In addition, the conflict created a large flow of displaced people. The water entrepreneurs were brought in to build water supplies in the camps, thus increasing their income. In autumn 2022, the warring parties reached a peace agreement. With a signed peace agreement, Henok hopes for quick restoration of infrastructure. The water committees are short of money to pay the entrepreneurs. The entrepreneurs are short of spare parts and fuel. Despite this, Henok sees positive signs. 'The government has accepted the model, the water committees are

interested in the model and the entrepreneurs are earning an income. I have confidence in the systemic change we have initiated.'

System change

It is not only in northern Ethiopia that an integrated approach to the water system is necessary. In the other partnerships, too, it is essential to have all parties with influence and mandate around the table. For example, in the partnership around the Awash River in Ethiopia, which flows through several regions. In 2020, the different regions reached a water agreement, which was sealed in 2022 with cooperation sessions in the Netherlands, organised by Dutch Water Authorities and Woord en Daad. Water agencies from the different ethnic regions of Oroma, Amhara and Afar sat down with the Ethiopian Ministry of Water to discuss the problems of pollution and water scarcity around the large river, which has to provide water to thousands of small farmers. These problems require effective solutions anchored in policy so that there is lasting change for farmers. Ethiopia's Minister of Water, H.E. Dr Abraha Adugna, spoke the apt words, "Collaboration is a 'must', not a choice. This is anything but obvious in a country where, besides the major conflict in the north, there were also tensions in the west this year, due to the Oromo Liberation Front insurgency. Twenty sites were identified where new monitoring equipment should be installed, but only five of these sites were safe enough to go to. In addition, inflation is high and food prices have skyrocketed in Ethiopia. The challenges of this project make it all the more clear how important cooperation is.



Another partnership focusing on water for growing food is 'Drops4Crops' in Benin and Burkina Faso. By growing various crops, farmers have multiple sources of income throughout the year. This long-standing partnership is supported by several funds, including the Anton Jurgens Fund. Both partner-



ships have struggled this year because of unrest in the area. A major threat to harvest and stability is the increasing violence from jihadists in both Burkina Faso and Benin.

Water as a service

One of the pillars of the Sustainable Water programme is working to raise awareness for 'water as a service'. Water from the river is free and belongs to everyone, or so the thinking goes. However, this water is often not safe to drink and often insufficient for everyone. The importance of working together and sharing was highlighted earlier. We are also introducing the service approach in cooperation with the government, where people in a village pay a small amount to get clean drinking water. For example, in Uganda with the 'WaterTime' project, where villagers now get clean water through a prepaid system that works on solar energy. In 2021, we concluded the pilot in two areas with a total of 15 water points. In 2022, a new area was determined to roll out this concept as well: Ngongolo, in Wakiso district. Over the next two years, the prepaid system will appear in five new areas, with which we aim to reach a total of 24,750 people in 16 different villages.

New focus areas

Woord en Daad is always looking to reach the unreached. In the case of our water programme, we do good research into where we can establish new partnerships and which communities are not yet reached with the most basic necessity of life: water. This year too, there have been reconnaissance trips to new areas to work in, for example Ghana.

Ghana is a 'new' country for Woord en Daad. It is a middle-income country, although prosperity is very compartmentalised across the country's geography. The south and centre is roughly more prosperous, while the north is generally poorer and has a lower level of amenities. Many investors seek out the southern region precisely because of the opportunities, we look for connection in the north. During a roundtable discussion, we and 17 other parties sought the answer to the question: where

is the greatest need in the water area? Where can we add the most value? In this way, we see where the radars in the system are currently not working properly or are absent. In 2023, together with the large civil engineering water company GMB from The Netherlands and local partners, we will start working on sanitation solutions and services in and around the city of Tamale.

Expenditures Sustainable Water	in €
Benin	-281,865
Burkina Faso	435,562
Ethiopia	667,412
The Netherlands	91,302
Uganda	176,807
Ghana	20,065
Total	1,109,282

Results Sustainable Water



280,095

People reached with Sustainable Water



558,540
target 2022



1,299

Improved water services (drinking water and irrigation water)



1,091
target 2022



255

Water and hygiene service providers trained



1,711
target 2022

Notes to these annual figure: In 2022, a total of 280,095 people was reached with sustainable water supplies. This is much more than in 2021 but still much less than planned. The main reason is the conflict in the region of Tigray, Ethiopia. Admittedly, despite the conflict in this region, more drinking water facilities could be repaired than planned because the maintenance companies continued to be work in the war situation remained committed to providing working water supplies. But because these were largely hand pumps instead of motorised pumps fewer people were reached. It was also not possible to train government staff. In Benin and Burkina Faso more farmers started using irrigation. For this purpose not only farmers, but also government staff were trained so that they can guarantee sustainable water use for all in the long term. This also happened in southern Ethiopia, where in the river basin of the Awash River, efforts are being made to make efficient use of available water.

2.5 Our strategies

2.5.1 Raising awareness

'What nonsense really that we always want new stuff. From now on, I'll go to the thrift store before buying anything new!' The theme of 2022 for the Awareness team at Woord en Daad was 'Inside out: a fresh look at stuff. A year of great activities in which we reflected with supporters on our relationship with stuff, because it can have a big, negative impact on people and the environment. With the aim: a conscious lifestyle towards our fellow man and the earth. As Christians, we want to treat the earth as stewards. In the Netherlands and worldwide. In the countries where Woord en Daad works, people often have a much more direct dependence on the earth. Good care for the earth is then of vital importance, especially now that climate change is having an increasing impact. How do we raise awareness of this in concrete terms?

In January, we started an online challenge to get rid of unnecessary stuff: a so-called 'declutter-challenge'. One of the reactions that came in was: 'What a nice way of 'rethinking'. It's not about what you want to throw away, but what you want to keep.' In this way, we were able to inspire many people and make them aware of the value of stuff.

Thrift shops

Items that were still good but superfluous could be taken to one of Woord en Daad's many thrift shops. They were unfortunately still closed in January, but fortunately they opened later in the year. Diverse particular challenges were organised here as well.

Change through awareness

Besides the many specific activities around the 'Inside Out' campaign, many presentations were made at primary and secondary schools in 2022. In total, these presentations reached 10,346 people, 60% of whom were under 12 years old. During these presentations, the aim is to introduce children and young people to Woord en Daad's work, but also to tell something about what you can do here in the Netherlands, in

giving but also in living. In 2022, we conducted surveys among young people who participated in a presentation and asked whether the presentation made them more aware of Woord en Daad's work, but also made them more willing to be involved in some way. 83% of the young people who completed the survey after the presentation said they felt more involved and wanted to do something about it. Primary school teachers completed the survey on behalf of the class and noticed an 87% increase in involvement.

Week of sustainability

From 10-15 October, Woord en Daad again held its annual 'week of sustainability', which this time focused on fair clothing. Everyone who registered received a daily e-mail with a tip or task on fair clothing. The week ended with a clothing exchange evening in Gouda, where Janine Hoekman talked about her fair clothing brand Common and Sense. There were 50 women gathered that evening to listen to her story.

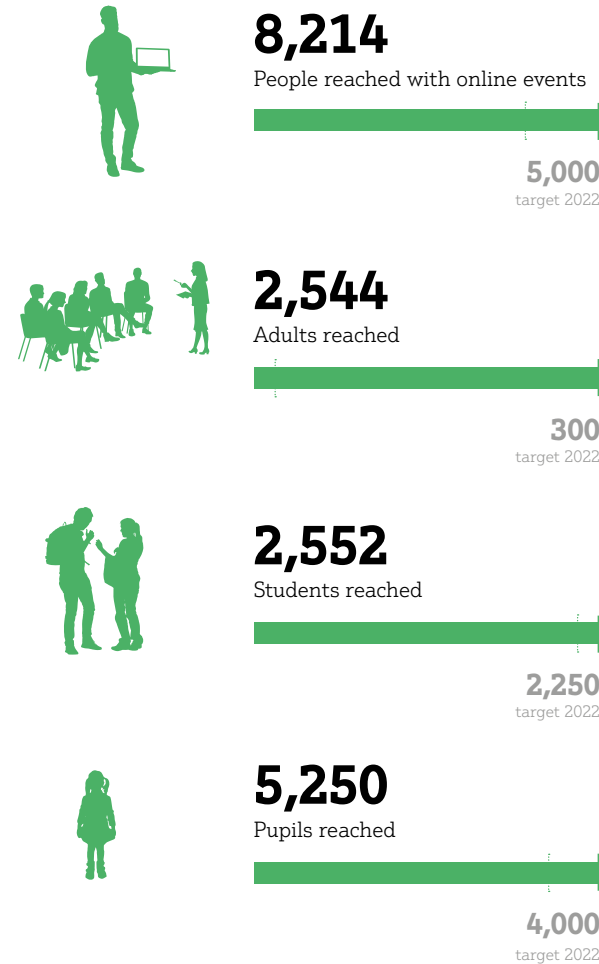
2.5.2 Emergency response and resilience

Providing immediate relief was also needed in 2022. For example, in Ukraine, but also in other places where Woord en Daad works. At the same time, it fits our DNA and that of our partners to look at a longer-term approach: making target groups resilient to (natural) violence. An overview of the past year.

When war broke out in Ukraine in February, the Christian Relief Cluster (ZOA, Dorcas, Red Een Kind, Tear, EO Metterdaad,

Expenditures Emergency Relief and Resilience		in €
Ethiopia	1,040,192	
Haiti	340,191	
Lebanon	248,196	
Ukraine	1,048,104	
Other	86,922	
Total	2,763,605	

Results Awareness Raising



Notes to these annual figures: Thanks to the lifting of corona restrictions, we were allowed to have plenty of presentations in schools in 2022, so that (many) more children and young people could be reached than during the corona years. The presentations ensured knowledge of the projects and more than 80% of the children and young people want to be more involved with their peers worldwide after a presentation. Besides increase in the number of physical meetings, the online reach has also grown. In particular, the challenge via Instagram, to have 'less stuff' instead of 'more', was a great success. But the kid moments were also faithfully watched.

Woord en Daad and, for this intervention, Kom over en Help as well) quickly sat together. Dorcas, ZOA and Kom over en Help have projects and networks in Eastern Europe, so the emergency aid money generously given by our supporters could thus be spent well and responsibly. Through the Christian Emergency Aid Cluster (CNC), among others:

- Food distributed in eastern Ukraine. This area was frontline at the time, the partners did not do this without risking their lives. Together with the other members, we thank God for sparing them.
- Many Ukrainians sought refuge in the border region of Romania and Moldova. Basic necessities were distributed in the huge camps created there.
- In southwest Ukraine, we saw that shops were reopening, but there was a shortage of funds to buy things. By distributing cash, people were able to restock supplies and the local economy was boosted. We think it is important to keep an eye out, even in an emergency: what is available in an area, and how can we support that? In this case, we supported local entrepreneurs.
- In northern Ukraine, houses had been shot to pieces, and with winter approaching, that meant no protection from the cold for many families. So efforts were made to provide so-called 'winterisation', which makes houses resistant to the worst cold.

To all these interventions, Woord en Daad was able to contribute with the generous support of its supporters. From the policy theme of 'reaching the unreached', we believe it is important to seek out the group that is often left behind in such an area. Sometimes these were refugees in camps, but also people left behind in Ukraine, such as widows and orphans. They could not take care of themselves properly and were looking for a way to survive.

Haiti

We were also active in Haiti with emergency aid in 2022, in the aftermath of the 2021 earthquake. It is a very complex country, where structural construction is complicated by many facets.

And yet, together with our partners, we always keep investigating: What can be done? How can we make the people in this country more resilient to natural disasters and unrest? One aspect we worked on in 2022 is training people to build earthquake-resistant houses. We also train people in tiling in such a way that soil quality is strengthened. For example, by planting fruit trees. Finally, we have been busy building a water network. Together with our partners, we would like to do much more, but we focus on the opportunities we have.

Resilience in fragile areas

In 2022, fragility increased in many areas where Woord en Daad works. For example, drought in western and eastern Africa. But hyperinflation and violence also caused increasing vulnerability of families. Simply providing emergency aid is often not the solution in these areas. Take northern Benin, for example, where there is now also a lot of unrest due to attacks by jihadists and where the increase in drought is having a great impact. Residents who used to make a good living are now sinking into poverty. Food distribution is not the answer because drought and the unpredictability of the weather is a trend we have seen for several years. That is why we are working in that area to build resilience to these lasting effects of climate change, by seeking other crops and using adapted farming methods.

Another example is the water project in Senbete Shalla (Ethiopia). There is an awful lot of drought and hunger there. But the population itself indicates that if you only distribute food, in three years' time people will still die because of hunger. Therefore, we are working on a sustainable water system that can break this drought problem. Work was done in 2022 to build the capacity of the network manager. This is a great collaboration between the local water company Siraro and a Dutch partner Wereld Waternet. Building a good system is important, but proper management and maintenance of this network is at least as important.

We will take this commitment to strengthening resilience into 2023. We are looking with humanitarian organisation ZOA, among others, at whether we can also work on resilience in very unstable situations, for instance in Burkina Faso where unrest is on the rise. We have the experience in Tigray (northern Ethiopia) that resilient systems can (partly) continue to function even in times of great unrest.

What others are saying about Woord en Daad

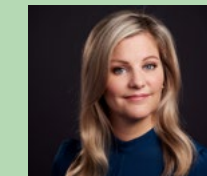
MP speaking out



Jan Klink, VVD MP: 'Had a pleasant conversation at Woord en Daad. In a constructive way, we discussed a contemporary approach to development cooperation with a central role for agriculture and production methods.'

What others are saying about Woord en Daad

Minister speaking



Minister Schreinemacher, Foreign Trade and Development Cooperation at the Foreign Trade and Development Cooperation budget discussion: 'Within the programmes under the policy framework 'strengthening civil society', there is a lot of cooperation with organisations that are near to local communities. For example, Woord en Daad, one of the partner organisations under Power of Voices, works with partners in West Africa to ensure that local communities are involved in dialogues on climate change.'

In Tigray, this applied to the network of water entrepreneurs, which meant that water still remained available, albeit on a much smaller scale. This is how we work on system change even in fragile situations.

2.5.3 Policy influencing

To achieve long-term change, Woord en Daad also works to influence policy in the Netherlands and the EU. After all, they have the important task of implementing policies that promote people's well-being, in the Netherlands and abroad. It is also important that governments pursue policies that are coherent. We shape advocacy together with many cooperation partners.

Policy coherence

To make MPs aware of the impact of their decisions on

developing countries, the 'Adopt an SDG' (Sustainable Development Goal) campaign was launched several years ago. In 2021, many new MPs were installed, so during the 'Adopt an SDG event' at the beginning of 2022, many MPs could commit. They did: 19 MPs from different parties adopted one or more SDGs. The campaign is part of the 'Building Change' partnership. This alliance is committed to policy coherence in the Netherlands: fair Dutch policies that do not negatively impact sustainable development in low-income countries. The core group consists of the Dutch umbrella association for organisations working in international development named Partos, Foundation Max van der Stoep (FMS) and Woord en Daad.

Together with Partos, more great activities were organised this year. One was the Africa strategy consultation process. In it, Woord en Daad organised sessions on food security, in which we found it important that speakers from the countries themselves were at the table. Therefore, there were participants from Zimbabwe, Kenya, Ethiopia and Sierra Leone. On youth employment, there were participants from Chad, South Sudan, Kenya and Uganda.

Food security

That food security was an important theme for many people in the South translated to a focus on this in our policy advocacy. We pleaded for more sustainable international value chains, strengthening the position of small farmers and more self-sufficiency on the African continent through climate-adaptive agriculture and policy coherence. Among other things, we advocated in Food4All for an International Strategy for Sustainable Agriculture, so that the Ministry of Agriculture, Nature and Food Quality also contributes to global development goals more emphatically than it does now.

As part of World Food Day, we organised an inspiring programme in the Netherlands focusing on how local food systems can provide solutions to global food issues. Woord en

What others are saying about Woord en Daad The words of a collaboration partner

Bart Romijn, outgoing director of Partos: 'I consider Woord en Daad to be a modern model organisation in development cooperation, in several respects: active as a Partos member, refreshing dealings with constituencies, a high degree of organisational quality, its view of and work in development cooperation, lobbying activities and, within this, especially its valuable commitment to policy coherence for sustainable development through Building Change.'

Daad did this together with a number of Food4All partners in collaboration with Food Cabinet.

Finally, we also drew attention to the issue several times in the media. For instance, political consultant Maarten van Nieuw Amerongen wrote in the Telegraaf (Dutch newspaper) that it is not only war and drought that cause food shortages. Speculators also play a role in this. Grain is held longer to drive up the price, which is why a coherent food security policy requires regulation.

IMVO

The IMVO Food Covenant, in which Woord en Daad, in addition to being a participant, is also the lead party on behalf of member unions and NGOs, is coming to an end in mid-2023. In 2022, together with the other parties, we worked to raise awareness on international corporate social responsibility among Dutch companies, in line with the OECD guidelines and the principle of 'due diligence'. This included organising a 'due diligence roadshow' in several cities in the Netherlands, with a total of some 70 participants. We have also trained local consultants in Ghana, Uganda, Thailand and Colombia, so that they in turn can share their knowledge with the companies they work with. In addition, cooperation within the Covenant has led to a new project in which the Job Booster entity in India,

Nedspice, Fuchs Gruppe and Woord en Daad will start a study on living income for turmeric growers in the Indian state of Andhra Pradesh next year. Besides raising awareness of and inspiring IMVO among companies, we also entered into discussions with MPs on this topic. For instance, we invited MP Chris Stoffer (SGP) to join us on a working visit to Auping, because they are one of the forerunners on IMVO. Another great visit was that of MP Jan Klink of the VVD at the Woord en Daad office, to talk through the value of development organisations and civil society.

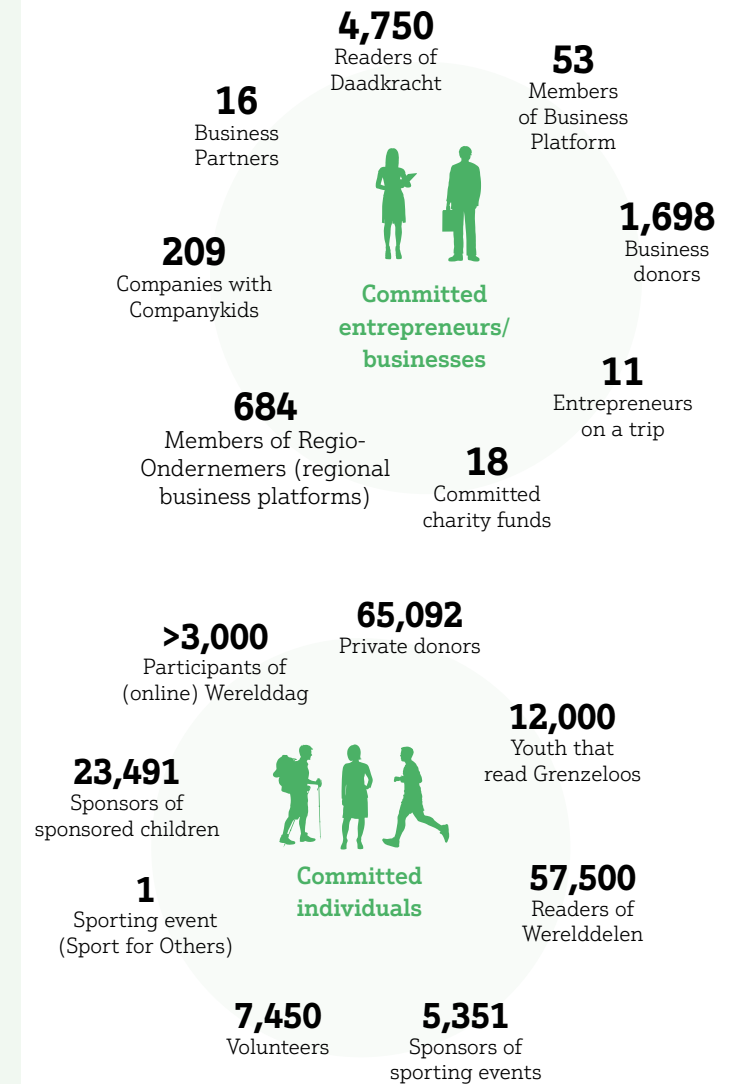
Featured | Southern leadership in partnership Benkadi

Policy influencing plays a major role in partnerships not only in the Netherlands and Brussels, but also in countries where Woord en Daad is active. Working together and connecting with the government is key to bringing about sustainable change. One of the largest partnerships built on policy advocacy in the South is 'Benkadi', a partnership supported by the Ministry of Foreign Affairs from the 'Power of Voices' grant programme. Speaking is Sylvestre Tientoré, regional director of the Benkadi project, which is entirely led by the Southern consortium: 'For us, Benkadi is not just a project. It is more than that: a dream, I would call it.' Sylvestre explains that the project works to improve local climate change policies. 'The goal is to make local communities in Benin, Burkina Faso, Ivory Coast and Mali resilient to effects of climate change.'

In the first project year, we worked on conducting baseline studies. After completing these, we were able to start rolling out activities concretely in 2022. Sylvestre: 'We are proud of effects that the Benkadi project is already having on the communities for whom we started this project. In Burkina Faso, for example, we have managed to establish a national framework involving all actors: the government, local authorities, civil society and the private sector. Together, we discuss what is needed to reduce the effects of climate change and how local and national governments can contribute to this.'

In Benin, Côte d'Ivoire and Mali, too, the programme is alive and well with governments and communities. 'In Benin, we contribute to the development of laws and other regulations. This enables us to empower vulnerable communities. We therefore work there with national and local governments and the citizens themselves. In Côte d'Ivoire, the approach focuses on coastal erosion and in Mali the focus is more on deforestation. In Côte d'Ivoire, for instance, we find that residents' voices are really heard by the authorities and that they are taken seriously. They are included in the whole decision-making process. These are positive developments in the region. Benkadi is working!'

Our committed supporters



These figures give an impression of Woord en Daad's support among individuals including children and young people. The total number of donors is not a sum of the figures mentioned in this overview, as a number of the listed groups fall into both categories.

Results Emergency Relief and Resilience



1,500

Households that, with help, build up their (economic) lives again



6,097

Households helped with initial emergency relief after a disaster



3. Accountability, learning and innovating:

Figures to get near

Looking back at 2022, knowledge strategist Wim Blok notes that 'research, learning and innovation are increasingly part of a partnership'. He explains: 'Learning from our projects, of course, through evaluations, has always been an important part of our work. But as we increasingly focus on system change with broad partnerships, more extensive upfront research is also needed into the root causes of poverty and the different actors that shape the system. Consider, for example, the issue of child exploitation: there are usually very few official figures on this. Good research is therefore required to identify the problem. Fortunately, we now have good tools for that.'

2021 was the year dedicated to developing tools aimed at implementing our policy themes. For values-driven system change, reaching the unreached and climate resilience of the poor, we developed scans, which were helpful in our partnerships. This allowed us to uncover who was unreached in a given area, what the impacts of climate change were, and which actors have major influence on systems. 2022 was the year of conducting these scans. In the previous chapters, you can read about the implementation of these scans in different programmes and countries. Wim: 'In addition to conducting these scans, we see that themes are now often organically included in the design phase of a project. For example, we are setting up a new education project in northern Uganda. A lot of attention has been drawn to the target group in that phase: who are often forgotten in such projects, and therefore who should we not skip for that very reason?'



← Learn more about the progress of the policy themes in this online report.

Learning pathways
In addition to the many internal investigations, Woord en Daad also participates in several external research projects. A few investigations highlighted:

Working with faith-based actors for development - a study from Prisma
Woord en Daad contributed to a study conducted by The

Broker and coordinated by Prisma, the association of Dutch, Christian organisations active in development cooperation and diaconate. The central question asked: Can we understand the value of working with faith-based organisations for policymakers?

The reason for the study was that the various participating organisations (Tear, Dorcas, World Vision and Woord en Daad) noticed that there is quite often some cold feet when it comes to cooperating with Christian organisations. This study identified which barriers are perceived, and whether they are actually well-founded. In many cases, the conclusion is: no. They are prejudices that are not true. In fact, there are many advantages to working with religious organisations. 80% of the world's population is religious. Religious organisations are trusted by many people in the Global South because people perceive that these organisations understand them. The same



can even apply to a Muslim community that has to work with a Christian partner. It is then said from this community: 'We both hold religious values, so we speak the same language.'
← Read the full study

Christian profession - collaboration with CHE and Lelie Care Group
Previous annual reports have highlighted the learning trajectory around 'Christian Profession'. In 2022, this trajectory, which focused on the role of identity in your daily work, concluded with the congress 'Faith in your work'. Wim: 'The learning trajectory focused on our Employment and Training programme. In this programme, we train young people to become professionals. We think it is important that we then also give them values that they can propagate on the shop floor. But this obviously applies much more widely and holds up a mirror to us as well: how do we ensure that the conversation about identity is given space in all our work, so that we can inspire others? We will take the lessons from this study to other programmes, which will work on this actively in 2023.'

Hope among sponsor children - research by University of Leuven

Last year, we conducted research with Dr Anthony Scioli on hope in the lives of sponsor children. In 2022, the results of this research were shared through webinars in which we drew the attention of our education partners to this topic. Wim: 'In 2023, we will start a three-year research project, which will also focus on the topic of 'Hope'. In collaboration with the University of Groningen and with our partner in the Philippines, we will carry out a study, in which we ask the question: what is the effect of sponsorship on children's educational performance and on their experience of hope? For this, we will compare a group of sponsored children with a control group that is not sponsored. This is an important study for us: we see it as our responsibility to back up our claim, 'through sponsorship, we bring hope into children's lives', with solid research data and thus also further strengthen our sponsorship programme.'

Churches and NGOs and reaching the poorest of the poor - collaboration GZB

We hope to complete this ongoing process in 2023. The central question in this research is: what can churches and NGOs learn from each other when it comes to reaching the most vulnerable in society, and might they be able to reach and help these groups better together?
Wim: 'What we often encounter when reaching the poorest of the poor is that they experience a combination of different types of poverty: in money, in self-esteem and in contacts. Our partners train them and give them access to services such as loans etc, but they can hardly offer people a social network. Churches can! They are already a community at their core. Only, at the same time, you notice that churches often still lack the vision. They do read the mission in the Bible, but they often lack the knowledge and resources to actually reach those people. This is where churches and NGOs could look for each other. We worked on a scan with which NGOs and churches can reflect on their own organisation: to what extent do we pay attention to the poorest in our policy and practice? We then set to work on finding and visualising the unreached groups.'



4. Organisation and governance: Near each other



4.1 Organisation

To achieve impact far away, the organisation nearby must be in order. That is why 2022 saw continued investment in staff, policies and facilities.

4.1.1 Project-based work

Our organisational model and our project-based way of working develop organically and allow us to make changes in parts that increase the effectiveness of our work, without having to change the entire structure. From the start of this way of working, we have been using expertise and knowledge from a flexible shell, so too in 2022. Working from system change made us decide in 2022 to focus on working from projects to partnerships. Like last year, prior to the preparation of the 2023 annual plan, a SWOT analysis and confrontation matrix were prepared from which spearheads for the coming year are formulated. A broad risk inventory from the organisation was used for the SWOT analysis. The spearheads form the framework for project leaders to draw up project assignments and objectives for the coming year.

4.1.2 Risk management

Within Woord en Daad, risk management is an integral part of project work. Woord en Daad views any event with adverse consequences for the achievement of its objectives as a risk. This requires constant alertness in all parts of the organisation, but especially in programmes and partnerships. An overview of the most important risks at organisational level is drawn up every year. Each risk type is given a score (low, medium, high) for probability of occurrence, estimated impact and priority, and mitigating measures are formulated. The risk table was updated in February 2022 based on recent developments and how Woord en Daad relates to them. The annual management review then reflects on the effectiveness of risk management actions taken. In each project phase, risks have been identified and managed through daily adaptive management. Ongoing risks are discussed by the project manager in the monthly project progress meeting with the CEO and are thus a natural part of project control.

When working with new partner organisations, due diligence is carried out before contracting. Interim project evaluations and end-of-project exit reviews also have a place in ensuring project quality and managing risks. In 2022, due diligence from 2020 was repeated with the aim of reducing compliance risks. A comprehensive analysis of 16 partnerships focused on system change was also carried out. Learning points from project evaluations and exit reviews were discussed with the project leaders, grant managers, PMEL experts and partner managers directly involved. In 2022, we paid attention to the integrity policies at partner organisations and held discussions with them about them.

4.1.3 Employees

After two years when the pandemic meant that colleagues often had to work from home, 2022 proved to be the year when colleagues could work in the office again without restrictions. At the same time, that was also the time when the previously established homeworking policy really started to work. An evaluation at the end of 2022 shows overall satisfaction with this policy, although there are also some areas of concern. Visiting projects also became easier in 2022 as restrictive measures were lifted. At the same time, we were confronted with security incidents in our project countries and an Ebola outbreak that made it (temporarily) impossible to visit a number of countries. Again and again, we are grateful that colleagues continue to work on Woord en Daad's mission in an inspired and committed way. In 2022, the HR team tackled the following issues, among others:

- The job descriptions have been updated, in consultation with the relevant colleagues. The new job descriptions are clear, easy to read and easy to adapt to any changing circumstances in the future.
- The annual interview cycle has been transformed into a two-year interview cycle. Whereas in one year colleagues only have a 360-degree feedback interview, in the other year, in addition to a 360-degree feedback interview with the team, a personal development interview with the CEO also takes

Staffing

Number of employees

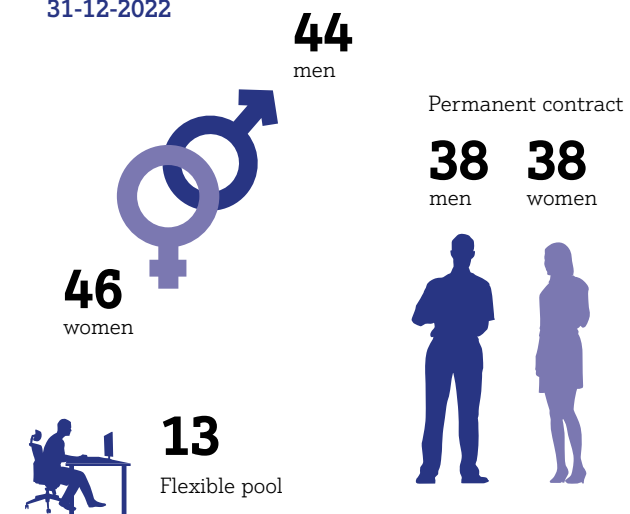
Start of employment in 2022

	< 30 year	30-50 year	> 50 year	Total
Men	1	2	0	3
Women	5	3	0	8

Resignation in 2022

	< 30 year	30-50 year	> 50 year	Total
Men	0	5	1	6
Women	0	3	0	3

Workforce 31-12-2022



In addition, the Woord en Daad-Shops Foundation employs 2 men and 2 women.



place. This new set-up will be evaluated in 2023.

- Since 2021, Woord en Daad has been working with local country representatives in a number of countries. In June 2022, they visited the Netherlands, partly to (further) get to know stakeholders in the Netherlands (including entrepreneurs, thrift shops, institutional donors and strategic partners). The visit enables them to represent Woord en Daad even better in the countries where they are active.
- An employee satisfaction survey (MTO) was conducted in October 2022. The average satisfaction came to a score of 8.5 (2021: a score of 8.3). Apart from this fine score, several areas for improvement were again mentioned, which will be translated into concrete action points in early 2023.
- In the second half of the year, a start was made on updating several HR policy documents, including the volunteer policy and the travel and safety policy. A Risk Inventory & Evaluation (RI&E) was also carried out on the basis of which the health & safety policy will be updated in 2023.

4.1.4 Integrity

Precisely because of our core Christian values, we believe it is crucial that our work is done with integrity. In our integrity policy we describe what actions we expect from those involved, how we try to prevent abuses and what we expect from our partner organisations in this respect. We also find it important that it is clear to those involved how they can report unethical actions. That is why our Dutch and English websites provide information on how to report them. The website also contains our integrity statement and the procedure for reporting unethical actions.

Continuous awareness, also in 2022

Woord en Daad is committed to ensuring that everyone is constantly aware of their and others' actions with integrity. In that context, the following activities were undertaken in 2022:

- In 2022, the update of the integrity policy was completed, based on developments and lessons learned. Worth mentioning is the attention now given in the policy to training and (continuing) awareness among colleagues, the updated

code of conduct and making the options available to those involved to report transgressive behaviour more transparent. In that context, Woord en Daad has also sought affiliation with Prisma's complaints committee (as an external hotline) where those involved can report if a report has not been dealt with satisfactorily internally and/or when a report concerns the CEO or a member of the Board of Supervisors.

- During two (digital) sessions, we discussed integrity and our work within the sector with colleagues. In one session, we shared a concrete case we encountered in our work in 2021 and discussed which considerations come into play at the moment a report is received and who you involve at what point in that case. The session made it clear that integrity is often not black and white, but takes place in a grey area. In the second session, we informed colleagues about the renewed integrity policy and outlined the options available for reporting transgressive behaviour. In that light, the confidential advisor also gave a presentation.

- The CEO is attending sessions from Partos and Charities Netherlands to stay sharp on integrity and gets informed from ITGD (which is the internal Supervision Charities, a platform for Supervisory Boards of NGO's facilitated by the Dutch branch association 'Goede Doelen Nederland') on this topic.
- In December, a survey was circulated among colleagues that identifies behavioural choices of colleagues within the organisation and provides insight into the extent to which there may be blind spots within the organisation when it comes to moral, honourable behaviour. This survey was designed and analysed by a PhD student in 'unethical behaviour of NGOs' at Erasmus University. The results will be discussed in spring 2023 and will serve as input for sessions with colleagues to work on ongoing awareness on this.

Complaints and signals received in 2022

In 2022, we received a signal from a donor of one of our core partners in Africa that there might be fraud in the organisation of this core partner. In line with our integrity policy, a financial management audit (FMA) was conducted by an external

consultant which found that this partner organisation was seriously lacking in the financial control of funds and adequate recording of documents around, for example, payments. This provides a bedrock for fraudulent activity, but no evidence of actual fraud was found during the audit. The audit also revealed that the local external auditor (who will be replaced) made incorrect risk assessments, resulting in insufficient identification of risks and irregularities. A change of leadership took place at this partner organisation in 2022, after which some improvements had already been initiated. As no direct fraud was found, we decided to continue the programme for one year. In that year, an improvement plan will be implemented so that financial accountability and programme content are significantly improved. If it turns out that agreed results are not realised, the cooperation will be terminated (gradually). This report has also prompted future near(er) involvement in the partner organisation's selection of the external auditor. In addition, when visiting core partners, a discussion will be held with the external auditor and various audits and assessments (on organisational capacity, data quality, financial management and sponsorship) will be used even more consciously and regularly.

4.1.5 Works council

The works council is full and represents the breadth of the organisation. At the beginning of the year, the Works Council welcomed one new member. Towards the end of the year, one member resigned; an election was called for this. Training was attended by several Works Council members. The CEO kept the Works Council updated monthly on relevant issues in the organisation and four times a year there was again a regular consultation meeting. In addition, the Works Council again met with the Board of Supervisors as input on the CEO's annual assessment. In addition to the annual advice on the annual report, annual plan and the MTO analysis, input or advice was given on topics such as homeworking policy, daily allowance for travel, staff meetings, integrity policy, working expenses scheme and giving feedback. Facilitated by knowledge strategist Wim Blok, the Works Council considered spearheads for the coming period.

4.2 Governance and supervision

In line with the Code of Good Governance for Charities, Woord en Daad has a separation between supervision and management. When appointing members of the Board of Supervisors and the CEO, consideration is given to their affiliation with their supporters. Only those who feel a connection with and stand in the Reformed denomination and from there wholeheartedly endorse the foundation's Christian identity and purpose are eligible for appointment.

4.2.1.1 Board of Supervisors

The Board of Supervisors approves the policies proposed by the CEO and monitors the fulfilment of Woord en Daad's mission and vision. It also assesses the performance of the CEO. The Board of Supervisors met six times in 2022 in the presence of the CEO.

In 2022, the Board of Supervisors dealt with:

- **Auditor's report for annual report and financial statements**
The Board of Supervisors has the chief executive officer and the organisation externally and independently audited by an auditor, who gave an unqualified opinion.
- **Navigation consultation and financial reporting**
The progress of how Woord en Daad is navigating was discussed quarterly as well as the monthly financial course reports.
- **Integrity policy update**
The update of the integrity policy was discussed with a specific focus on how to report (suspected) transgressive behaviour when it concerns the chief executive officer or a member of the Board of Supervisors himself.
- **CEO evaluation**
In the December meeting, the Board of Supervisors assessed the CEO's performance as positive. This included the evaluations of various internal and external stakeholders (cooperation partners and works council).
- **Financial audits**
The financial audit committee advises the Board of Supervisors on financial matters. This committee met twice in

2022. A member resigned at the end of 2022.

- **Annual plan and budget 2023**
In the last months of the year, work was done on an annual plan and budget 2023. These were approved in December.
- **Filling vacancies**
After 12 and 9 years, respectively, we bid farewell to Dr. P. (Piet) Nobel and Ms. M. (Margreeth) Overbeeke. We are very grateful for their involvement and commitment to Woord en Daad. We are pleased to welcome Dr. A.M. (Alexander) van der Bijl RA and Mr. J.L. (Jan Leendert) van den Heuvel to the Board of Supervisors.
- **Self-assessment**
Based on the completed self-assessment, the Board of Supervisors, led by Niek Bakker of MDF, looked at its functioning as a whole of the board and its functioning in interaction with the CEO.

Trend session

Every year, the Board of Supervisors is inspired by an external speaker who discusses a topic relevant from the sector. This year, Dr Sara Kinsbergen spoke about Woord en Daad's positioning in civil society: challenges and opportunities for the future.

4.2.1.2 CEO

By statute, the CEO has policy responsibility for the organisation. In 2022, R.F. (Rina) Molenaar MSc was CEO of Woord en Daad. She holds various ancillary positions. Woord en Daad works on a project basis: there is no management team and projects are managed by project leaders who report directly to the CEO. A so-called navigation meeting takes place every quarter in which we reflect on the progress towards the strategic goals for the policy period 2021-2025 and the annual goals derived from them. In doing so, we discuss the extent to which we have been able to maintain the agreed course and whether changes to the course are needed in any areas. We also hold periodic strategic consultations in which the CEO discusses topics of a strategic nature with colleagues from various



disciplines. Depending on the agenda items, relevant colleagues join in. In addition, the CEO has tri-weekly board meetings with teams that facilitate and support the work in the projects. In implementation, the CEO has delegated responsibilities and powers to programme and project leaders and self-managing teams. The procedures for this are laid down in the Organisation Manual. Through internal control, compliance with the procedures is reported to the CEO by the internal auditor.

Remuneration and salary of the CEO

Woord en Daad applies the salary scales of the 'CAO Rijk for the remuneration' of its CEO. In determining the remuneration policy and determining the remuneration, Woord en Daad follows the "Regeling belonging directeur van goededoelenorganisaties" of Goede Doelen Nederland. The regulation provides a maximum standard for the annual income of the CEOs based on weighting criteria. The weighting of the criteria which, after advice from the remuneration committee, leads to this BSD score is done by the Board of Supervisors. The BSD score for Woord en Daad has been set at 490 points. Based on this, the maximum annual income of the CEO in 2022 may be €148,215. The actual gross income (€ 118,935) remains well below this set maximum. For the total of gross annual income, taxed allowances/additions, the employer's pension contribution and other forward remuneration, an annual maximum of €179,500 applied in 2022. The CEO remained well within the said maximum amount. The amount and composition of the remuneration are accounted for in the financial statements in the notes to the statement of income and expenditure.

4.2.2 Quality management

- Woord en Daad has set up its quality management system according to the principles of ISO 9001 and the Partos standard 9001 (sector-specific ISO standard). A follow-up audit took place in April 2022.
- Five audits on various internal processes were conducted by the two internal auditors to check the operation of the quality management system and improve it where possible.

Deviations and areas for improvement were reported and followed up.

- The Organisation Manual (including all process diagrams, procedures, manuals and other documents) was kept up-to-date in cooperation with the responsible colleagues.
- Customer satisfaction surveys were conducted by several colleagues and measured donor satisfaction with trips, events, meetings and with Woord en Daad in general.
- Complaints, signals and compliments were recorded and responded to according to our 'procedure for complaints, signals and compliments'.
- In May 2022, supplier assessments were carried out.
- In July 2022, the annual management review was conducted with the strategic team. It concluded that the quality management system is functioning adequately. Action points were recorded.
- In October 2022, a follow-up audit was conducted by Vedas Quality regarding the Golden Ear framework. We achieved the highest level (3).
- In 2022, two (minor) data breaches were recorded and dealt with satisfactorily.

4.2.3 Codes of conduct and certification

Woord en Daad subscribes to the following codes and follows the following guidelines:

- Code of Conduct of the International Red Cross, an international code of conduct for aid organisations.
- Sphere Standards in emergency relief and reconstruction.
- Code of conduct of Charities Netherlands.
- COSO: this system focuses on critical control of fundraising and fund expenditure processes and reliable reporting in the financial statements. This is achieved through adequate administrative organisation and the internal management measures described therein.

Woord en Daad has the following certifications:

- CBF Recognition: this recognition scheme sets requirements for governance, policy, fundraising, information and communication, spending of resources and reporting. Through the Recognition Scheme, Woord en Daad is recognised as a charity that meets CBF requirements. Woord en Daad had recertification of the CBF Seal of Approval this year and once again passed with flying colours.
- ISO: Woord en Daad uses this quality mark for critical control, adaptation and optimisation of its processes. Woord en Daad is also Partos-9001 certified (sector-specific standard based on the ISO 9001 standard).
- Golden Ear: this is an assessment framework for listening and hearing customers.

Income per target group	Objective 2022	Realisation 2022	Realisation 2021	Difference 2022-2021
Total private individuals	€ 15,095,000	€ 14,302,257	€ 15,742,663	-€ 1,440,406
- projects	€ 4,970,000	€ 4,382,276	€ 5,875,172	-€ 1,492,896
- sponsorship	€ 9,525,000	€ 9,344,310	€ 9,310,196	€ 34,114
- emergency relief	€ 600,000	€ 575,671	€ 557,295	€ 18,376
Other fundraising organisations	€ 350,000	€ 936,289	€ 586,462	€ 349,827
Churches and schools	€ 1,625,000	€ 2,228,451	€ 2,203,598	€ 24,853
Capital funds	€ 4,300,000	€ 1,800,896	€ 2,295,505	-€ 494,609
Companies	€ 3,800,000	€ 4,013,818	€ 3,376,358	€ 637,460
Grants	€ 8,704,140	€ 9,265,351	€ 7,737,121	€ 1,528,230
Own contribution of consortium partners	€ 475,000	€ 1,009,592	€ 1,088,958	-€ 79,366
Total	€ 34,349,140	€ 33,556,654	€ 33,030,665	€ 525,989

4.2.4 CSR policy

Our corporate social responsibility policy affects the environmentally related, economically related and socially related choices we make as an organisation. For example, we offset the total CO2 emissions for our organisation, which amounted to 424 tonnes for 2022. In our CSR policy, we follow the ISO26000 guideline. The Global Reporting Initiative (GRI) table is a widely accepted reporting guideline on an organisation's sustainability performance.

4.2.5 ICT

In 2022, we continued to invest in building the knowledge of processes and systems within Woord en Daad. This is permanently needed to continue doing our work effectively. The goal is for Woord en Daad colleagues to always know how systems work and where to store and retrieve their information.

Fund management

One example is the improvement of fund management. Every euro of income must be accounted for and to do that even better, we have worked on a better fund management system. This will allow us to better link all income to the right projects and report on them much better.

Improve IATI reporting

Woord en Daad has been reporting through the IATI standard for years. This is an internationally agreed way of providing insight into the income, expenditure and results of projects. In close cooperation with the Ministry of Foreign Affairs, we have managed to significantly improve this reporting and our partners can now also report directly through IATI.

Disaster recovery test

To be prepared for hacks or other security failures, we conducted a so-called 'disaster recovery test' in 2022. Not only was the test performed successfully, but with the knowledge and experience from this test, we know how to get back to work quickly in case of any data loss.

ChildConnect further development, completion planned in 2023

2022 also saw a lot of further development on ChildConnect, the new registration system for the Sponsorship programme. More and more partner organisations are starting to work with ChildConnect. Next year, we hope to have all partners working with this system and we will also be able to really notice the improvement of this new system at Woord en Daad. As a result, information from sponsored children will reach Woord en Daad much faster and we will also be able to inform sponsors more accurately.

BedderX pilot in Guatemala

The use of data and apps is used in different ways in different projects. A great example was the deployment of the Woord en Daad Reach app in Guatemala. With this app, teachers can be much better supported in their learning process after training or education. Together with our partners, we learn about the added value of apps and digital learning tools.

Communication with our supporter base



Online | Social Media

103,422

Unique visitors to the website

203,464

Number of sessions

680,544

Unique page visits

14,212

Followers on social media (4 channels)

Editions of magazines

57,500

Werrelddelen, for sponsors and other stakeholders, 4x



4,750

Daadkracht, for entrepreneurs, 3x



12,000

Grenzeloos, for students, 2x



61,000

Verreklijker, for children, 1x



39,000

Dankdagkalender



3,500

Intercom, for volunteers, 2x





5. Financial statements: Growth despite crises

'The media are surprised: despite high inflation and many crises in our country, still a growth in income? And our answer is, just like last year: yes, thanks to our loyal supporters.' Finance director Arnold van Willigen summed up 2022 by saying: **'We have regained the confidence, precisely also for the challenges that exist internationally. And then we are grateful when we see that the money was spent in such a way that it had an impact on people's lives worldwide.'**

Dedicated volunteers and faithful support from private individuals and churches
'When 2022 began, the thrift shops were still locked,' Arnold looks back. 'Meanwhile, the volunteers were not sitting still: online sales continued and beautiful items continued to be delivered. When they were allowed to open again, you could see that energy among the volunteers: together, the shops contributed around €1.9 million to the work of Woord en Daad. A wonderful result. Other donations did not lag behind either. 'Private donors supported us faithfully. Apart from bequests, those donations also increased compared to 2021. Entrepreneurs also got and stayed involved, with the nice result of over four million euros in income. We see that this group is also really involved in terms of content and thinking along in a partnership. We appreciate that.'
People in our projects could also count on support through the church collection bag. Arnold: 'We had expected that with the crises in the Netherlands and Europe, diaconal support on international projects would diminish. But that turned out not to be the case. We are very grateful that precisely from the churches, the place where Woord en Daad was founded after all, the involvement also remained.' Involvement via the collection box in schools also remained. 'In contrast to 2021, nice actions could again be set up such as sponsor runs and sales.'

Funds
In terms of major funds and collaborations, we see a mixed picture. Arnold: 'From the current administration, few fund opportunities have come along.'

And for those opportunities that do exist, there is a lot of competition. All the more grateful we are for the two pledges we received from Rijksoverheid voor Ondernemend Nederland (RVO) at the last minute in 2022. We also received an additional award for an existing Job Booster project in Burkina Faso from NORAD and a grant from Challenge Fund for employment in West Africa. Sometimes, due to unrest in the world, we also could not always spend the money from a pledged fund, leaving it on the shelf.

Another example of a long-term relationship for which we were also very grateful in 2022 is EO Metterdaad. Together we make the case for different types of programmes, where the images they create have a beautiful function in passing on stories towards our supporters.'

Sponsorship
In 2022, due to global inflation, we decided to increase the sponsorship contribution from 2023. This will allow us to continue to ensure that our partner organisations can continue to offer the children in the programme the same as before. The need for the increase was shared with our sponsors in November 2022. Arnold: 'We are grateful for the high level of willingness among our sponsors to go along with this increase. We heard from our partners that it was really needed, and we know it will be well spent.' The net number of sponsors fell slightly compared to last year. 'Nevertheless, thanks to the thousands of sponsors, 30,973 children were able to attend school this year.'

Emergency aid
The moment Russia invaded Ukraine is a marker for 2022 for many people. 'Woord en Daad does not work in Eastern Europe itself, but through the Christian Emergency Aid Cluster (with this year's guest member Come Over and Help), we have committed to emergency aid for this area. (You can read more about the interpretation of emergency aid in chapter 2.5.2, ed.). Despite not approaching our supporters very actively ourselves, we received many donations to spend through the Cluster.'

Spending
'Because in 2022 we saw less danger of losing income (for example, if the shops had to close, which was the case in 2021), we could spend the money a bit more proactively in our programmes. That's great, because we want as much money as possible to go to the target group,' Arnold continues. 'Then project leaders were not forced to wait forever to train farmers before all the funds were complete. If there was a commitment, we looked at whether the training could start with an advance already. This way the work could continue, but in a responsible manner. This is possible because every project has a project controller who is 'short on time', as we call it. Periodically, the project controllers check what they expect in terms of revenue, so that not too much budget is allocated without cover, but also not too long.'

Inflation and exchange rate differential
Globally, there are huge spikes when it comes to inflation, but due to changes in currencies, there are also spikes in the other direction. Arnold: 'In the end, we had a small exchange rate loss, which we had actually estimated higher. We cover this exchange rate loss from a buffer built up in our exchange rate reserve. Partner organisations are not affected by the volatile currency markets because we contract and pay them in local currency, so they know where they stand.'

Liquidity
Last year, we mentioned in our annual report that it was difficult to keep our liquidity position low due to advances from grant providers. Arnold: 'Fortunately, in 2022 we managed to spend the reserve we had built up well in the countries and our liquidity position halved. Especially in a time of negative interest rates, we are happy that we were able to spend most of the money - after all, that's what we get it for.'

Entities
Woord en Daad has placed some specific activities in separate entities. Arnold: 'We do this to cover risks in a good way, but mainly because the recycling shops, for example, need a

Southern Leadership in partnership 'Benkadi'

Southern Leadership in partnership 'Benkadi' 'A very different form of sustainability we see in the Benkadi partnership, where the Southern partners lead the way in the consortium. This also meant a lot for the financial side of this partnership. At the start, we immediately saw that it would be much more efficient and appropriate if the financial management was organised by the Southern partners. And so a financial shared service centre was started in Burkina Faso, so that the partnership parties are effectively facilitated. The partnership takes place in Burkina Faso, Benin, Ivory Coast and Mali. Finance staff visit the various partners in all these countries. These are audited, improvement plans are implemented and reporting is checked by a Burkinabe accountant. Then these figures, including Woord en Daad's share, go to the Dutch ministry that provides the subsidy. A fine example of Southern leadership in financial matters, which at the same time proved really necessary: this large partnership could otherwise not be managed remotely. We are very satisfied with the quality delivered, so we are now also letting other partnerships in Burkina Faso use these services, such as Job Booster in Burkina Faso. To tie in with the theme of this annual report: this is also how finances get nearer and nearer!'

completely different management. Besides Stichting Woord en Daad Winkels, which transfers its net profit to Woord en Daad, we operate in a number of countries through Job Booster Nederland BV, which has set up local social enterprises. These companies have the same goal as our Employment and Training programmes, namely helping young people find jobs and matching supply and demand in a sustainable way. The local companies are in the start-up phase, but are already showing promising results.'

In the USA, we have had a fundraising registration, Word2Act, for several years. Donations from US equity funds, for example, flow through Word2Act to Woord en Daad. Arnold: 'Special to mention is the participation in the cooperative Parapact, which was founded by Woord en Daad and the ProjectConnect Foundation. Through ParaPact, we want to promote good data management and ensure that this data is converted into relevant information, so that the entire consortium has good steering information for a project. ParaPact, also a social enterprise, is expressly intended for the entire industry and allows organisations to be linked from their own applications on a standard model which simplifies exchange.'

Cost-efficient and sustainable

As every year, Woord en Daad takes a sharp look at its own cost percentage. 'We are not afraid to invest, but at the same time we want to be responsible with every euro we receive,' says Arnold. 'This year again we managed to keep our overhead percentage well below the targeted 7.5%. But responsibility goes beyond being cost-conscious, of course. Spending the proceeds well and sustainably is also very important to us. It is nice to be able to mention here that certain projects in which we have invested for years are now really running independently and making a difference. For instance, the vocational school ASHTEC in the Philippines and Hope University College in Ethiopia. Many students still graduate there year after year, but without any direct contribution from Woord en Daad. A sustainable investment!

Consolidated balance sheet per December 31st (after result allocation)

Assets	2022 €	2021 €
Fixed assets	6,263,535	6,905,956
Intangible fixed assets	1,754,046	1,614,836
Activation of website/software development in the course of business and target		
Tangible fixed assets	413,087	446,393
In the course of business		
Financial fixed assets	4,096,402	4,844,727
Loans /equities/ other receivables	3,122,273	2,680,733
Receivables from income contracts in the course of the target	974,129	2,163,994
Current assets	15,690,371	18,215,937
Stocks	765,823	605,754
Goods supply in the target		
Receivables	7,312,412	5,755,876
Liquidities	7,612,136	11,854,307
Total assets	21,953,906	25,121,893

Liabilities	2022 €	2021 €
Reserves and funds	9,892,997	11,148,580
Reserves	3,605,063	4,184,841
Foundation capital	272	272
Continuity reserve	3,248,126	2,994,953
Designated reserves:		
Exchange rate risk reserve	500,000	750,000
Reserve Business development	350,000	350,000
General projects reserve	493,615	89,616
Funds	6,287,934	6,963,739
Sponsor funds	500,791	295,941
INCE funds	602,455	663,873
Designated funds for emergency relief	1,177,462	1,346,039
Other designated funds	4,013,761	4,657,886
Provisions	-	-
Long-term debts	1,493,261	1,771,683
Short-term debts	10,567,648	12,201,630
Projects and programmes	7,240,367	8,490,608
Deferred sponsor funds	666,805	705,431
Other debts and accrued expenses	2,660,476	3,005,591
Total liabilities	21,953,906	25,121,893

Consolidated statement of income and expenses for 2022

Income	Current financial year €	Budget financial year €	Prior financial financial year €
Income from private individuals			
- collections	59,380	100,000	50,386
- legacies	1,360,375	1,250,000	1,176,686
- sponsor programme	9,344,310	9,525,000	9,310,196
- other donations*	3,787,898	4,220,000	5,205,395
Total income from private individuals	14,551,963	15,095,000	15,742,663
Income from companies*	4,585,887	3,800,000	3,462,892
Income from government grants	9,265,351	8,230,342	7,737,121
Income from other non-profit organizations *	5,403,159	7,223,798	6,087,989
Total income fundraising	33,806,360	34,349,140	33,030,665
Income from the provision of products and services			
Income from supplier's role and awareness raising	162,325	75,000	790,622
Gross profit sale of goods	2,072,160	1,775,000	1,122,558
Sum of the income generated from services provided	2,234,485	1,850,000	1,913,180
Total income*:	36,040,845	36,199,140	34,943,845

Expenditure	Current financial year €	Budget financial year €	Prior financial financial year €
Expenditure on targets			
Structural programmes	30,841,732	30,001,514	26,325,804
Education and Sponsoring	13,820,172	13,879,238	12,994,979
Policy influencing in the South (Benkadi)	3,911,109	3,982,620	5,455,550
Employment and Training	5,702,459	5,607,901	1,784,231
Inclusive Agribusiness	4,058,130	2,997,856	2,878,896
Sustainable Water	1,109,282	2,914,485	1,259,631
House Construction programme	44,077	-	26,984
Capacity Building	8,126	-	10,085
Resilience	1,164,391	104,050	698,855
Other	662,808	423,100	420,416
Partner role in the Netherlands	361,178	92,264	796,177
Emergency relief			
- support provided through organizations/local agencies	1,599,214	1,294,300	1,378,615
Lobby	586,644	597,788	527,881
Awareness raising	673,978	768,859	629,104
Knowledge management	253,110	187,650	318,650
PQA	117,354	151,540	158,902
Total expenditure on targets	34,072,032	33,001,651	29,338,957

Expenditure (continuation)	Current financial year €	Estimated financial year €	Prior financial year €
Acquisition of income:	1,835,354	1,883,449	1,681,770
Costs of own fundraising	1,835,354	1,883,449	1,681,770
Costs supplier's role	103,506	65,539	67,918
Costs of sales of goods	374,554	355,000	352,017
Management & Administration costs	748,780	797,258	744,623
Total expenses	37,134,226	36,102,896	32,185,284
Balance of income and expenses	1,093,381-	96,244	2,758,561
Balance of financial income and expenses	60,837-	53,000-	38,685-
Balance of results from organizations participated in	101,323-	-	7,506-
Balance of income and expenses	1,255,541-	43,244	2,712,370
Designation balance income and expenses			
Transfer to or from:			
- Continuity reserve	253,173	-	273,989
- General reserve	583,231-	-	139,444-
- Foreign exchange reserve	250,000-	-	-
- Sponsor funds	204,850	-	476,897-
- INCE funds	61,418-	-	76,411-
- Designated funds emergency relief	168,577-	-	643,005
- Reserve white spot policy	6,213-	-	-
- Reserve business development (meant for prefinancing cost of grant applications)	-	-	-
- Other designated funds	644,125-	43,244	2,488,239
	1,255,541-	43,244	2,712,480

* For which total income emergency relief in 2022 € 1,516,616 (budgetted € 1,450,000; 2021 realized € 1,612,060), accounted for under donations from individuals, companies and other non-profit organisations.

Valuation Principles

The principles of valuation and of result determination are drawn up in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ650). For a further description of the principles of valuation of the assets and liabilities and for the determination of results, see the notes to the consolidated financial statements in the Dutch Annual Report (page 46-48).


Consolidated cash flow for 2022

Cash flow operational activities	2022 €	2021 €
Cash flow operational activities	2022 €	2021 €
Balance income and expenses	1,255,541-	2,712,480
Adjustments concerning:		
- Amortization intangible fixed assets	559,470	557,227
- Depreciation material fixed assets	143,927	131,832
- Change provision of loans	12,576	72,783-
- Result provisions	101,323	7,506
Adjustment changes in operational capital:		
- Changes in stocks	160,069-	326,241
- Long-term receivables from funding agencies	1,189,865	2,464,938
- Changes in receivables	1,556,536-	332,356
- Long-term project obligations	-202,728	968,940-
- Changes in short-term project obligations	-1,250,241	1,037,297-
- Changes in sponsor funds received in advance	38,626-	7,470
- Changes in other debts and costs yet to be paid	345,158-	1,537,050
Cash flow from operational activities (A)	2,801,738-	5,998,080
Cash flow from investment activities		
Investments in intangible material fixed assets	698,680-	668,914-
Investments in tangible fixed assets	110,621-	187,674-
Divestments material fixed assets (property, plant and equipment)	-	321,742
Cash flow from operational activities (B)	809,301-	534,846-
Cash flow from investment activities		
Provision of loans to partner organizations	229,714-	615,770-
Repayments received on loans provided	77,488	273,821
Loans provided to /input in participations	403,213-	257,917-
Repayment long-term debts	75,694-	71,784-
Cash flow from funding activities (C)	631,133-	671,650-
Change liquid assets (A + B + C)	4,242,172-	4,791,584
Liquid assets per 1 January	11,854,307	7,062,723
Liquid assets per 31 December	7,612,136	11,854,307
Change liquid assets	4,242,172	4,791,584

Explanation

- There have been some changes to the way that software development costs are accounted for since 2013. Any investments made before that time are subject to depreciation, while investments made after 2013 are amortized through 2021. By the end of 2024, all investments will be fully amortised. In 2022, a review was conducted specifically related to investments made in ProjectConnect and these are now classified as intangible fixed assets.
- Receivables from grantors and liabilities to partner organisations have both decreased due to the completion of some multi-year grant contracts, although there are still some incoming grant contracts that involve multi-year commitments to partners. Cash and cash equivalents decreased significantly compared to 2021, in accordance with Woord en Daad's objectives. However, investments in tangible and intangible assets as well as contributions to financial fixed assets exceeded the depreciations and participation results.
- The remaining decrease in cash and cash equivalents is due to a decrease in subsidy income that was received in advance.

Auditor's statement



INDEPENDENT AUDITOR'S REPORT

To: the Management Board and the Supervisory Board of Stichting Reformatorische Hulpactie Woord en Daad.

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 December 2022, the summary statements of comprehensive income, changes in cash flow for the year then ended and related notes, are derived from the audited financial statements of Stichting Reformatorische Hulpactie Woord en Daad in Gorinchem, for the year ended 31 December 2022. We expressed an unqualified audit opinion on those financial statements in our report dated 30 March 2023.

The summary financial statements do not contain all the disclosures required by the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of Stichting Reformatorische Hulpactie Woord en Daad.

Board's responsibility
Board is responsible for the preparation of a summary of the audited financial statements in accordance with the general notes to the financial statements.

Auditor's responsibility
Our responsibility is to express an opinion on the summary financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standard on Auditing 810, 'Engagements to Report on Summary Financial Statements'.

Opinion
In our opinion, the summary financial statements derived from the audited financial statements of Stichting Reformatorische Hulpactie Woord en Daad for the year ended 31 December 2022 are consistent, in all material respects, with those financial statements, in accordance with the general notes to the financial statements.

Amsterdam, 24 April 2023

Dubois & Co. Registeraccountants

G. Visser RA

Dubois & Co. Registeraccountants is een maatschap van praktijkvennootschappen. Op alle opdrachten die aan ons kantoor worden verstrekt zijn onze algemene voorwaarden van toepassing. Deze voorwaarden, waarvan de tekst is opgenomen op de website www.dubois.nl, bevatten een aansprakelijkheidsbeperking.

Internal control and risk management

Part of the Organisation Handbook is the procedure “Internal Control Review” (procedure 9.3.1). The internal auditor of the Finance and Control team carries out a review every six months to assess the effectiveness of the internal control measures. This helps to reduce the risk of irregularities and fraud and ensures that established procedures and mandates are being followed.

The internal control review framework focuses on core processes, including revenue processing, obligations recording and settlement, domestic and foreign payments, processing of sponsor revenue, and the reminder and collection process. It also covers the processing and control of committee revenues, postage sales, and creditor master data management. In addition, the replacement of sponsored children, application of Chamber of Commerce mandates, and CBF regulations are also addressed. Both data-driven and system-driven controls are used, through sampling or integral review. Authorisations and mandates recorded in the software package are also included. During the review, a sample is taken to ensure that the established procedures are being correctly and completely applied (by authorised persons) and documented in the systems. The internal auditor reports to the board of directors and makes concrete improvement suggestions. The external accountant uses these reports and any associated actions to assess the effectiveness of the internal control system. They also issue an assurance report indicating that the internal control review has been carried out in accordance with the procedure. Two reviews were conducted in 2022, and both concluded that there were only a few minor improvement suggestions, which have also been implemented. The review can now largely be system-driven, with a focus on mandates, user group changes, and system-enforced practices.

In recent years, particular attention has been paid to risks related to cybersecurity and system access. In 2021, an external party conducted a penetration test on our systems to identify any vulnerabilities. This led to several improvement suggestions

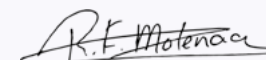
that we implemented immediately to prevent data breaches. In 2022, further follow-up was given to this by conducting specific tests, such as a backup recovery test. Continuous awareness of colleagues is also important, and concrete examples are regularly brought to their attention and discussed.

Grant managers received legal training in 2022, enabling them to identify risks in collaborations and incorporate them into contracts. The conversation with partners about integrity and cybersecurity was continued, with a clear link made to identity and shared values, an integral theme for our organisation. There was a potential fraud case in Sierra Leone, but an investigation found no evidence of fraud, only financial irregularities due to insufficient vigilance from the local accountant. As a result, we have decided to focus more on the quality of the external accountant of partner organisations, by conducting on-site conversations and reviews. In fragile countries such as Sierra Leone, Haiti, and Chad, Woord en Daad wants to be involved in the selection of the external accountant.

Before contracting with new partner organisations, a due diligence investigation is conducted. Various audits and reviews are also conducted during the collaboration to investigate risks and take action if necessary. Several project evaluations (on both project and organizational capacity and compliance, the latter through exit reviews) have been conducted, resulting in lessons learned that we can apply to other projects. The risk policy has been updated again this year. See chapter 4.1.2 for more information. The organic structure of our projects and organization requires adaptive management and therefore requires periodic risk assessment and the determination of mitigating measures.

In 2022, internal process descriptions were adjusted where necessary. In addition to workflows with clear process owners and functional separation, a comprehensive risk analysis was conducted, covering financial risks as well as reputation risks. This risk matrix is linked to the focus of the internal control

review. In summary, Woord en Daad has an up-to-date and adequate risk management system, where internal control measures are executed correctly, and the dynamic context in which the organisation operates.



CEO
Rina Molenaar

December 2022

Overview partners

This overview shows the core partner organisations of Woord en Daad. In addition, we work with a wide range of other networks, alliances and consortia.

Partner	Land
ACN	Nepal
AEAD	Burkina Faso
AESEB	Burkina Faso
AMG Guatemala	Guatemala
AMG Haïti	Haïti
AMG India	India
AMG Philippines	Philippines
AMG Uganda	Uganda
ADP	Uganda
Bright Future Ethiopia	Ethiopia
CCDB	Bangladesh
CCT	Philippines
CSS	Bangladesh
Conviventia	Colombia
CTF	Sierra Leone
COUNT	India
CRECH	Haïti
CREDO	Burkina Faso
DEDRAS	Benin
EDA	Ethiopia
EFSL	Sierra Leone
FDB	Chad
Hope Enterprises	Ethiopia
Hope for Justice	Ethiopia
ODE	Burkina Faso
P&A	Haïti
PBSA	Benin
SPONG	Burkina Faso
Tunado	Uganda
TWA	Ethiopia
WDI	India
YGRO	Sri Lanka



CREDITS

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Woord en Daad is a registered charity (ANBI) under Dutch law. For legacies, our address is Stichting Reformatorische Hulpactie Woord en Daad, Gorinchem. Our charity is registered under number 41118168 at the Dutch Chamber of Commerce in Utrecht and our finances are audited by a registered accountant. We bank with the Rabobank: account number NL64 RABO 0385 487088, account holder Woord en Daad, Gorinchem.

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www.woordendaad.nl/annualreport2022