



KEEPING
COURAGE!

Annual report 2023

KEEPING COURAGE!

Annual Report 2023

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.



Table of Contents

<p> Woord en Daad in short: keeping courage!</p> <ul style="list-style-type: none"> Foreword 5 Woord en Daad in short 6 The world of Woord en Daad 7 2023 Key figures 7 Summary 10 	<p> 3. Accountability, learning and innovation 29</p> <p style="padding-left: 20px;">continuous learning</p>
<p> 1. Strategy, vision and policy: sharing leadership and influence 12</p>	<p> 4. Organisation and governance 31</p> <ul style="list-style-type: none"> 4.1 Organisation 32 4.2 Policy and governance 33
<p> 2. In the field fostering community flourishing 14</p> <ul style="list-style-type: none"> 2.1 Inclusive Agribusiness 15 2.2 Education and Sponsoring 17 2.3 Employment and Training 20 2.4 Sustainable Water 22 2.5 Our strategies 26 	<p> 5. Financial accountability 38</p> <p style="padding-left: 20px;">continued support</p>

Foreword Keeping courage!

The Four-Day-Evening walk (or Avondvierdaagse¹ as we say in our Dutch tradition), I keep fond memories of it. The togetherness with a great diversity of people all walking the same route. The sociability and unexpectedly nice conversations that literally come your way along the way. But also the moments when you need each other to keep your spirits up and keep going. Precisely those moments you manfully start to sing 'the little pot of grease, already placed on the table' and when you were in danger of being completely down you sang together: 'and with a hela, hola keep up the courage'. The louder you sang, the more you believed in it.

When reflecting on the year 2023, the words: 'keep your spirits up' can come across as a bit easy. In this annual report, the facts have been laid out in order. If you silently reflect on what transpired on the global stage in 2023, it can be disheartening. In the countries where Woord en Daad has been working for years, the situation has not become any easier.

The climate crisis has displaced vulnerable people in Asia from their homes. Geopolitical developments have led to war and polarisation, setting people against each other. There was unrest in the Sahel region, where rebel groups target innocent civilians. Climate change continues to cause desertification in this area. Young people see no future and become easy targets for rebel groups trying to recruit them. In Haiti, rebel groups were in control, and the government seemed to be adrift. In Nepal, an earthquake claimed many lives, and reconstruction was slow to start.

The war in Tigray seems to be over. However, during a visit to the area, Woord en Daad colleagues encountered traumatized men, women, and children, and mutual trust seems far away. "Keep courage" seems an empty phrase in these situations.

HOWEVER...
Despite all setbacks, our partners in the countries where we work continued. Sometimes even risking their own lives. Especially in those areas that seemed hopeless, young people were trained and given hope for a future again. Farmers were taught to cultivate their land under all weather conditions and to be resilient to climate change. At the national level, our partners worked on improving education in collaboration with the government, school networks, and training institutes. Encouraging!

'What truly gives us courage is the fact that we work from Hope.'

In the Netherlands, our motivation was further fuelled when we visited a thrift shop and saw so many volunteers enthusiastically doing their work every day. A big smile came to our faces when two children walked into the office and brought us the proceeds from their sale. It was encouraging to hear that an entrepreneur is investing part of his profits in an agricultural project in the Philippines. We moved forward boldly when local volunteer groups shared the proceeds of their hydrangea campaign with us enthusiastically. We were happy to share this news with our partners, who, especially in difficult times, were encouraged by these messages because they felt they were not standing alone.

As Woord en Daad, we are happy and grateful to have celebrated 50 years of connecting people in 2023. That is encouraging.

What truly gives us courage is the fact that we work from Hope. The Biblical Hope that our partners often refer to in difficult times because knowing that God is there gives them peace. It gave us courage to continue building a just world together in 2023. With a great diversity of people worldwide joining in our efforts. Not just for four separate days, but throughout the entire year. Together, we had one goal in mind: to be there for and with the most vulnerable around the world. This also gave us a sense of unity in 2023, during times when challenges arose and a hopeful perspective seemed far away, but also in moments when we looked gratefully at our achievements and moved forward with good spirits. Thanks to all those people on our path, we maintained our courage in 2023. And we look forward to 2024 with hope!



Rina Molenaar,
CEO

¹ The Avondvierdaagse, a cherished Dutch tradition, involves participants of all ages walking distances of 5, 10, or 15 kilometers over four evenings, promoting community spirit and physical activity. This festive event concludes with a celebratory evening, rewarding walkers with flowers and medals.



**Woord en Daad
in short:
keeping courage!**



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, our supporter base together with us, considers 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.

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



The world of Woord en Daad

Results programmes



Emergency Relief and Resilience

41,472

Households reached with emergency relief



Sustainable Water

417,902

People reached with Sustainable Water



32

Core partners



Employment and Training

16,976

People with work



Inclusive Agribusiness

14,890

Farmers/entrepreneurs trained



Education

29,803

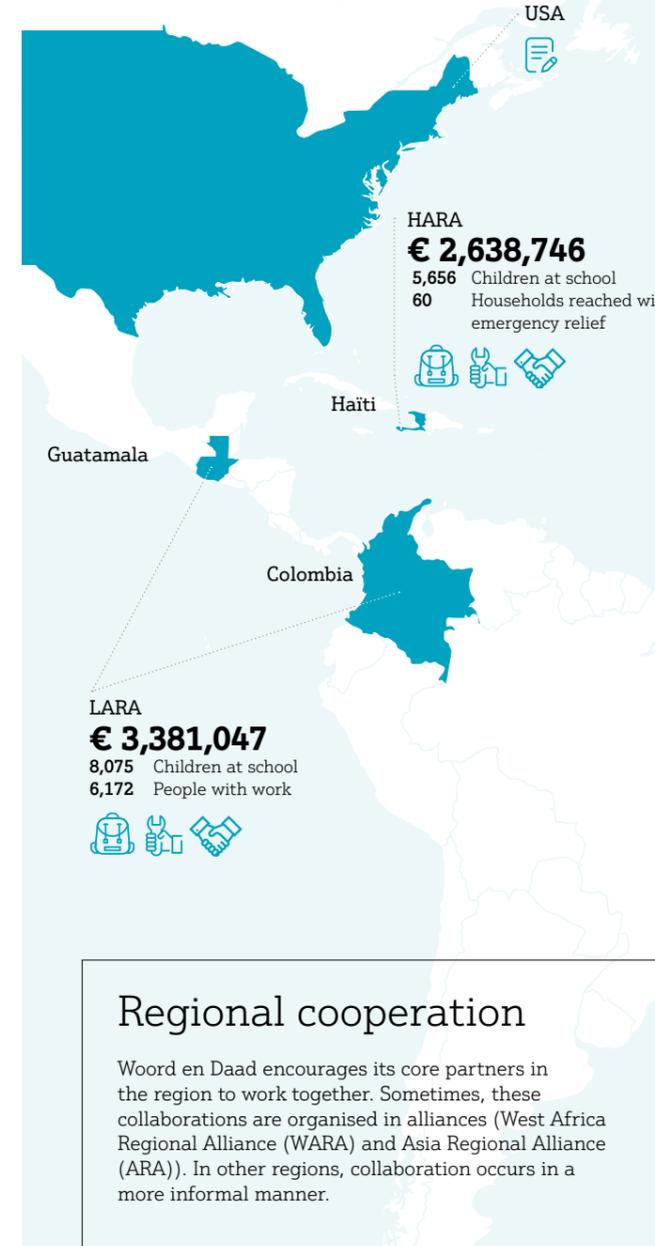
Children at school



Of which

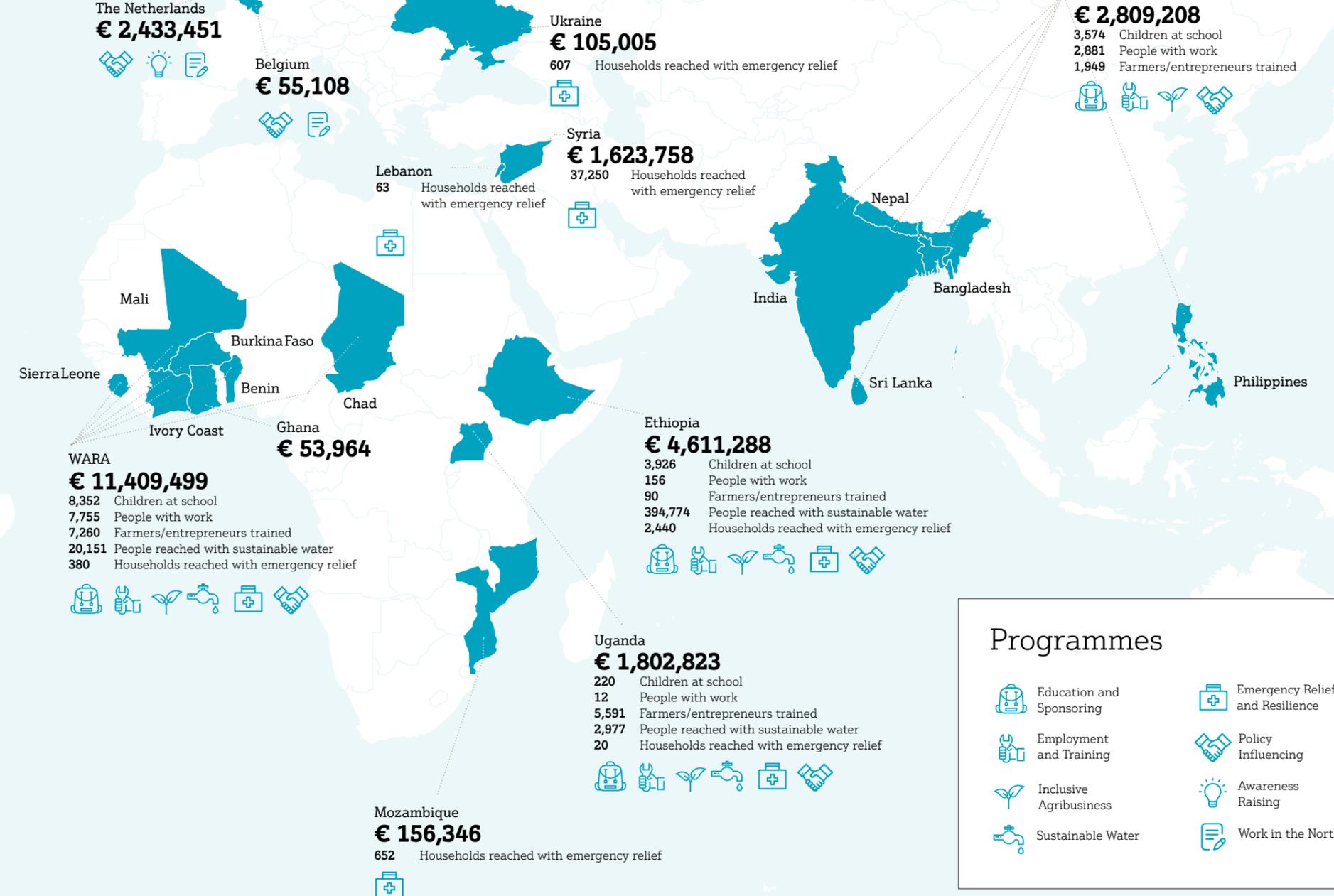
29,669

Children sponsored



Regional cooperation

Woord en Daad encourages its core partners in the region to work together. Sometimes, these collaborations are organised in alliances (West Africa Regional Alliance (WARA) and Asia Regional Alliance (ARA)). In other regions, collaboration occurs in a more informal manner.



Programmes



Education and Sponsoring



Employment and Training



Inclusive Agribusiness



Sustainable Water



Emergency Relief and Resilience



Policy Influencing

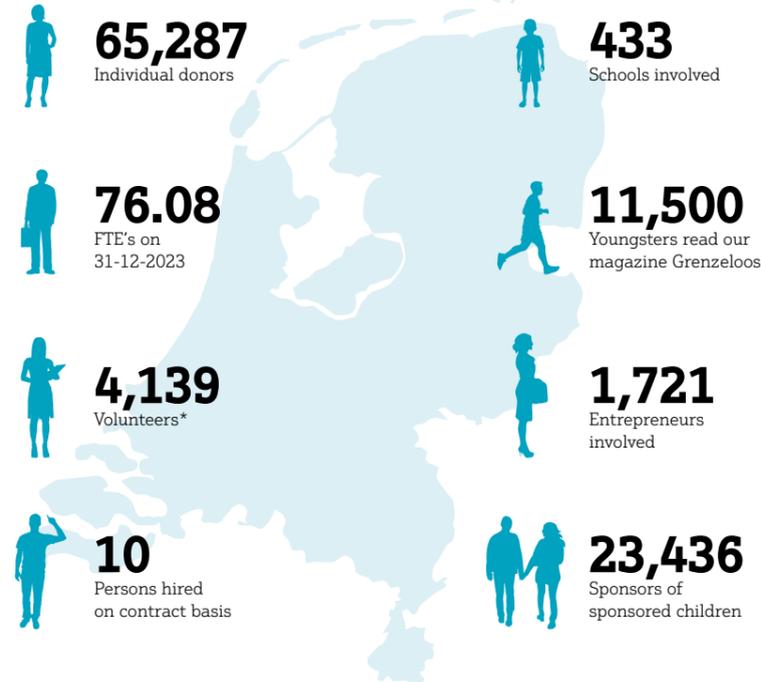


Awareness Raising



Work in the North

Our support base in The Netherlands

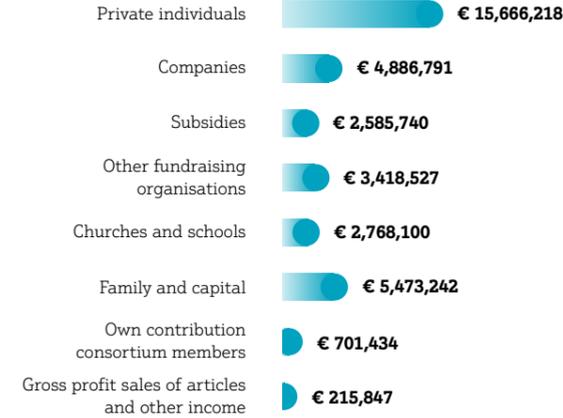


These figures give an impression of the societal support for Woord en Daad in the Netherlands. Compared to last year, we saw an increase in the total number of private donors (+195) and the number of engaged entrepreneurs (+23). Because we have started calculating the number of volunteers differently, we cannot directly compare this number with the figures from previous

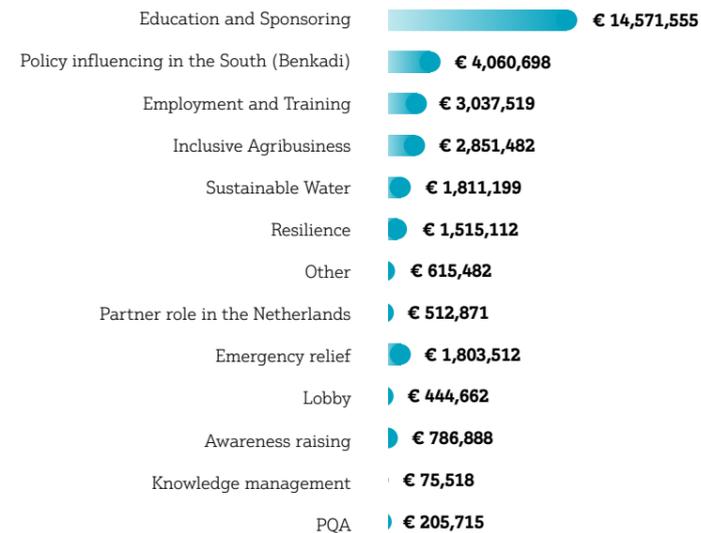
years. The number of sponsors for sponsored children slightly decreased (-55), but at the same time, the number of sponsored children increased (+160). Woord en Daad's own fundraising showed a significant increase for all target groups. Income from institutional funds was considerably lower. As a result, total income for 2023 was only slightly below that of the previous year.

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

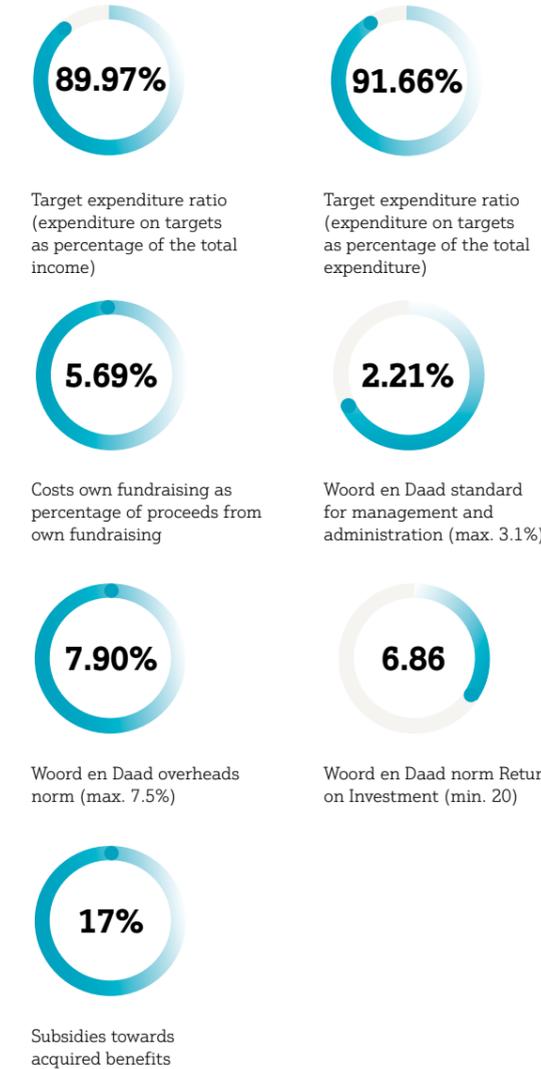
Incoming € 35,715,899



Expenditure € 32,292,213



Norms and ratios



Summary

2023 was a jubilee year for Woord en Daad. For 50 years, we have worked towards realising our mission to bring about sustainable change in the lives of people worldwide from a Biblical perspective of justice and mercy.

This commitment is still needed after 50 years in a world where conflicts and war, social injustice and exploitation, and climate change threaten people's existence and tear communities apart. In 2023, Woord en Daad continued to focus on reaching the most vulnerable, changing systems and making communities more resilient to the effects of climate change, with the aim of giving people renewed hope. Woord en Daad's strength lies in the partnerships it forms with a broad spectrum of partners. Their commitment and the continuing support we receive from our supporter base in the Netherlands encourage us to continue doing good. In 2023, we did so as follows:

Empowering farmers

Every farmer deserves a dignified role within the value chain of their products, whether they are cultivating peas and beans in Guatemala or breeding seaweed and sea cucumbers in Sri Lanka. Woord en Daad empowers these farmers by increasing their knowledge and (entrepreneurial) skills, but also connecting them to other parties in the value chain. By 2023, 14,890 farmers received training, that equipped them with the necessary tools to improve their agricultural practices, productivity, and market negotiation skills, and 6,686 farmers were able to deliver their produce to businesses connected to one of the projects.

Children flourishing

Education helps children flourish. It contributes to their well-being and that of the community they live in. In 2023, 29,803 children went to school with our support. To do this well, Woord en Daad focuses on improving the level of education by training teachers and developing good curricula. 79,067 teachers received training. Besides education, combating child exploitation is an important focus area. Together with its partners, Woord en Daad provided 2,666 children with a way out of child slavery and offered preventative assistance to 104,668 children to prevent exploitation.

Decent work for young people

By providing vocational education and training focused on entrepreneurship, Woord en Daad supports young people in finding a job or starting and developing their own business. This increases their chance of finding decent work, allowing them to make a meaningful contribution to society and also have good working conditions. In 2023, about 14,049 young people started a vocational education, training or coaching programme and approximately 17,653 young people successfully completed an education or training programme. 12,228 young people started their own businesses.

Sustainable water supply

In 2023, Woord en Daad and its partners reached 417,902 people with a sustainable water supply. In all forms of water programmes, Woord en Daad adopts an approach that ensures that the water supply is well embedded in wider community contexts and that there is local and regional ownership and leadership. This makes the programmes sustainable and leads to real system change.

Increasing resilience

Nepal was hit by a severe earthquake. It is one of the areas where Woord en Daad provided emergency relief. In 2023, 41,472 households received emergency aid. Emergency aid ensures that people survive in crisis situations. Then, Woord en Daad helps people increase their resilience so they can take control of their lives again after the crisis.

Change in the North

Woord en Daad makes people in the Netherlands think about how our lifestyle affects the lives of people in the South. This awareness can lead to more sustainable consumption behaviour. Presentations reached 11,954 people. Change is not just a matter of individual behaviour. It also requires commitment in politics and the business world. Policy influence and attention to (international) corporate social responsibility are part of this.



1. Strategy, vision and policy: sharing leadership and influence

2023: a jubilee year for Woord en Daad. How do you celebrate 50 years of connection? How do you relax in the midst of turmoil? And how do you keep up the good spirit on your journey? In conversation with Rina Molenaar, chief executive officer of Woord en Daad.

A 50th anniversary. Time for a celebration?
"July 6, 1973 is marked in the statutes as our founding date. So we did indeed celebrate our 50th anniversary this year. It was a year of celebration, letting history speak and telling the stories of what has happened over the past 50 years. Truly a commemoration. We are an organisation with a loyal constituency comprising various groups. Therefore, we celebrated the jubilee at different times in diverse tones. For our broad constituency, we held a large event themed 'Amazing Grace'. More intimate was the jubilee meeting for early supporters and volunteers in the Grote Kerk of Leerdam. It is at that place you could say Woord en Daad was born when entrepreneur Mr. 't Lam was moved by a speech from Pastor Hegger about the need in India and spontaneously called for a collection. There was an entrepreneurs' meeting, committee members met, and in the Hague at Nieuwspoor, we organised a symposium for our sector. Perhaps most special was the online event with all our partners. Being involved with each other worldwide like this is very special. I think this is also characteristic of 50 years of Woord en Daad: we connect people within the Netherlands and we connect people globally. That is something to celebrate."

Mini-documentary: 50 years of Woord en Daad
On Thursday, 6th July 2023, exactly half a century after the 'birthday' of Woord en Daad, we released a mini-documentary about 50 years of Woord en Daad.



Watch the mini-documentary →

At the same time, isn't there also the downside that an organisation like Woord en Daad is still needed?
"Throughout the year, there have been mixed feelings. I felt them most strongly during the meeting at the Grote Kerk in Leerdam. Daniel Jean Louis, director of our partner organisation Parole et Action in Haiti, could not be present due to the political and social unrest in his country. I read his contribution, in which he - a hopeful person - mentioned sometimes feeling discouraged, but also testified that he found courage in God. His contribution made a big impression on those present. Someone said: 'This is the world we lived in then and still live in.' And that world seems increasingly on fire. There's really a lot going on. Conflicts and war, social injustice, climate change, changing geopolitical relations, you name it. How does an organisation deal with this? Above all, we learn that the more tumultuous the world is, the more humble and listening we have to be towards our networks and partners. More than ever, we need to engage in respectful conversations with people worldwide and be open to sharing leadership and influence with the global south."

What gives you courage?
I gain courage from our loyal and engaged supporters. Volunteers in committees and thrift shops, entrepreneurs, children in school encourage us to do our work. We don't do it for ourselves, but on their behalf for people in need worldwide. It's their mandate to us. And then I see so many small flames of engagement that together form a fire, and might even cause fireworks! That's heartwarming. And it also provides a relaxed atmosphere to do our work amidst turmoil. We are also grateful for a powerful and critical partner network. In creative ways, they continue the work when circumstances are difficult, and we can no longer visit certain areas due to safety concerns. They are also critical and keep us sharp. They challenge us. Thus, we search together for the best for a country. That gives courage. But there's more. 'You walk with your feet on the earth and your head in the heavens,' is one of my mottos. It's a variation on the Bible verse "Set your mind on things above, not on earthly things." That means we know that our global house leaks and that a lot is wrong. We are not idealistic and naive, but we are responsible as stewards of creation and we can look beyond things. That's why we set to work with good spirits."

What were the key themes for Woord en Daad in 2023?
I can best describe this through our three policy themes. The first theme is 'reaching the unreached'. I made a learning journey to the area around the huge Koshe landfill site in Ethiopia's capital, Addis Ababa. This visit taught me that to reach the most vulnerable people - for example, children working on a landfill - small initiatives that you can undertake today are already very valuable. We need to follow a dual-track approach: on one hand, value-driven (system) change and on the other hand, taking up small initiatives aimed at the most vulnerable. Our second policy theme - values-driven system change - has really taken root in Woord en Daad and among our partners. We execute water and agriculture programmes in which we collaborate with numerous social and commercial partners and governments. At a regional level, but also at a village level, we thus help communities flourish. Our third theme 'increasing resilience to climate change' is very much alive among our partners. They can tell us a lot about what is happening. For example, what coastal erosion does to communities in countries like Bangladesh, Benin and Ivory Coast. Climate change is about the creation entrusted to us. So it also relates to people in the North. In the Netherlands, we do not live on an island, but we are part of the cosmos."

In three key words: where does Woord en Daad stand as an organisation?
"Healthy, dynamic and grateful. We are in a healthy position. There is a lot of dynamism. We are grateful for our supporters and partners and for the higher purpose for which we may work."

In action nearby
Flames of engagement
In Barendrecht, Joost Kraaijeveld and Anton van Heteren collected bottles for a year. This raised no less than €1,313 to help peers who work as child slaves in Ethiopia.



Value creation model

Woord en Daad

Resources

Capacity per 31-12

- Projects 46.53 fte
- Funds 13.92 fte
- Support 14.63 fte
- Executive Board 1.00 fte
- Office volunteers 20 people

Financial resources

- Private individuals € 15,666,218
- Companies € 4,886,791
- Grants € 2,585,740
- Churches and other FRO € 3,418,527
- Vermogensfondsen € 2,768,100
- Subsidies € ,473,242
- Own contribution consortiumpartners € 701,434
- Supplier's role and gross profit sales of articles € 215,847
- Total: € 35,715,899

External capacity

Collaboration in realising 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

Strategy

- Implementation of four thematic programs: Education and Sponsorship, Employment and Training, Sustainable Water, Inclusive Agribusiness
- Use of three core strategies: Emergency Relief and Resilience, Policy Influencing, Awareness Raising
- Fundraising

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)
- Mobilising 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



41,472
Households reached with emergency relief



417,902
People reached with Sustainable Water



16,976
People with work



14,890
Farmers/entrepreneurs trained



29,803
Children at school



2. In the field: fostering community flourishing

2.1 Inclusive Agribusiness

"Every farmer has the right to a dignified place in the value chain." This is how Antonie Treuren, programme leader Inclusive Agribusiness, describes the dream of all colleagues worldwide from Woord en Daad and its partners who are committed to bringing farmers and their communities to flourish.

Treuren: "By inclusive, we mean that farmers with a small plot of land - often the poorest in the areas where we work - get a dignified place in the value chain of their products. We want to empower the farmer by increasing their knowledge and (entrepreneurial) skills, but also by linking them with other parties in the value chain, such as processing factories, governments and export companies." This is a matter of dignity and justice, Treuren believes.

Entire chain needed

In Guatemala, it was about the value chain of peas and beans. How do you ensure that small farmers growing peas and beans can get their product onto the shelves of a Western supermarket in a sustainable way? That was the challenge the project Every bean has its black took on seven years ago. Treuren: "For such a challenge, you need the whole chain: from the farmers growing pods and beans, through processing factories and export and import companies, to the supermarket. In this entire value chain, we have made interventions to make it more sustainable and fair." The results are impressive, as shown by the final evaluation. Farmers' crop yields and their net income have increased. In the local processing sector, 359 new jobs have been created, 216 of which are for women. Eleven export companies have undergone training in corporate social responsibility. It also appears that importers and supermarkets have started to place more importance to sustainability in their supply chains.

Dignified place

Another example of such a value chain is that of the fisheries in Sri Lanka. Silgin Maasilaamani from Anthoniyarpuram, a fishing community in the northeast of Sri Lanka, has obtained her licen-

ce to start cultivating seaweed and sea cucumbers. This opens up an alternative source of income alongside traditional sea fishing. "Developing alternative sources of income is one of the goals of our sustainable fishing project in Sri Lanka, which is co-funded by the RABO Foundation. In Asia, the demand for sea cucumbers is high and that of seaweed is increasing," Treuren explains. A Climate Risk Assessment was conducted prior to the project, which helped us understand the opportunities and threats of climate change on fishermen's lives. The need to diversify income sources emerged from this. Treuren: "We are working towards fishermen and farmers independently securing their place in the value chain alongside other private parties. Supporting fishermen and farmers with knowledge and materials, equipping cooperatives, and developing an app that gives fishermen insight into the current price of fish with the aim of bringing supply and demand together are part of this effort." The project made a good start in 2023, although there are challenges. For example, the number of licences granted by the government has remained limited, and it appears more effort is needed to introduce the app to fishermen.

Learning from setbacks

Connecting farmers to the market is a key pillar for the Inclusive Agribusiness programme. In many cases, we collaborate with companies that offer a stable market and fair prices. We measure impact by the number of farmers delivering to the companies we support through our programme. In 2023, both in Sierra Leone and Benin, we found that the companies we supported did not have enough working capital to actually purchase from all the farmers. In both instances, there were also competing buyers who could offer better prices to the farmers in the region. For this reason, this result significantly lagged behind the planning. However, the shortfall in number of farmers, does not mean that farmers have not progressed. Farmers are free to sell to the party that offers the most favourable price. We aim to ensure that farmers can deliver their products to factories or buyers at good prices year after year.



What others say about Woord en Daad

The words of the senior project advisor RVO

Eline Minneboo - senior project advisor RVO: "During an SDGP* project visit to the Fiber for the Future project in the Philippines, I saw how Woord en Daad works with great dedication to a good project implementation and a balanced collaboration with local partners. I find the collaboration with Woord en Daad to be very positive."

*Sustainable Development Goals Partnership Facility

Cashing in on Cashew

In the project 'Cashing in on Cashews', Woord en Daad, together with its partners, is building a sustainable value chain for cashew nuts in Sierra Leone. In 2023 - the final year of this European Union-funded project - the final steps were taken to further link farmers to the market. 3,000 farmers were trained and 2,400 joined a village savings and loan group. A large meeting was also held where a broad group of stakeholders - farmers, entrepreneurs, government officials - worked together to develop a future vision for the cashew sector. The outcomes of the meeting were subsequently used by the government to formulate its strategy for the cashew sector for the next five years.

Uganda

In Uganda, the 'Busy Bees' project, which focuses on building the honey sector, has been steadily contributing to economic development since 2015. People are trained as beekeepers. The sale of honey generates income. At the same time, the bees also improve pollination of other crops. Farmers are also trained to use fewer pesticides, which are harmful to bees, for these crops. Setting up beekeeping goes hand in hand with planting new fruit, and nut trees, such as macadamia and mango.

What others say about Woord en Daad

The words of director Dickson



Dickson Biryomumaisho - director of Tunado: "As members of the Ugandan beekeeping community, we value Woord and Daad as a reliable partner that delivers on its promises."



Results Inclusive Agribusiness



14,890

Farmers/entrepreneurs trained



14,373
target 2023



6,686

Farmers/entrepreneurs selling to companies supported by our projects



9,797
target 2023



3,572

Farmers/entrepreneurs with access to finance because of project interventions



4,164
target 2023

Explanation of these annual figures: The lower number of farmers supplying to businesses supported by the project is explained in the section 'Learning from setbacks'. The lower number of farmers with access to a loan is due to a delay in one project in deploying the app used for providing credit to farmers.



2.2 Education and Sponsoring

"I believe education is important because it serves as a gateway to other opportunities," says teacher Christy. She teaches at a school in the village of Dolores in the Philippines. For her, it's clear: education lays the foundation for growth in later life.

Jaco Ottevanger and Marike Spruyt, both involved in the education programme, fully agree. Ottevanger: "Education helps children to flourish. It contributes to their well-being and that of the community they live in. To do this effectively, we focus on improving the quality of education by training teachers and developing good curricula, involving parents as well." Combating child exploitation is also an important aspect of caring for children. Spruyt: "Globally, millions of children are exploited. We believe this must stop."

Financial sustainability

In 2023, the number of sponsored children grew to 29,669 children. That's 160 more than last year. That's really something to be thankful for," Ottevanger notes. "Characteristic of 2023 is that we continue to grow with our smaller, newer partners, such as in Uganda and Nepal, and we're trying to scale down our larger partners. The latter also from the perspective of risk spreading," explains Ottevanger. Exploring new, often remote places, like in Uganda and Colombia, or 'challenging' places, like the area around the huge Koshe landfill in Ethiopia's capital Addis Ababa, stems from Woord en Daad's policy focus on reaching still unreached groups. From a financial standpoint, this focus is quite exciting, Spruyt notes. "In 2023, we researched how inclusivity in education can be balanced with financial sustainability." The report shows that schools and organisations must seek creative strategies to realistically maintain focus on unreached groups and to diversify their revenue sources effectively.

Sponsorship programme discontinued

In 2023, Woord en Daad decided to end the sponsorship programme with partner AEAD in Burkina Faso. This was

because the programme was not running as desired, and no improvement was visible even after intensive contact and investments. Two years are allocated for the programme's termination. In 2024, the programme for 300 children will be ended.

Climate change impact

Research shows that the poorest groups (and especially children) in the global south are hardest hit by climate change. With its partners, Woord en Daad held discussions in 2023 about the impact of climate change on schools' functioning. The issue is very urgent. Seventy percent of educational institutions experience a significant to very significant impact. The consequences for the schools, the teachers, the students, and their families are profound. Partners also indicate that they have already taken numerous measures to adapt and reduce the impact of climate phenomena.

Awareness campaign

Through campaigns on radio and TV, in newspaper articles, and on billboards along the road, in conversation with educators at markets and bus stations, through door-to-door education, and activities in schools, hundreds of thousands of Burkinabe and Beninese heard the message that child exploitation must be stopped. The large-scale awareness campaign is part of a programme, in which Woord en Daad is working with AFAS Foundation, the government and various other partners, to break the chains of child labour and exploitation. Besides

Fight against child slavery

Every child deserves to grow up in freedom. Unfortunately, millions of children worldwide are trapped in a system of modern slavery.

Watch the video *Joining the fight against child slavery in Ethiopia* →



The story of the Espoir Kam Zaka shelter

Mrs. Sorgho Sawadogo Noelié tells the story of Espoir Kam Zaka



Interested in Sorgho's story? →

raising awareness and cultural change, actual assistance is also provided to exploited children. For instance, partner organisation Credo in Burkina Faso opened the Espoir Kam Zaka (Children's Home of Hope) shelter for girls. Savings and loan groups were also established to improve the financial situation of families, reducing the risk of child labour and exploitation.

Increasing resilience

The Combat Modern Slavery (CMS) project in Ethiopia aims to increase the resilience of vulnerable communities and children against child labour and trafficking. It also encourages governments, justice systems, and civil society to combat and prevent these abuses. An independent evaluation praises the CMS project for its relevance, effectiveness and efficiency. Overall, about 1,200 children have been rescued from exploitation, and 4,000 vulnerable families have received support and training. Particularly for Ethiopia, the establishment of its first national children's parliament is noteworthy. Woord en Daad spearheaded the establishment of this first national CSOs coalition, with organizations like Care, ActionAid, Hope for Justice and the confederation of Ethiopian trade unions. The aim of the coalition is to create an organisational capacity to represent the collective voice of local and international civil society organizations in support of the government initiative to combat child labour through policy and socio-economic approaches by aligning efforts and mobilising technical and financial resources in Ethiopia. At the end of 2023, the funding for the CMS project by Norad was concluded. Norad notes with particular interest Woord en Daad and its CMS partners' efforts to form a national coalition of CSOs on child labour in Ethiopia – amidst challen-

ging circumstances in the country. "The collaboration with consortium partners, local civil society organizations, and the government demonstrates WD's ability to unite stakeholders, and may prove pivotal in the sustainability of not only this particular project, but moreover the sustainability and wider impact of the collective efforts to combat exploitative child labour in Ethiopia." This statement comes from the Approval of the annual progress report 2022 (case document 2001555-94, date 9 October 2023).

Woord en Daad is now seeking for new financiers. This is urgently needed, Spruyt believes: "In Ethiopia, but also in other countries, child exploitation is only increasing. This is a direct consequence of conflicts and war, and deteriorating economic conditions. We see our partners passionately advocating for vulnerable children."



INCE Meeting Day

In April, an INCE coordinators' meeting and exchange week worldwide, took place at the Woord en Daad office. The central question was which values are central in the INCE projects and how these values can be translated into education.

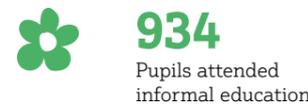
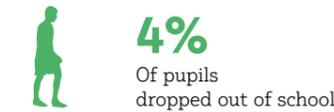
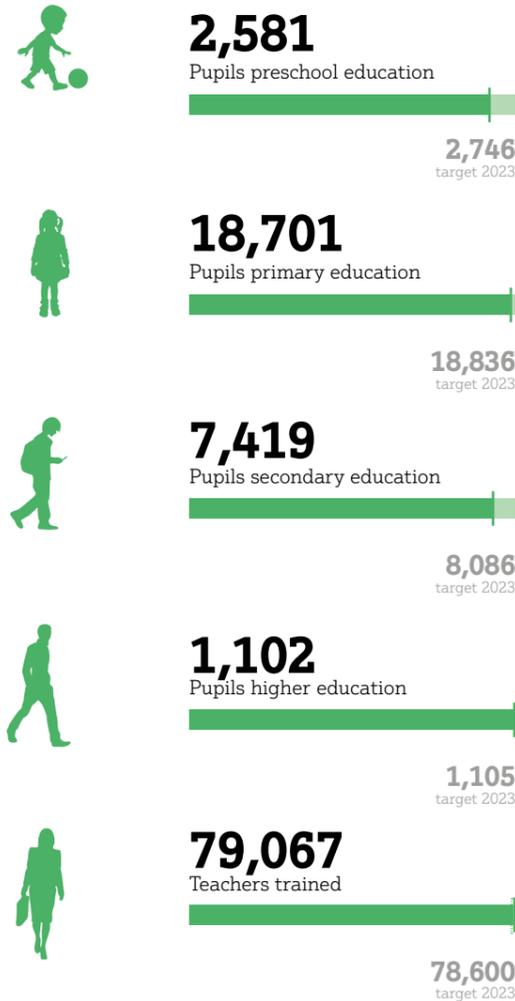
Overcoming educational challenges

Due to widespread gang violence, schools have sometimes been forced to close or children could not safely travel to school. The situation could also be too dangerous for partner staff to venture out. Nevertheless, partners have continued to strive for the improvement of educational quality. For example, a study on children's reading skills in primary school was conducted.

International Network for Christian Education (INCE)

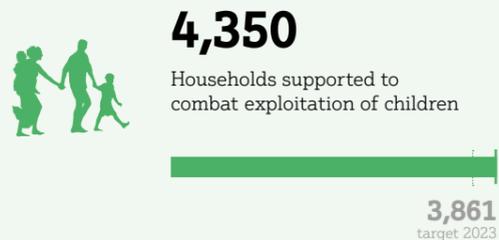
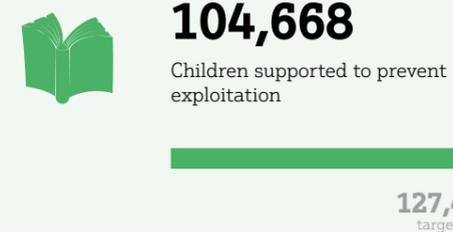
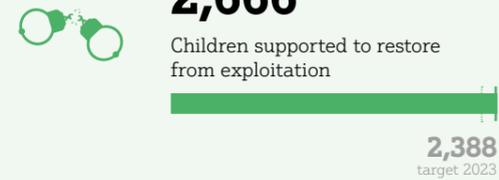
"A teacher in Guatemala is sometimes the only adult who has a positive influence in a child's life," Paola Pantaleón says. "Therefore, teachers must be well-educated and able to pass on good values to these children." Paola is the local coordinator of the INCE education programme. She works from the organisation Guatemala Próspera. Through the INCE, Woord en Daad works in six countries to improve education quality, including influencing legislation, training teachers, and developing teaching materials. INCE started in Benin in 2023. Meanwhile, in Guatemala this year, again 30,000 teachers participated for the first time in a four-year training programme for which a unique curriculum has been developed. This material was also adapted for use in Colombia.

Results Education and Sponsoring



Explanation of these annual figures: In Burkina Faso, preventive assistance was provided to over 20,000 fewer children than planned. Since this project started in 2023, it was difficult to plan realistically. We do expect to achieve the multi-year target.

Projects to support exploited children



2.3 Employment and training

Creating dignified work for young people and disadvantaged groups is the mission of the Employment and Training programme. Through vocational education and entrepreneurship training aimed at entrepreneurship, Woord en Daad supports young people and disadvantaged groups in finding employment or starting and expanding their own businesses.

One such individual is Samiratou Ouédraogo (26) from Burkina Faso. Through the Job Booster programme, she obtained her driving licence and is now one of the first female bus drivers. "My life has really changed because I got the chance to achieve what I wanted," she says proudly. Samiratou is an example of what decent work means," explains Bertine Vermeer, programme leader for Employment and Training: "Young people make a meaningful contribution to society, feel responsible and have good working conditions."

Opportunity for decent work

In 2023, about 14,000 young people started a vocational education, training or coaching trajectory, and approximately 17,500 young people successfully completed a training or education. Vermeer: "Education and guidance increase the chance of decent work. We clearly feel the impact of political unrest and economic problems on our work. As a result, the number of young people we reached was lower than we had planned."

Vocational schools

At vocational schools, the curriculum closely aligns with the situation in the specific area. In Karamoja, one of Uganda's poorest regions, Woord en Daad partner ADP began in 2023 to involve village communities even more intensively in developing the curriculum at the vocational school. In Ethiopia, the vocational school in Dessi of our partner Hope Enterprises sees many opportunities due to the local clothing industry. Woord en Daad, together with its partners, evaluates whether vocational training is the most effective way to help young people find work. In Burkina Faso, after a careful process, the collaboration

in the field of vocational training with partner Credo was changed into a more strategic collaboration aimed at a larger reach, at the end of 2023. Vermeer: "Last year, we developed a plan with Credo and SPONG, a platform uniting hundreds of local NGOs, to set up a joint steering group to offer even more young people decent work. This will start in 2024 under their leadership."

Job Booster

The Job Booster programme offers short-term market-oriented entrepreneurship training to teach young people how to set up and expand their own business. Assistance is also provided in applying for loans, and startups receive guidance from experienced coaches. Vermeer: "In Bangladesh, various Christian organisations have signed a collaboration agreement to help vulnerable young people they work with find employment." In Colombia, Conviventia reaches many young people with a job and/or education. The Job Booster team on-site reports that a growing number of young people are struggling with mental health issues as a result of COVID-19. Therefore, guiding young people and training them in life skills is becoming an increasingly important part of their approach.

In some countries, Job Booster collaborates with the Job Booster Enterprise, a social enterprise that matches the demand for employees with job-seeking young people. Hyacinthe Ndolenodji is the director of Job Booster Enterprise in Chad, founded in 2021. He reflects on a productive year: "We started supporting 130 small entrepreneurs in Logone Oriental and Mayo-Kebbi Est, two rural provinces that are difficult to access."

Interview

Read more about Hyacinthe Ndolenodji.



[Why didn't he stay an architect? →](#)

Job & Business Booster

The Job & Business Booster programme goes a step further. It assists young entrepreneurs who started a business through the Job Booster project to expand their business and employ staff, creating a multiplier effect. Not only does the entrepreneur have a more stable business and increased income, but they also help other young people find employment, thereby contributing to the economic development of society. Vermeer: "Finding good entrepreneurs takes time, but we already see in Burkina Faso that entrepreneurs participating can offer jobs to about five to six young people. It's also possible for these entrepreneurs to secure loans, which enables them to invest and hire young people. We document all aspects of our work, ensuring the data gathered facilitates ongoing enhancement and refinement of our processes."

Wealth from Waste

Street waste is a major problem in many countries. To make the living environment cleaner and healthier and simultaneously create jobs, Job Booster Uganda developed the Wealth from Waste project in 2023. The project focuses on two major waste streams: plastic and organic waste. Collecting (separated) plastic, selling it, and recycling it into new products creates jobs and contributes to a sustainable society. Organic waste is used to make compost or serve as a breeding environment for insect larvae, which can serve as animal feed. In this project, Job Booster collaborates with the city councils of three cities in the north of the country - Lira, Gulu and Soroti -, a research centre and several recycling companies.

EYE

Since 2017, Woord en Daad and Dorcas have collaborated with several local consortium partners within the Employable Youth Ethiopia (EYE) programme. Since then, 27,000 young people have found employment or started a business thanks to support from this programme. By 2030, EYE aims to create hundreds of thousands of new jobs by improving educational and entrepreneurship training methods and by fostering a better employ-

ment and entrepreneurial environment. The ongoing EYE programme convenes key stakeholders such as the Ministry of Skills & Labour, the Chamber of Commerce, employee and employer organisations and micro-credit unions. The programme further develops the so-called Centre of Excellence model. Vocational schools train young people for companies based on pre-arranged job and wage guarantees. Additionally, providers of entrepreneurship training are developing new collaborations to better assist young people with (digital) business support and access to start-up capital. In 2023, Woord en Daad and Dorcas signed a new agreement to continue their collaboration within EYE.

2.4 Sustainable Water

Why do we talk about 'sustainable' water? According to Jacob Jan Vreugdenhil, programme strategist, it touches on the essence of Woord en Daad's work. "Sustainable means that something is lasting. To ensure this, our efforts must be embedded within broader community contexts, featuring local ownership and leadership."

Compared to 2022, many more people were reached with a sustainable water supply in 2023. Vreugdenhil: "In total, we reached more than 400,000 people this year, compared to 280,000 last year." In all forms of water programmes, whether it's about drinking water supply, water and hygiene, water for irrigation, or integrated water management, Woord en Daad applies a consistent approach; the 'service model'. Vreugdenhil explains: "To be truly sustainable, a water programme must involve three parties working well together. Firstly, there's the regulator. Who is responsible for everything to do with water in an area? Often it's a government or governmental agency. Secondly, there are service providers, who deliver and maintain water services. These can be private companies or water committees. Lastly, there are the paying end-users. We see them as partners not beneficiaries. In all this, Woord en Daad plays a supporting and facilitating role."

Resilient

This sustainable water-focused approach has been applied since 2016 in the Inspiring Water Entrepreneurship programme in Tigray (iWET) in Northern Ethiopia. This extensive programme is carried out by Woord en Daad in a consortium with local partners and with AFAS Foundation as a strategic partner. The residents of the Tigray region have been through an extremely dark period. Coronavirus, locust plagues, and a two-year war have ravaged the area. The water infrastructure within the project also suffered damage. Vreugdenhil: "In 2023, we determined that the programme has withstood the setback. This way of working has proven to be incredibly resilient. An entrepreneur said: 'They plundered my small

Results Employment and Training



14,049

People started an education, training or coaching



18,165
target 2023

12,683
Short education
(<3 months)

1,098
Intermediate education
(>3 months <1 year)

268
Long education
(>1 year)



17,653

People finished an education, training or coaching successfully



21,107
target 2023

16,455
Short education
(<3 months)

994
Intermediate education
(>3 months <1 year)

204
Long education
(>1 year)



4,748

People with a wage job



6,601
target 2023



12,228

Self-employed entrepreneurs



13,225
target 2023



299

Youth received a loan through Job Booster



773
target 2023

Explanation of these annual figures: Political unrest and instability (especially in Burkina Faso, Chad, and Ethiopia) and economic challenges (including in Sri Lanka and Bangladesh) have negatively impacted the results. Connecting young people to financing also lagged behind the plan because it continually proves to be a challenging market. Efforts are being made to address this, for example, through guarantee funds.

business, but they could not plunder my training.' All parties involved want to continue. AFAS Foundation has extended the programme's funding by two years. We're now providing new tools and new engines are being delivered." In December, a sustainability compact was signed. This defines the roles and responsibilities of the regional government's water bureau and a newly established association of service providers to ensure everything continues to function well after the programme ends.

Data-informed work

In the 1,250-kilometre-long catchment area of the Awash River in Ethiopia, Woord en Daad alongside other partners, is working on an integrated water management programme. How do you ensure that all users of the river water - whether they are upstream or downstream, whether they are large or small consumers - have equitable and fair access to the water? The solution lies in pricing the water use and bringing all stakehol-



Gerben Eversdijk - AFAS FOUNDATION

"IWET has been about systemic change. Responsibility shifted from public to private. The system proved robust during the war. In the coming years, we'll continue to monitor this. Enthusiastic and curious about the long-term impact."

ders to the table. Woord en Daad, with its partners (VNG International, Royal Eijkelpark, Dutch Water Authorities) collaborates with Ethiopian water associations and the Ministry of Water. In 2023, work was done on forming and registering associations of smallholder farmers to amplify their voice and strengthen their legal position. A milestone in the programme was the installation of measuring stations to gauge the volume of water flow. Eventually, 60 locations will have measuring points. These stations send data that can be used as input for (improving) the water management plan. A great example of data-informed work.

Drops4Crops

In various regions in Benin and Burkina Faso, where water is scarce, the Drops4Crops programme is in operation. Here, local or regional governments collaborate with private sector partners. Through more efficient water use (every drop counts!), assistance with access to agricultural land, and technical support, yields are increasing. In Burkina Faso, the farmer's cooperative ASPMY has achieved much in supporting vulnerable groups such as women-led households who do not own their own land.

New in Ghana

In 2023, Woord en Daad began operations in Ghana for the first time. In two poor neighbourhoods of the northern city of Tamale, a sanitation programme was launched, designed entirely from the aforementioned service approach. It involves a mix of installing public toilets, creating private sewer connections, and maintaining and emptying septic tanks. The disposal of waste and - in the future - its processing into compost are part of the programme. The local government is fully involved and has developed a sanitation plan for the entire city. GMB from Opheusden, Netherlands, is a consortium partner in this programme.

Prepaid water

The Watertime programme in Uganda saw an uptick in 2023. Small water towers, powered by solar energy, were placed at

Awash programme

Visit the Awash programme website →



Or watch the documentary by the Rijksdienst van ondernemend Nederland (Netherlands Enterprise Agency) →



existing water points in villages. The choice of location for these towers is made carefully. One of the indicators considered is whether there are enough people living in the area who are socially and economically disadvantaged. Users can load credit onto a tag and thus tap water through a prepaid system.

International venues

With its focus on the necessity for systemic change, Woord en Daad participated in the international conference *All Systems Connect* by IRC, a knowledge organisation dealing with water, sanitation and hygiene issues. A delegation from the iWET programme was also present. During the *International World Water Week* in Stockholm, Woord and Daad colleague Gerdien van Genderen, together with the Waterschap Zuiderzeeland, gave a presentation on water management in the Awash basin.

2.5 Our strategies

2.5.1 Awareness raising

"We want to make people think about how our lifestyle in the North - say our Western consumption and production patterns - affects the lives of people in the South. If people become more aware of this - they know about it and pay attention to it - then that can be a starting point for actually changing their behaviour."

Speaking is Janneke Witzier, programme leader on the theme of awareness raising. According to her, Woord en Daad is in a unique position. "In the Netherlands, we are closely connected with our support base, and at the same time, through our work and via our partners, we are immersed in the realities of Africa, Asia, and Latin America. We can make the voices from the South heard in the North. In this way, we experience the connection between communities worldwide and realise how dependent we are on each other to flourish. We share this understanding in our awareness raising activities."

Voices from the South

One of those voices from the South is that of Christelle Kalwoulé, director of SPONG from Burkina Faso. Kalhoule: "Our country feels the effects of climate change significantly. Think of extreme rainfall. We cannot continue to treat nature as we have been doing. Awareness raising is needed for that." To make the consequences of climate change on the lives of people in West Africa more visible and tangible in the Netherlands, Woord en Daad is working on various videos on this topic. The preparations were made in 2023, and recordings will be made in Benin and Ivory Coast in 2024.

Deliciously sustainable

With the annual motto *A deliciously sustainable 2023*, Woord en Daad focused on three concrete themes: sustainable use of items, reducing food waste, and stewardship. In 2023, the number of presentations at primary and secondary schools increased, and more women than planned were reached through visits to women's associations. PABO students from Driestar Educative University visited several projects in Uganda. After returning, the majority of them indicated that the visit influenced their further profile and study choices. The Instagram account @datislekkerduurzaam was also in 2023 the place to be for challenges, a chocolate test, book giveaways about sustainability, and lots of sustainable inspiration.

Clothes swap

After a presentation in the Woord en Daad thrift shop in Soest, a clothes swap event took place. The most sustainable clothing is clothing not bought. With no money exchanged, the thirty participants could acquire a new wardrobe. An example of reusing items. Visitors mentioned they became more conscious about purchasing new clothing. Also, the idea of swapping instead of buying took hold among participants. The more than thirty thrift shops of Woord en Daad prove it's possible to be more frugal with items. The shops contribute to the reuse of items and simultaneously serve as meeting place for everyone wanting to connect with the distant neighbour, with proceeds benefiting various projects in the South.

Feet in the mud

The autumn event *'Feet in the mud'* focused on stewardship and took place at the Eemlandhoeve in Bunschoten-Spakenburg. It exemplifies the collaboration between the Awareness team and policy advisors within Woord en Daad. A visit to the Eemlandhoeve is an experience. The 'broadest' farmer in this area," is how Jan Huijgen calls himself. It was his dream to unite farmer and citizen, city and countryside, creator and creation in a multifunctional farming business. The visit also led to Huijgen's neighbour, "the biggest farmer in this area", who has chosen to intensify his dairy farm instead. Participants recognised the importance of continuing to discuss agricultural business practices. After visiting both farms, Prof. Dr. Jan van der Stoep gave a lecture on stewardship in a time of climate change.

Research

Woord en Daad, in collaboration with the Communication and Journalism programme of the Christian University of Applied Sciences Ede, is preparing a study on the opinion of Christian Netherlands about climate change and our responsibility for climate issues far away and close by. The research will be carried out in 2024.

Results Sustainable Water



417,902

People reached with Sustainable Water



1,226

Improved water services (drinking water and irrigation water)



1,270

Water and hygiene service providers trained



Explanation of these annual figures: The number of people reached with Sustainable Water provisions was lower than planned due to security issues in the Ethiopian project region of Tigray. The number of trained individuals fell short compared to the plan due to delays in the Drops4Crops project in Benin.

2.5.2 Emergency response and resilience

On Friday, 3 November 2023, the northwest of Nepal was struck by a severe earthquake. In the days following the earthquake, Woord en Daad, provided emergency aid through its partner KISQ-EQUIP, including food, hygiene kits, blankets, and medical assistance.

At the same time, consideration was given to how the population could work towards recovery after the emergency aid phase. Emergency aid and strengthening people's resilience must go hand in hand, believes Renate Bode, programme leader Emergency Aid and Resilience. "With emergency aid, you provide help so people can survive a crisis situation, but resilience is about people identifying their problems and asking 'what can I do about it and how can I take small steps towards a better life?'" According to her, resilience has everything to do with dignity. Bode: "By making people more resilient, you give back a piece of their dignity. You lift people out of their dependency and enable them to work on their situation and achieve things. It's not wrong to give emergency aid, it must quickly stop, because people can do a lot themselves."

Jurisapp

A prime example is Mozambique, where Woord en Daad provided emergency aid in 2019 following floods caused by Cyclone Idai. Subsequently, a three-year resilience project was carried out in a hard-to-reach and 'forgotten' area with the aim of improving the economic situation and raising awareness of people's rights. A notable part of this is a jurisapp. Bode: "A group of Christian lawyers and notaries explain the national legislation in an understandable way, so that people can understand their rights via the app on their mobile phones. Well, they discover that child marriages are not allowed by law, but it's prevalent in that area. The final evaluation showed that the number of child marriages has decreased."

Digital education

In Haiti, two resilience projects are underway. After the earthquake in 2021, emergency aid was provided in the

southern part of Haiti. The evaluation revealed that residents wanted to stand on their own feet again. In consultation with them, an integrated approach was set up around a few villages, planting fruit trees and providing clean drinking water. Plans were also developed for two classrooms where digital lessons could be given via screens; thus, children can continue their education even in emergency situations. Restavek Freedom, one of Woord en Daad's partners, provided training to combat child exploitation. Bode: "It's great to see that in a country as complex as Haiti, with so much violence and problems, you can still achieve beautiful things with the population. And that our partners manage to do this with a lot of creativity."

Internal refugees

Like various other countries in the Sahel region, Burkina Faso faces insecurity due to attacks and confrontations between the authorities and armed groups. This has led to a flow of internally displaced persons. Some of these refugees ended up in the town of Gorom Gorom. In collaboration with partner Credo and ZOA, Woord en Daad provides emergency aid here. Bode: "We can learn from each other and thereby create more impact." Woord en Daad also works with ZOA in Syria. Following the earthquake at the beginning of 2023, Woord en Daad participated in a campaign by the Christian Emergency Relief Cluster to alleviate the immediate need. Subsequently, ZOA and Woord en Daad set up a project to restore and maintain drinking water and irrigation systems. A portion of the funding for this project comes from the deaconries of three reformed churches.

2.5.3 Policy influencing

"Our Policy Influencing team reflects on a turbulent year. Internationally, conflicts and natural disasters were rampant, and domestically, the political composition underwent significant changes."

Maarten van Nieuw Amerongen, together with colleagues Floris Grijzenhout and Kees Knulst, forms the Policy Influencing team. He outlines international developments. "2023 saw 183



Oud in Afrika

Since 2001, Oud in Africa Foundation has been working to improve the welfare of the elderly in Kenya and Ethiopia. On 5 December, it signed a cooperation agreement with Woord en Daad and transferred its activities in Ethiopia. This concerns about 2,500 elderly people who received a form of pension from Oud in Afrika. Woord en Daad continues this, but adds a programme to engage these elderly more in activities that keep them active within their communities and enable them to earn their own income. This special focus on the elderly aligns well with Woord en Daad's commitment to reaching the unreached.

conflicts worldwide, the highest number in thirty years. On our own continent, the war in Ukraine once again claimed thousands of lives, while terrorist attacks by Hamas on 7 October in Israel led to a response that triggered an unprecedented humanitarian crisis in Gaza. Meanwhile, climate change manifests itself in the poorest countries as a 'threat multiplier', further endangering the basic needs of large sections of the population in the global South."

Changes in the political arena

In our own country, the political landscape has completely changed within a year following the Provincial State and the House of Representative elections. The BBB entered the Senate with 16 seats. At the House of Representative elections, the PVV became the largest party, while NSC became a power factor. Van Nieuw Amerongen: "This new political reality creates uncertainty about future public funding for development cooperation. The social sentiment underlying the election result calls for conscientious reflection and underlines the need for a thoughtful lobbying strategy. Working on societal support for international solidarity is very important in this context."

Policy coherence

Woord en Daad is committed globally to value-driven systemic change, in which policy influencing is an important tool. Floris Grijzenhout, within the Policy Influencing team, deals with this. Through the Building Change platform, work is being done on policy coherence for sustainable development. Much has happened here, Grijzenhout explains: "Within Building Change, there was deepening on the topics of Broad Prosperity and Circular Economy. We shared position papers with Members of Parliament and expanded our network of academics and civil servants. We are pleased that various parliamentary motions have been adopted, including a motion on agro-export that considers the capacity building of developing countries. The SDG test has been included in the civil service Policy Compass, the successor to the Integrated Consideration Framework." In Europe, the Policy Influencing team worked on coherent policy for sustainable development through the umbrella organisation CONCORD and the Christian network EU-CORD.

Climate change

Climate resilience for the poorest is now an integral part of Woord en Daad's portfolio. For the first time, participation took place at the UN Climate Conference. Representatives from Benkadi (see sidebar) spoke with Members of Parliament,

a Member of the European Parliament and officials from the External Action Service.

IMVO

Kees Knulst, within the Policy Influencing team, also dealt with issues in the area of (International) Corporate Social Responsibility (IMVO). Knulst: "The plenary treatment in the House of Representatives of the proposal for a national IMVO law has been postponed until 2024, while in December, a political agreement was reached at the European level on the Corporate Sustainability Due Diligence Directive. This directive can be seen as a first step towards establishing rules that oblige companies in Europe to effectively address abuses in their supply chains." Various work visits for politicians to companies were also organised. Knulst: "We do this to increase political support for IMVO legislation and to exchange experiences. We have also contributed to raising awareness among companies, both within our support base and through the Food Products Covenant."

What others are saying about Woord en Daad Member of Parliament speaking



In collaboration with Prisma, a trip to Benin was organised with Member of Parliament Chris Stoffer (SGP). Chris Stoffer: "In my view, it is impossible to shape development policy from the Chamber without seeing with your own eyes how things work in African countries. I also found it valuable to meet with Christians in Benin."

Results Awareness Raising



1,570

People reached with online events



2,967

Adults reached



2,719

Students reached



4,698

Pupils reached





Symposium

As part of Woord en Daad's 50th anniversary, the Policy Influencing team organised a symposium entitled 'The future of development cooperation: who are we actually doing it for?' Following the announcement of law aimed at combating handling and money laundering, company visits were made to thrift shops with politicians. The PI colleagues also took to writing in various media, such as NRC, Elsevier, ND, RD and Vice Versa, to clearly sound the voice of Woord en Daad and its partner organisations.

Benkadi – increasing resilience to climate change impacts

Four West African NGO platforms and Woord en Daad have joined forces in the Benkadi programme to make vulnerable groups and communities in Benin, Burkina Faso, Côte d'Ivoire and Mali more resilient to the effects of climate change. Special attention is paid to the position of women, young people and people with disabilities. A characteristic of this strategic partnership is the leading role of Southern partners.

Lobbying and advocacy are the main tools in this programme. For example, Benkadi's efforts in Benin significantly contributed to the adoption of a forestry law in February 2023 that promotes sustainable management and use of forests. The external evaluation conducted in 2023, halfway through the programme, indicated that Benkadi succeeds in highlighting the interests of vulnerable groups to policymakers in all four countries and anchoring these in policy.

Organising and training local civil society organisations is a key success factor. Another valuable intervention is creating new, or activating existing dialogue structures. This allows policymakers and civil society organisations to better consult and work together on effective policies to mitigate the consequences of climate change.

Benkadi is funded by the Power of Voices Programme of the Ministry of Foreign Affairs.



Photo: Antonie Treuren

Less income

Mrs. Aka Moko Juliette smokes and sells fish in the coastal village of Assouindé in Ivory Coast. Coastal erosion poses a significant threat to this fishing village. Gradually, the ocean is encroaching. Climate change not only causes sea levels to rise, but also makes weather more unpredictable and severer. Fishermen can thus go out to sea less often. Less fish means less income for women like Aka Moko Juliette.

Results Emergency Relief and Resilience



37,205

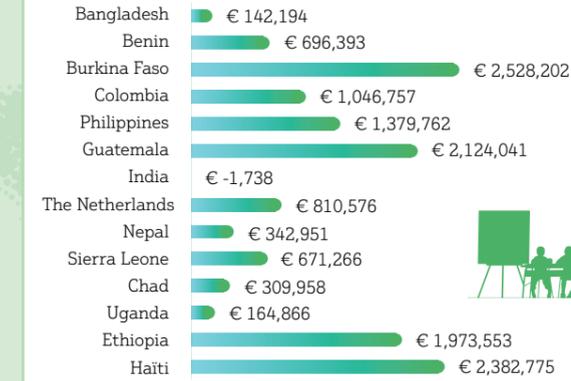
Households that, with help, build up their (economic) lives again



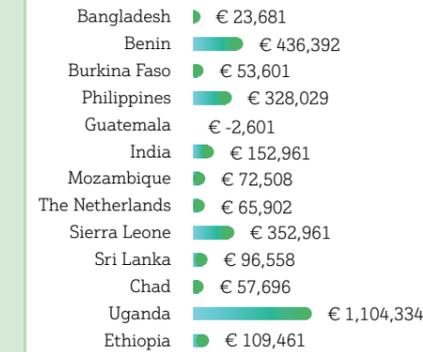
4,267

Households helped with initial emergency relief after a disaster

Education and Sponsoring



Inclusive Agribusiness



Policy influencing South (Benkadi-project)



Awareness raising



Resilience



Emergency Relief and Resilience



Sustainable Water



Employment and Training



Expenditure Programs
€ 32,292,213



3. Accountability, learning and innovation continuous learning

Why is developing knowledge so important for Woord en Daad? Knowledge strategist Wim Blok doesn't have to think long. "Firstly, we want to do what we promise, and you need to be able to prove that. Secondly, the people we consider our target group are vulnerable individuals who deserve the very best. For them, we must commit ourselves fully. Our work is complex, requiring us to adopt a continuous learning attitude."

Progress on policy themes

In the 2021-2025 policy plan *Reach far, be near*, Woord en Daad formulated three policy themes: reaching the unreached; resilience of the poor against the consequences of climate change, and value-driven systemic change. These three policy themes guide Woord en Daad's work and the areas where it aims to have an impact. Blok: "We are now in the third year of our policy period. The first two years were used to further define the themes and develop and deploy tools to measure and monitor these themes." 2023 was focused on how analyses of collected information can lead to concrete interventions. Blok: "In the WaterTime project in Uganda, we spoke with community leaders. This led to their decision that the community pays for the water for the poorest people. In this way, we adhere to the concept of providing sufficient, clean water as a paid service, while those who truly cannot afford it still gain access to this service. In Sri Lanka, we brought together two local fishermen's organisations and discussed the importance of sustainable fishing methods; it resulted in joint action plans to introduce these methods among their members. In Nepal, we work with a system approach involving local communities, teachers and leaders in a joint effort to create an education system that not only transfers knowledge, but also focuses on values, ownership and innovative educational practices."

Strong partnerships

The strength of Woord and Daad lies in the partnerships it forms with a wide range of societal, business and political

partners. These partnerships (often in the form of consortia) are a prerequisite for working towards systemic change. Paul Schot from Woord en Daad, conducted research into the success factors of strong and efficient partnerships. From literature and internal research within Woord en Daad's projects, he identifies seven factors: continuous government involvement; clear and well-documented agreements; meeting established basic conditions; careful selection of partners; shared vision and mutual trust; active involvement of partners; careful articulation and consideration of everyone's interests. Blok: "This study has received very good responses and was presented to the Ministry of Foreign Affairs, PARTOS and the Netherlands Enterprise Agency, among others."

Knowledge partners

Projects are increasing collaborating with knowledge partners, such as universities and research centres. Wim: "An excellent example is the Exploited Children project in Burkina Faso and Benin. We work with local universities that have conducted studies on the backgrounds of child exploitation issues in those countries. Another example is Uganda, where we collaborate with a university to set up a bachelor's degree in teacher training and develop a curriculum for it."

GZB | Woord en Daad learning trajectory

In recent years, GZB and Woord en Daad, with some of their partners in Colombia, Nicaragua and Guatemala, have reflected on the question: what can churches and NGOs learn from each other about reaching the most vulnerable in society? And might we jointly reach and assist these groups better together? In November 2023, a concluding meeting took place in Medellin, Colombia. Blok was in attendance. "Participants concluded that this learning trajectory has made them more aware of the Biblical calling to care for the vulnerable fellow human. Churches and Christian NGOs share the same calling, but have different capabilities, allowing them to complement each other in being there for vulnerable people."

Data-informed work

In an increasingly digital world, the role of data for Woord en Daad's work is growing, Blok observes. "In our projects, we make more and more use of data. We aim for data-informed work; meaning we support the decisions we make as optimally as possible with data." Two examples stand out, according to Blok. "Within the Drops for Crops project, we work with the Farmer Link app. This app helps farmer cooperatives to understand their membership base, their production levels, and the marketing of their products. More insight leads to better decisions. Another example is the Job Booster project in Burkina Faso. Coaches give young people coaching on starting and running a small business. As a programme, you want to see how well these coaches are doing their job and what their work yields for the young people. Dashboards have been built that summarise the monitoring data and show the key trends. This information can then be used as steering information."



4. Organisation and governance



4.1 Organisation

4.1.1 Project-based work

Our organisational model and our project-based approach continue to evolve organically, enabling us to make adjustments that enhance the effectiveness of our work, without necessitating changes to the entire structure. From the onset of this working method, we have utilised expertise and knowledge from a flexible pool and, increasingly, from staff in the countries where Woord en Daad is active.

Like the previous year, before drafting the annual plan for 2023, a SWOT analysis and confrontation matrix were created to formulate focal points for the coming year. The SWOT analysis employed a broad risk inventory from the organisation. The focal points provide a framework for project leaders to set 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-based working. Woord en Daad views any event with adverse consequences for achieving objectives as a risk. This requires constant vigilance throughout the organisation, especially in projects.

Each year, an overview of the main organisational-level risks is compiled. Each type of risk is scored (low, medium, high) for likelihood of occurrence, estimated impact and priority, and mitigating measures are formulated. The risk table is updated annually based on recent developments and how Woord en Daad relates to them.



← See the risk table here. This document also includes our policy on process control and accountability.

The management review then reflects on the effectiveness of undertaken risk management actions. In every project phase, risks are identified and controlled through daily adaptive management. Ongoing risks are discussed by the project manager in the monthly project progress meeting with the

executive director, thus naturally integrating into project control.

When collaborating with new partner organisations, due diligence is conducted before contracting to reduce compliance risks. In 2023, 19 due diligence investigations were carried out. Mid-term project evaluations and exit reviews of partially subsidy-funded projects also play a role in ensuring project quality and managing risks. In 2023 three exit reviews were conducted. The learning points from project evaluations and exit reviews were discussed with the directly involved project leaders, grant managers, PMEL experts and partner managers.

4.1.3. Employees

Thanks to the passionate and loyal efforts of nearly 100 colleagues, Woord en Daad can work daily to achieve its objectives. It is crucial that colleagues use their talents in the best place possible. This enables colleagues to flourish and optimally contribute to Woord en Daad's mission. Finding this balance is important: in our HR-policy, we seek the best for the organisation and also for our colleagues. The employee satisfaction survey results show this is appreciated: the score rose again, reaching 8.6. Alongside ongoing HR activities, specific attention was given to several themes in 2023. Various policy documents were updated, a guide was written on the theme 'Unity in diversity', and ideas were developed on how Woord en Daad can position itself as an employer to attract quality staff in the future. A project was also initiated to provide colleagues with insight into their development prospects within the organisation.

4.1.4 Integrity

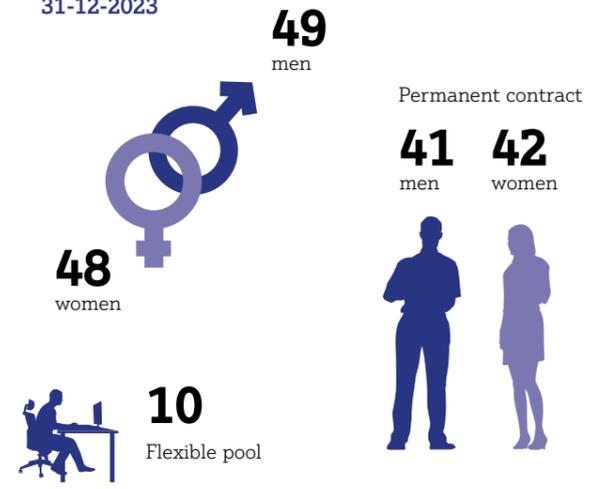
Precisely because of our Christian core values, we believe it is crucial that our work is done with integrity. In our integrity policy we describe the expected conduct of those involved, how we try to prevent misconduct, and what we expect from our partner organisations in this regard. Additionally, it's important that it's clear to those involved how they can report

Staffing

Number of employees				
Start of employment in 2023				
	< 30 year	30-50 year	> 50 year	Total
Man	3	5	1	9
Vrouw	5	2	0	7

Resignation in 2023				
	< 30 year	30-50 year	> 50 year	Total
Man	1	2	1	4
Vrouw	3	2	2	7

Workforce 31-12-2023



In addition, the Woord en Daad-Shops Foundation employs 2 men and 1 woman.



unethical actions. Therefore, our Dutch and English websites detail how to make such reports Our integrity statement and the procedure for reporting unethical actions can also be found on the website.

Woord en Daad values that everyone is continuously aware of their own and others' integrity. In this context, a survey was distributed among colleagues in December 2022 to identify behaviour within (colleagues of) the organisation and to understand to what extent there may be blind spots within the organisation regarding moral, integral behaviour. The outcomes were discussed in spring 2023. In 2024, discussions on these outcomes will continue in smaller groups, focusing on specific results that stood out for the relevant roles/teams.

Complaints and signals received in 2023

In the 2022 annual report, we mentioned a process with one of our core partners in Africa following alleged fraud. Despite serious shortcomings in the partner's administrative documentation, no evidence of fraud was found after independent investigation. Firm improvement agreements were then made, which a Woord en Daad investigation team on-site assessed in October 2023 based on pre-established milestones. The core partner has worked positively and consistently towards an accountability mentality. Actual improvements have been made, such as working with a new and qualified external accountant, replacing the financial manager and improvements in administrative organisation and internal control. Aspects where further improvements are possible are discussed in a monthly meeting with Woord en Daad. Due to these positive developments, Woord en Daad has decided to continue the partnership. In 2023, we received a report relating to an employee of one of our partner organisations in Asia. It involved behaviour shown in interpersonal contact during a project visit. This report was discussed with the director of this partner organisation, who then held a meeting with the concerned employee. Woord en Daad was reported back, indicating the additional measures to be taken to promote awareness of integral behaviour within the organisation. The report was satisfactorily addressed.

4.1.5 Works council

2023 was an election year for the Works Council. In January, elections were held in which two new members were chosen. The two departing members had completed one and two terms, respectively, and were not eligible for re-election. The Works Council is fully staffed and represents the breadth of the organisation. The new members of the Works Council attended a training session.

There were four Works Council meetings and four consultative meetings (OV meetings) in which the Works Council and the CEO updated each other on developments within the organisation. Every month there was a brief meeting from the Works Council with the CEO. We also spoke with the Board of Supervisors prior to evaluation of the CEO. During this conversation, the role of the Works Council within Woord en Daad was also discussed.

The Works Council provided advice on various topics, such as the home working policy and the analysis of the employee satisfaction survey. We also issued advice on the governance model and the procedure for expanding the board. Following signals from employees, we placed the topics of breast feeding room and time recording during travel on the HRM agenda. Additionally, we collaborated with HRM on how to gain more insight into work pressure among employees in the employee satisfaction survey. Finally, we followed Woord en Daad's annual cycle and provided feedback on the annual report and annual plan.

4.2 Policy and governance

4.2.1 Governance and supervision

In line with the Code of Good Governance for Charities, Woord en Daad maintains a separation between supervision and management. In appointing members of the Board of Supervisors and the CEO, their connection with the support base is considered. Only those who identify with and are part of the Reformed community and who wholeheartedly endorse the foundation's principles and objectives are eligible for appointment.



Additionally, there is attention to potential conflicts of interest arising from other roles. Recruitment of new members of the Board of Supervisors takes place according to the internal regulations through an open procedure. The Board of Supervisors drafts a profile description. This includes both general administrative competencies and specific requirements, taking into account the current composition of the Board of Supervisors and the portfolio.

4.2.1.1 Board of Supervisors

The Board of Supervisors approves the policy proposed by the CEO and oversees the fulfilment of Woord en Daad's mission and vision. It also evaluates the performance of the CEO. As of 31 December 2023, the composition was as described in Annex 1. The secondary functions of the Board of Supervisors can be found in appendix 2. The Board of Supervisors met six times in 2023 in the presence of the CEO.

Besides regular meetings, in 2023, a trend session was held with the Board of Supervisors, where Prof. Dr. Ing. Henk Kievit (among other positions, professor at Nyenrode Business University) spoke about innovation, decision-making and stakeholder engagement, and how this could be integrated into Woord en Daad. The Board of Supervisors attended various advisory meetings where they received information and advice on specific policy areas. The Board of Supervisors also participates in the peer review group of the umbrella organisation Prisma and is a member of Toezicht Goede Doelen (Foundation for Internal Supervision of Charities, abbreviated ITGD), a centre for internal supervisors in the charity sector. Through ITGD meetings, the Board of Supervisors stays informed of developments in the charity supervision sector.

In 2023, the Board of Supervisors focused on:

- **Auditor's report for the annual report and financial statements**
The Board of Supervisors has the external and independent verification of the CEO and the organisation conducted by an auditor, who provided an unqualified opinion.

- **Navigation board and financial reporting**

The way Woord en Daad navigates was discussed quarterly as well as through the monthly financial direction reports.

- **Evaluation of the CEO**

In the December meeting, the Board of Supervisors positively evaluated the performance of the CEO. Evaluations from various internal and external stakeholders (cooperation partners and works council) as well as sounding boards (individual and business advisory groups).

- **Financial audits**

The financial audit committee advises the Board of Supervisors on financial matters. This committee met three times in 2023. Early in 2023, the vacancy for an external member within the audit committee was filled by Ruud Kuiper (RA).

- **Annual plan and budget 2023**

In the final months of the year, work was done on an annual plan and budget for 2024. These were approved in December.

- **Unity in diversity**

The 'Unity in Diversity' guide was discussed in the June meeting.

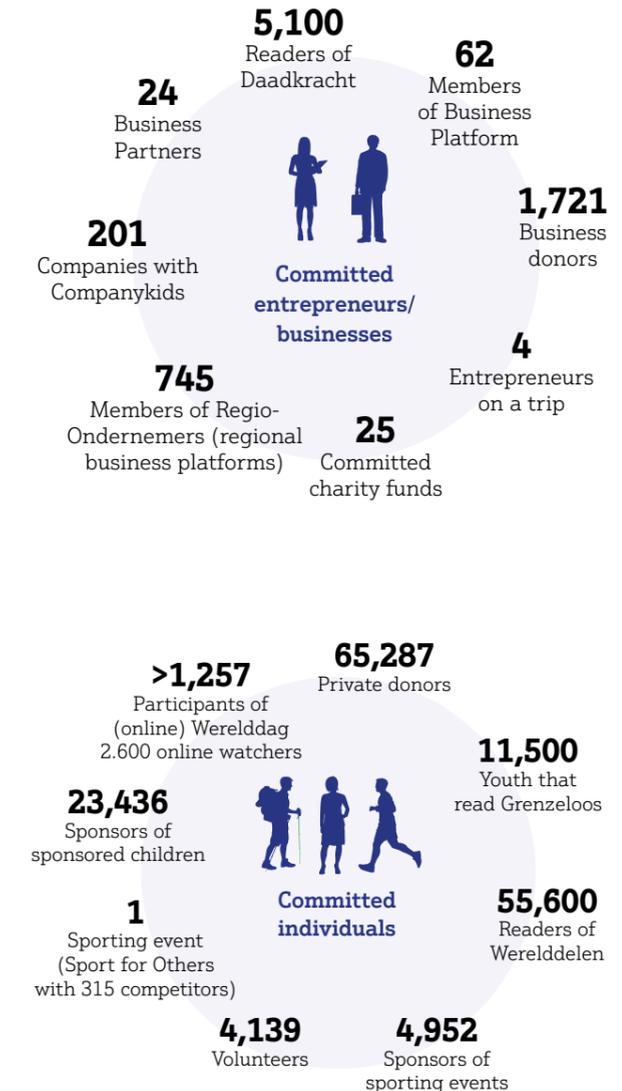
- **Memo on assignment for the strategy trajectory post-2023**

The Board of Supervisors commissioned a strategy trajectory for post-2025.

- **Reflection on a sustainable future governance model for Woord en Daad**

Throughout 2023, the Board of Supervisors embarked on a process to reflect on the future and the governance model of Woord en Daad. This led to the decision to transition to a new governance model with a two-headed board of directors: a chairman and a director of programmes. Throughout the reflection, decision-making and implementation process, advice was sought from consultancy firm MDF. In autumn 2023, an internal recruitment process for a second director began. The Board of Supervisors expects to make an appointment early in 2024. Periodically, the Board of Supervisors conducts a self-evaluation of its functioning.

Our committed supporters





4.2.1.2 CEO

Statutorily, the CEO has policy responsibility for the organisation. In 2023, R.F. (Rina) Molenaar MSc was CEO of Woord en Daad. She holds various secondary positions. Woord en Daad operates project based: there is no management team, and projects are led by project managers who report directly to the CEO. Every quarter, a so-called navigation meeting is held to reflect on progress towards the strategic goals for the 2021-2025 policy period and the derived annual goals. Discussions include how well we have managed to maintain the agreed course and whether course adjustments are needed on any aspects. Additionally, strategic meetings occur periodically where the CEO discusses themes of a strategic nature with colleagues from different disciplines. Depending on the agenda items, relevant colleagues participate. The CEO also has tri-weekly meetings with teams that facilitate and support work on projects. In execution, the CEO has delegated responsibilities and authorities to programme and project leaders and self-managing teams. The procedures for this are outlined in the Organisation Manual. Compliance with procedures is reported to the CEO by the internal auditor through internal control.

Remuneration and salary of the CEO

For the remuneration of its CEO, Woord en Daad adheres to the salary scales from the CAO Rijk (Dutch Civil Service Collective Labour Agreement). In determining the remuneration policy and setting the remuneration, Woord en Daad follows the 'Regeling belonging directeur van goeddoelenorganisaties' (which is translated in English: "Regulation on the remuneration of directors of charity organisations") by Goede Doelen Nederland. This regulation specifies a maximum annual income for the management based on severity criteria. The weighting of these criteria, after advice from the remuneration committee, is carried out by the Board of Supervisors. Woord en Daad's BSD score is set at 490 points. Based on this, the maximum annual income for the CEO in 2023 is €151,550. The actual gross income (€127,309) remains well below this maximum. For the total of the

gross annual income, taxed allowances/additions, employer's pension contribution and other long-term rewards, a maximum of €184,000 per year applied in 2023. The CEO stayed well within this maximum amount.

4.2.2 Quality management

- Woord en Daad has structured its quality management system according to the principles of ISO 9001 and the Partos 9001 norm (sector-specific ISO norm). In April 2023, we extended our ISO/Partos certificate for another three years. Four audits on various internal processes were conducted by the two internal auditors to check and, where possible, improve the operation of the quality management system. Deviations and points for improvement have been reported and followed up.
- The Organisation Manual (including all process charts, procedures, manuals, and other documents) has been kept up-to-date in collaboration with the responsible colleagues.
- Various colleagues have conducted customer satisfaction surveys, measuring donors' satisfaction with travel, events, meetings and with Woord en Daad in general.
- Complaints, signals and compliments have been registered and responded to according to our 'procedure for complaints, signals and compliments'. In 2023, 8 signals were received (of which 3 were about process, 2 about the content of statements, and 3 about director's salary). In addition, Woord en Daad received 2 compliments and 3 complaints (about incorrect application of processes), which were handled according to the complaints procedure.
- Supplier assessments were conducted in May 2023.
- In June 2023, the annual management review was performed with the strategic team. The conclusion was that the quality management system functions adequately. Action points were established.
- In 2023, two (minor) data breaches were registered and satisfactorily resolved.

4.2.3 Codes of conduct and certification

Woord en Daad endorses the following codes and follows these guidelines:

- Code of Conduct of the International Red Cross, an international code of conduct for aid organisations.
- Sphere Standards in emergency assistance and reconstruction.
- Code of Conduct of Goede Doelen Nederland.
- COSO: This system primarily focuses on critical management of fundraising and fund spending processes and reliable reporting in the annual accounts. This is achieved by an adequate organisational structure and the described internal control measures.

Woord en Daad has the following certifications:

- CBF-Recognition. The Recognition Scheme sets requirements for governance, policy, fundraising, information and communication, expenditure of funds, and reporting. Woord en Daad has been recognised as a charity that meets the CBF requirements through the new Recognition Scheme that was introduced in 2016.
- ISO: Woord en Daad uses this quality mark for critical control, adjustment, and optimisation of its processes. Woord en Daad is also certified under Partos-9001 (sector-specific standard based on ISO 9001).

4.2.4 CSR policy

Our CSR policy vigilantly monitors the impact of our organisational decisions on the environment, social welfare and prosperity. Our total CO² emissions for 2023, which amounted to 537 tonnes are offset through the Fair Climate Fund in a project providing women in Burkina Faso with 'cookstoves', significantly reducing their wood consumption. In the office, we opt for more sustainable choices, such as cardboard banners and pens, and the use of natural cleaning products. We've initiated a revision of our policy for supporter trips, to be concluded in 2024.

Communication with our supporter base



Online | Social Media

101,000

Unique visitors to the website

199,597

Number of sessions

640,754

Unique page visits

15,660

Followers on social media (4 channels)



Circulation of printed materials

55,600

Werelddelen, for sponsors and other stakeholders, 4x



5,100

Daadkracht, for entrepreneurs, 3x



11,500

Grenzeloos, for students, 2x



61,000

Verreklijker, for children, 1x



40,000

Dankdagkalender, for families 1x



3,350

Intercom, for volunteers, 2x

Our CSR policy follows the ISO 26000 guideline. The Global Reporting Initiative (GRI) is a universally accepted reporting guideline on an organisation's sustainability performance.



← Scan here the QR code to view the table

4.2.5 ICT

ICT plays a crucial role in Woord en Daad's operations. Hence, Woord en Daad continuously invests in new technologies and solutions to enhance efficiency and effectiveness. Efforts in ICT contribute to improved information provision, accountability, and strengthened collaboration with partners and supporters.

New website and My Woord en Daad portal

In 2023, considerable work was undertaken on developing a new website and a new My Woord en Daad portal. Both platforms will become available to supporters in 2024, aiming to enhance user experience, improve information provision, and offer new opportunities for interaction and engagement with supporters.

Document management

In 2023, an analysis was conducted on the internal organisation's document management needs. This initiated the process of designing systems in preparation for an improved document management system, aiming for simple, structured storage and retrieval of documents.

ChildConnect

ChildConnect is an ICT solution enabling Woord en Daad partners to enter and share sponsorship information. It focuses

on simple data entry for sponsorship details, real-time access to sponsorship information, and easy reporting for partners. Significant progress was made in developing ChildConnect in 2023. In 2024, ChildConnect will be rolled out among Woord en Daad partners.

Data security and protection

Woord en Daad places high importance on the security of its systems and data. Security is extensively tested annually, and improvements are made based on the test results. In 2023, the focus was on securing the office network and project management systems.





5. Financial accountability continued support

"It was a year of beauty and difficulty in equal measure. It's heartwarming to see how deeply involved our supporters are. Their engagement extends beyond just donations; it also shows in volunteer work and participation in activities. Yet, it was also a challenging year, especially thinking of our partners. The insecurity has really increased in many of the countries where we work."

This is according to Arnold van Willigen, the Finance Director, who is particularly impressed by the dedication of the southern partners. "They work with tremendous drive and enthusiasm. In good times and bad, they deliver fantastic work." In addition to deteriorating security situations, economic difficulties further complicate the work of the partners.

Trust and connection

Van Willigen notes a broad understanding among the support base that working on poverty alleviation and sustainable change is not straightforward. "We share the successes but also the challenges. This builds trust. Importantly, we share the overarching narrative of working in God's Kingdom with our supporters, creating a deep connection. Moreover, it's recognized that we operate professionally and with cost awareness. We're seen as ambitious and entrepreneurial. 'Born in the church, founded by an entrepreneur,' as we often say ourselves."

Committees

Woord en Daad views itself as a relational organisation, connecting with people worldwide and playing a connecting role. Van Willigen sees this clearly in the thousands of volunteers active for Woord en Daad, such as within the committees and thrift shops. "2023 was a good year for our committees. Both in the number of committees and in their income, we see an increase. Through these committees, we are rooted in local communities. They are our ambassadors. Their local presence and societal involvement contribute globally."



Exceeding Expectations

As for the 30 thrift shops, expectations for 2023 were exceeded, observes Van Willigen. They netted almost €2.5 million in income. "That's a 30% increase from last year. This is due to opening a few new shops, but also due to careful consideration of the assortment, location and opening hours. There's a tight organisation behind this. We try to support the shops as much as possible, so that the shop boards and the workers - all volunteers - can do their work." Van Willigen sees a lot of growth potential in the shops. "This is related to the increased focus on reusing stuff and the rising cost of living. Not to forget, people simply enjoy going to a thrift shop."

Notable trend

A notable trend, according to Van Willigen, is foundations active in development cooperation approaching Woord en Daad to transfer their activities. "This shows tremendous trust. For example, this year, the foundation Old in Africa transferred its activities focused on the elderly in Ethiopia to us. For the

foundation Food for All and for Menlo Church in the United States, we take care of executing their programmes."

Income

Woord en Daad looks back on a successful year in terms of income. "In terms of fundraising from individuals, companies, churches, schools and shops, we saw a 13% increase from last year. These are incomes from our support base." The final result of € 35.7 million in income is almost equal to 2022, but slightly lower than budgeted. Van Willigen understands why. "This is partly because we received less money from a promised multi-year government subsidy for the Job Booster project in Burkina Faso. With less money, we had already achieved our objectives. That's obviously fantastic! A request to use the remaining funds for something else was rejected. This caused us to miss out on a significant amount. According to Van Willigen, this led to not achieving the targeted overhead cost percentage of 7.5% in 2023. "Like every year, we've worked hard to keep the costs for our own organisation as low as

possible. We're at 7.9% now. Looking at the average over the past three years, our overhead rate was 7.41%. Cost-awareness remains crucial for us."

Continued support

In 2023, the number of sponsored children increased, despite a hike in the sponsorship contribution in January. "We see that young families consciously choose to sponsor a child. We also receive continued support from schools and churches." Van Willigen finds the growth in income from businesses remarkable. "Entrepreneurs contribute as much as € 4.9 million to this year's result. That's a growth of 22% compared to 2022. They want to share what they have earned. I think our cost-efficiency, entrepreneurial spirit and the various way to give or invest inspire confidence in us."

Endowment funds and subsidies

Woord en Daad was less successful in securing new endorsement funds and in soliciting institutional funds in 2023. "It's somewhat disappointing," admits Van Willigen. "However, our relationship with existing funds is strong and stable. They are very loyal and have even increased their contributions." Institutional funds now account for 17% of Woord en Daad's total income. Van Willigen says: "We want to keep this share below 30% to avoid being too dependent on government money. Nonetheless, our programmes align well with current government policy themes, such as migration and climate. With our Job Booster projects, we create jobs, and through Inclusive Agribusiness and Sustainable Water, we address the climate issue."

In action nearby Top Sport

For the fifth time, we held our Sport for Others event. This year, 316 athletic participants walked, ran or cycled through the South Limburg Hills. Their effort, energy and commitment resulted in raising € 227,801 for the Job Booster anniversary project in Burkina Faso. That's top sport!



Check out the after movie →



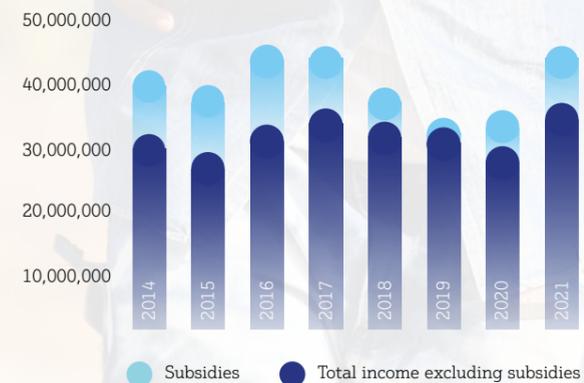
Consolidated balance sheet per December 31st (after result allocation)

Assets	2023 €	2022 €
FIXED ASSETS	6,156,241	6,263,535
Intangible fixed assets <i>(Activation of website/software development in the course of business and target)</i>	2,382,238	1,754,046
Tangible fixed assets <i>(Receivables from income contracts in the course of the target)</i>	377,979	413,087
Financial fixed assets	3,396,024	4,096,402
CURRENT ASSETS	11,508,018	15,690,371
Stocks <i>(Goods supply in the target)</i>	1,059,183	765,823
Receivables	6,379,345	7,312,412
Liquidities	4,069,490	7,612,136
Total assets	17,664,259	21,953,906

Liabilities	2023 €	2022 €
RESERVES AND FUNDS	9,390,997	9,892,997
Reserves	4,210,851	3,605,063
Foundation capital	272	272
Continuity reserve	3,493,745	3,248,126
Exchange rate risk reserve	500,000	500,000
Reserve Business development	350,000	350,000
General projects reserve	133,167-	-493,335
Funds	5,180,147	6,287,934
Provisions	-	-
DEBTS		
Long-term debts	983,870	1,493,261
Short-term debts	7,289,391	10,567,648
Total liabilities	17,664,259	21,953,906



Income trends over the last ten years



Consolidated statement of income and expenses for 2023

Baten	Current financial year €	Budget financial year €	Prior financial year €
Income from private individuals			
- collections	116,545	100,000	59,380
- sponsor programme	10,179,026	10,800,000	9,344,310
- legacies	1,574,949	1,000,000	1,360,375
- other donations	3,795,698	3,945,000	3,787,898
Total income from private individuals	15,666,218	15,845,000	14,551,963
Income from companies*	5,144,908	4,300,000	4,585,887
Income from government grants	5,473,242	8,403,618	9,265,351
Income from other non-profit organisations *	6,629,944	7,012,506	5,403,159
Total income fundraising	32,914,312	35,561,124	33,806,360
Income from the provision of products and services			
Income from supplier's role and awareness raising	215,847	100,000	162,325
Gross profit sale of goods	2,585,740	2,375,000	2,072,160
Sum of the income generated from services provided	2,801,587	2,475,000	2,234,485
Total income*:	35,715,899	38,036,124	36,040,845

Expenditure	Current financial year €	Budget financial year €	Prior financial year €
EXPENDITURE ON TARGETS			
Structural programmes	28,975,918	31,179,423	30,841,732
Education and Sponsoring	14,571,555	13,830,696	13,820,171
Policy influencing in the South (Benkadi)	4,060,698	4,030,191	3,911,109
Employment and Training	3,037,519	5,809,241	5,702,459
Inclusive Agribusiness	2,851,482	2,965,400	4,058,130
Sustainable Water	1,811,199	3,889,669	1,109,282
House Construction programme	1,517	-	44,077
Capacity Building	180	-	8,126
Resilience	1,515,112	82,370	1,164,391
Other	613,785	500,000	662,808
Partner role in the Netherlands	512,871	514,511	361,178
Emergency relief			
- support provided through organizations/local agencies	1,803,512	1,309,960	1,599,214

Expenditure	Current financial year €	Budget financial year €	Prior financial year €
EXPENDITURE ON TARGETS			
Lobby	444,662	475,530	586,644
Awareness raising	786,888	882,260	673,978
Knowledge management	75,518	47,600	253,110
PQA	205,715	187,780	117,354
Total expenditure on targets	32,292,213	34,525,209	34,072,032
Acquisition of income:	2,007,765	2,038,819	1,835,355
Costs supplier's role	143,349	80,262	103,506
Costs of sales of goods	419,431	375,000	374,554
Management & Administration costs	780,290	774,745	748,780
Total expenses	35,643,048	37,794,035	37,134,226
Balance of income and expenses	72,851	242,089	1,093,381-
Balance of financial income and expenses	507,958-	35,000-	60,837-
Balance of results from organisations participated in	66,894-	-	101,323-
Balance of income and expenses	502,001-	207,089	1,255,541-

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 46-50).



← Scan the QR code for an explanation of the difference between the budgeted and actual results.



Consolidated statement of income and expenses for 2023

	Current financial year €	Estimated financial year €	Prior financial year €
DESIGNATION BALANCE INCOME AND EXPENSES			
Transfer to or from:			
- Continuity reserve	245,619	100,000	253,173
- General reserve	360,168	7,089	583,231-
- Foreign exchange reserve	-	-	250,000-
- Funds	1,107,786-	100,000	675,484-
	502,001-	207,089	1,255,541-

Consolidated cash flow for 2023

Cash flow operational activities	2023 €	2022 €
BALANCE INCOME AND EXPENSES		
	502,001-	1,255,541-
Adjustments concerning:		
- Amortisation intangible fixed assets (1)	428,750	559,470
- Depreciation material fixed assets (2)	148,520	143,927
- Change provision of loans (3)	582,563	12,576
- Result provisions (3)	66,894	101,323
Adjustment changes in operational capital:	2,977,762-	2,363,493-
Cash flow from operational activities (A)	2,253,037-	2,801,738-
Cash flow from investment activities (B)	1,170,354-	809,301-
Cash flow from funding activities (C)	119,264-	631,133-
Change liquid assets (A + B + C)	3,542,646-	4,242,172-
Liquid assets per 1 January	7,612,136	11,854,307
Liquid assets per 31 December	4,069,490	7,612,136
Change liquid assets	3,542,647-	4,242,172-

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 2023, the summary statements of comprehensive income and expenses, 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 2023. We expressed an unqualified audit opinion on those financial statements in our report dated 25 March 2024.

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 2023 are consistent, in all material respects, with those financial statements, in accordance with the general notes to the financial statements.

Amsterdam, 16 April 2024

Dubois & Co. Registeraccountants

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.

Wamberg Offices
Wamberg 37
1083 CW Amsterdam
Telefoon 020 571 23 45

E-mail info@dubois.nl
www.dubois.nl
KvK nummer 34374865

Internal control and risk management

Part of the Organisation Handbook is the procedure “Internal Control Review”. 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. Interim assessments are made based on automatic alerts to determine if changes in 'high' rights in the software are justified.

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 2023, 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 2023, the external auditor conducted an EDP audit again. Here, too, hardly any findings emerged.

In recent years, particular attention has been paid to risks related to cybersecurity and system access. An external party has now conducted a penetration test several times. This means that, on our behalf, they have attempted to break into our systems. In the past, this resulted in various improvement points, which we immediately addressed to prevent data breaches. In 2023, there were no longer any deficiencies. Besides such tests, the continuous awareness of colleagues is of great importance. To promote this, concrete examples are regularly highlighted and discussed. In 2024, the external party will primarily focus on this and test awareness.

The conversation with partners about integrity and cybersecurity is a constant agenda item. In these discussions, a clear link is made to identity and shared values, an integral theme for our organisation. Upon detecting irregularities at a partner organisation in Sierra Leone, with Woord en Daad's close involvement, appropriate actions were taken. This included not only the correct documentation and adherence to procedures but also attention to sound financial management. Conversations were also held with the new external accountant of the partner organisation. Due to the unsafe situation in Haiti, it was not possible to conduct an on-site audit by a consultant. Therefore, a remote alternative was chosen. This revealed that the largest partner organisation took advantage of the difficult situation to continue making improvements and has implemented digitalisation to a significant extent. The audit results provided confidence in the use of funds in recent years. Several improvement points were identified at some smaller partner organisations, for which an improvement program is currently underway. In fragile countries like Sierra Leone, Haiti, and Chad, Woord en Daad wants to be involved in the selection of the external accountant beforehand.

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 organisational 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 organisation requires adaptive management and therefore requires periodic risk assessment and the determination of mitigating measures.

In 2023, 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 2023



CREDITS

Woord en Daad

PO BOX 560
4200 AN Gorinchem
The Netherlands
Tel. +31 183 611800
info@woordendaad.nl

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.

Design and production
BladenMakers, Nijkerk

Photography

Woord en Daad.

All pictures in this annual report are published with permission.





View the annual report online
www.woordendaad.nl/annualreport2023