

# MOVING FORWARD TOGETHER

Annual Report 2024



#### Cover story

Tigray, Ethiopia: Due to repairs on a hand pump, a 40-metre-long pipe had to be removed from the ground. To prevent it from breaking, people rushed in from all directions to assist. Together, they got the job done. Moving forward together!

# MOVING FORWARD TOGETHER

Annual Report 2024

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



**Woord en Daad in short:  
moving forward together**

Foreword	5
Woord en Daad in short	6
The world of Woord en Daad	8
Summary	11



**1. Strategy, vision and policy:  
connection and loyalty**

12



**2. In the field:  
from our identity to impact**

15

2.1 Inclusive Agribusiness	15
2.2 Education and Sponsorship	17
2.3 Employment and Training	20
2.4 Sustainable Water	24
2.5 Our strategies	26



**3. Accountability, learning  
and innovation:  
connecting results and new ideas**

32



**4. Organisation and governance:  
staying on course**

35

4.1 Organisation	35
4.2 Policy and governance	37



**5. Financial accountability:  
involvement**

41

## Foreword Moving forward together

Family holidays from your childhood can bring back warm memories. A few years ago, I revisited our favourite holiday destination in South Limburg. I wandered along the hiking trails where I used to walk with my mother, a nature lover, in the early hours of the morning. I drank coffee in the restaurant where we traditionally ended our holiday with a final dinner. Memories of walks and bike rides resurfaced. My father and mother always formed a strong team to move the ‘Mole-naars-family’ forward—together.

My father would always walk or cycle ahead, while my mother stayed at the back to make sure everyone kept up. Sometimes, she would call on us to adjust the pace or encouraged us to keep going. That memory came to mind when we chose this year’s annual report title: Moving forward together.

In 2024, we saw how caring for the world’s most vulnerable is far from guaranteed. National self-interest often took precedence, while the most vulnerable were hit the hardest. Wars and escalating violence turned innocent civilians into victims. In places dominated by hatred, Woord en Daad seeks to bring love. Where hopelessness prevails, we strive to bring hope and show that people are not alone. Together, we make progress.

We took on the challenge of making the invisible visible. We met Rachelle from Burkina Faso, who suffered abuse as a domestic slave and saw no future. Rachelle and many other girls received education about their rights and responsibilities as domestic workers. They fought back and made their voices heard.

In Ethiopia, Woord en Daad and its partners worked with water boards, governments, and businesses to improve access to clean drinking water. By first understanding the root causes, we can work on sustainable solutions.

In Bangladesh, we strengthened flood resilience together with communities. Climate change is real and affects those who are already struggling to stay afloat the most.

‘As the African proverb says:  
If you want to go fast, go alone.  
If you want to go far, go together.’

This annual report tells the story of how we moved forward—through partnerships, in different places, together with our network and Dutch society. As the African proverb says: “If you want to go fast, go alone. If you want to go far, go together.”

That was particularly challenging this past year. In the Netherlands, support for development cooperation is under pressure. Public backing for helping those in need far away is declining. The newly elected government has introduced significant budget cuts. The voters have spoken. Although Woord en Daad is not financially dependent on the government, we want to remain engaged—even with those who see less value in development cooperation.

As a Christian organisation, we call for international solidarity. Our compass—the Bible—commands us to care for our neighbours, both near and far. True progress is only made together.

This means looking beyond our own perspectives and recognising that Woord en Daad is not an end in itself, but a means to an end: ensuring that the most vulnerable are not forgotten. This means listening—especially to those who question the importance of this work.

It required courage, but together, we made progress! Thank you for your ongoing support and prayers. They continue to inspire us and remind us of the deep connection we share with you!



Rina Molenaar,  
Executive Director







# Woord en Daad in short: moving forward together

## Our strategy

Together with local partners and actors from relevant sectors, Woord en Daad connects people worldwide and, and increasingly fulfils the role of a 'broker'. 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 work actively with partner organisations to address poverty, 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 with its partners and engaged stakeholders to ensure deep-rooted local engagement of the work. This broadens the impact and ensures sustainability.

### Sustainable change in the Global North

In the Netherlands, our supporter base together with us, raises questions about poverty, wealth, and everyone's shared responsibility. 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 commercial relations.



## Sustainable Development Goals

These logos show how our programmes contributed to the realisation 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

## Programme results

 **Emergency Relief and Resilience**  
**15,645**  
Households supported through emergency relief

 **Sustainable Water**  
**280,862**  
People reached with Sustainable Water

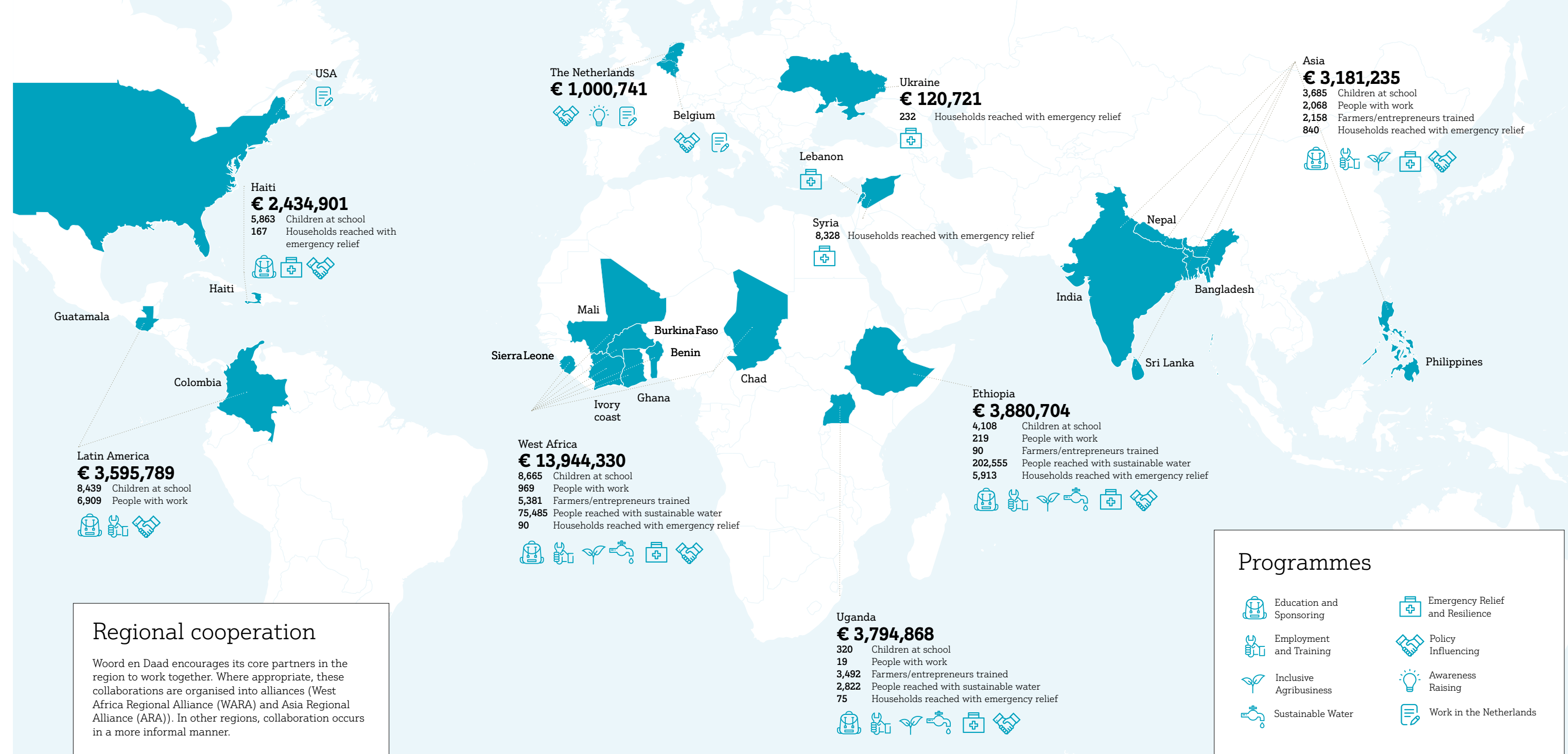
 **26**  
Strategic core partners

 **Employment and Training**  
**10,184**  
People with work

 **Inclusive Agribusiness**  
**11,121**  
Farmers/entrepreneurs trained

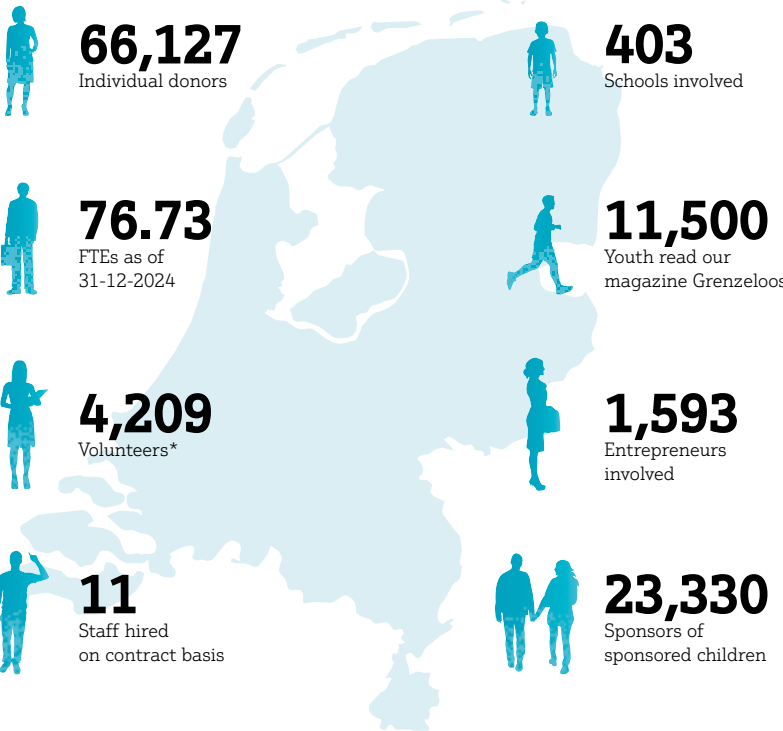
 **Education**  
**31,080**  
Children enrolled in school

 **Of which**  
**29,682**  
Children sponsored





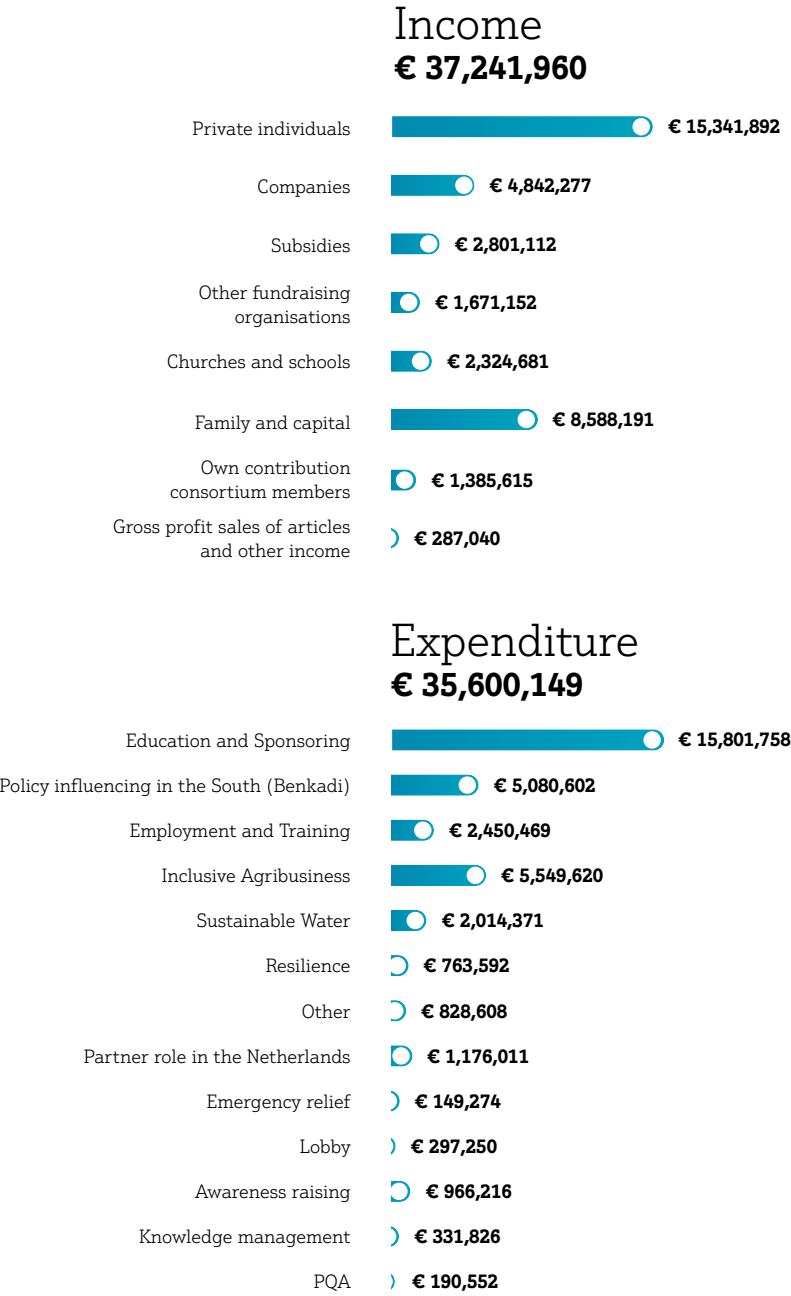
Our support base in the Netherlands



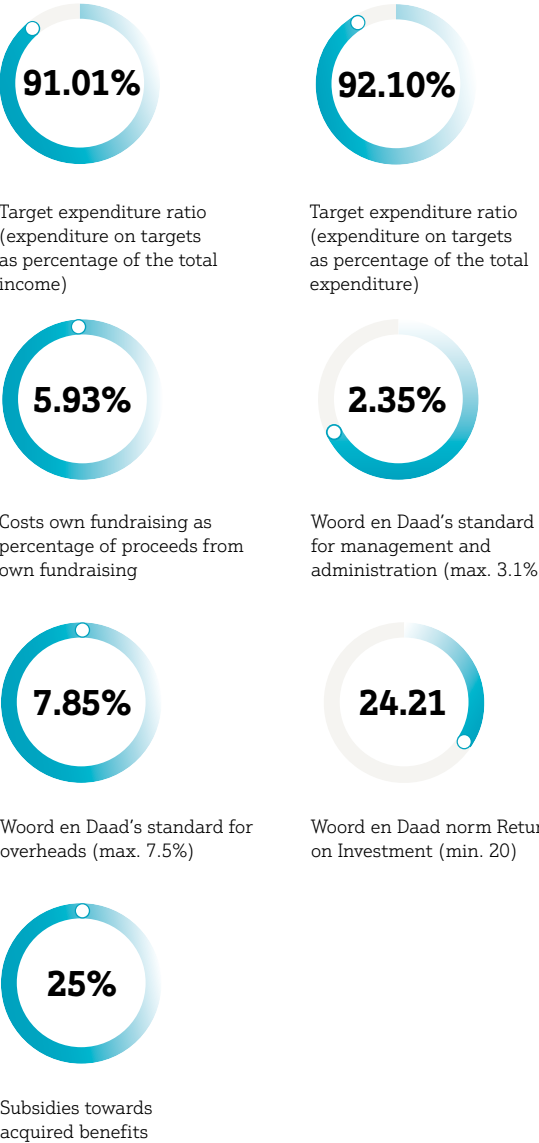
**Explanation of public support in the Netherlands:** These figures provide an insight into the societal support for Woord en Daad in the Netherlands. Compared to last year, there was an increase in the total number of private donors (+840) and volunteers (+70). However, the number of

engaged entrepreneurs decreased by 128, and the number of participating schools declined by 30. The number of sponsors for sponsored children saw a slight decline (-106), yet despite this, the total number of sponsored children increased slightly (+13).

\* This includes office volunteers, committee volunteers, shop volunteers and event volunteers.



Norms and ratios



Summary

A defining characteristic of Woord en Daad is our commitment to stay connected with stakeholders who are important in fulfilling our mission: to work on sustainable change for people living in poverty, based on Biblical principles.

A crucial part of this is our loyal support base in the Netherlands—citizens, entrepreneurs, and thousands of volunteers who make our work possible financially and actively contribute with their time and effort. This collaborative approach also enables us to stay on course and move forward in the 20 countries where we work, thanks to our partners in the Global South. Together, we move forward.

**Empowering farmers**  
Strengthening food production is a key objective within the Inclusive Agribusiness programme. Food production improves the availability of food and increases the income of farming families. Our partners support farmers increase yields and develop entrepreneurial skills, strengthening their entire product value chains. In 2024, 11,121 farmers received training, and 9,882 farmers were able to supply their products to companies linked to one of our projects value chains.

**Helping children thrive**  
Education contributes to the well-being of children and benefits the communities in which they live. In 2024, 31,080 children received access to education and support. Woord en Daad's partners focus on improving the quality of education through teacher training and curriculum development. 175,466 teachers were trained. Combating child exploitation is also an important aspect. Together with its partners, Woord en Daad supported 2,937 children in recovering from exploitation and provided preventative support to 19,828 children to help avoid it.

**Decent work for young people**  
By offering short-term, market-oriented entrepreneurship training, business development support for young entrepreneurs, and vocational education, Woord en Daad supports

young people and disadvantaged groups find jobs or start and grow their own businesses. In 2024, 5,173 young people secured employment, and 5,011 young people started their own business.

**Sustainable water supply**  
In 2024, Woord en Daad and its partners provided 280,862 people with sustainable water solutions, including safe drinking water, irrigation systems, and water management. By working with water users, professional water companies, and governments, Woord en Daad ensures that local and regional ownership and leadership is established.

**Strengthening resilience**  
In 2024, 15,645 households received emergency assistance. A great deal of effort has been put into strengthening the resilience of vulnerable communities, for example, in Chad, after crops were lost due to flooding, or in the underdeveloped Otuke region in Uganda.

**Promoting change in the Global North**  
Woord en Daad encourages people in the Netherlands to consider how our lifestyles affects the lives of people in the Global South. This awareness can lead to more sustainable consumption behaviour. Through presentations, 16,392 people were reached. Change is not just a matter of individual behaviour—it also requires political and corporate commitment. Policy advocacy and attention for (international) corporate social responsibility, are part of this.



# 1. Strategy, vision and policy: connection and loyalty



In 2024, the global stage was marked by unrest driven by increasing geopolitical tensions, conflicts and wars, a rise in the number of displaced people, and the growing, more tangible effects of climate change. In the Netherlands, the formation of a new government, which announced significant cuts to international cooperation, caused uncertainty within the development sector.

How does Woord en Daad stay on course in these turbulent times and from where does it derive its motivation? An interview with Rina Molenaar, Chief executive officer en Chief program officer.

## How is Woord en Daad finding its way in these turbulent times?

*Molenaar:* “A characteristic of Woord en Daad is our desire to stay connected with all parties who are important to achieving our mission to work from a biblical perspective towards sustainable change for people in poverty. When the government announced its cuts, we chose to respond constructively. We look for what can be done and want to think in terms of abundance. We therefore entered into dialogue. This led to a visit by Minister Klever of Foreign Trade and Development Aid to our thrift store in Waddinxveen. We also had many conversations with officials and colleagues in the sector. Our connecting role was greatly appreciated.”

*Vreugdenhil:* “That connecting attitude also enables us to stay on course and move forward in the 20 countries where we work. We really owe that to our Southern partners. Important in that respect is that we have made steps towards more southern leadership. We collaborate on the basis of equality — each of us contributing from our own roles and responsibilities. One of our roles is to help develop broad partnerships in which government, business, NGOs, knowledge institutes and other stakeholders work together. With our partners, we have also made progress in realising our three policy themes: reaching the unreached, strengthening climate resilience, and working from a values-driven systems approach.

Nicely, our partners also advise us on the situation in the Netherlands. When they heard about the cuts, they advised us to put more effort into raising awareness, strengthening support and influencing policy in the Netherlands.”

*Molenaar:* “Staying connected also applies specifically to our supporters in the Netherlands — all the individuals and companies that support us in countless ways. We are deeply aware that we do our work on their behalf. Our supporters form our legitimacy. Because of that, we really want to listen to them very carefully and be in genuine contact with them. That’s why our advisory groups, made up of individuals and businesses, are so important. Their advice is not optional. We want to make sure that people stay behind us. What is nice to report in this context is that we are starting a study together with Erasmus University and Radboud University exploring the values and motivation of our volunteers. We anticipate strong participation from our volunteers.”

*Vreugdenhil:* “Investing in relationships requires an organisation to uphold integrity. We place great emphasis on this by raising awareness of moral dilemmas, and fostering a culture of openness that empowers colleagues to hold each other accountable. For example, we have established a moral dialogue forum.”

*Molenaar:* “An important development in 2024 was our transition to a new governance model. Jacob Jan and I now jointly form the Board of Directors. This strengthens the quality of decision-making and makes the organisation less vulnerable. We are also grateful for a positively engaged and constructively critical Board of Supervisors.”

## What motivates Woord en Daad?

*Molenaar:* “A quote from Francis of Assisi’s prayer for peace comes to mind: ‘Lord, make me an instrument of Your peace. Where there is hatred, let me sow love; where there is discord, unity; where there is despair, hope’.”

Also in 2024, we witnessed how the world rages on. From our faith, we continue to speak a different voice — one that is edifying and constructive. In this, we are encouraged by our partners. For example, Jean Darius from Haiti teaches us how there is hope in despair. In Colombia, Missy Christie shows us how to bring love where there is hate.”

*Vreugdenhil:* “In the midst of all the turmoil, we as Woord en Daad are committed to staying true to our mission and to our partners and target groups. The situation can be very difficult, think of Haiti, Bangladesh or the Tigray region of Ethiopia, but with conviction we dare to say to our partners ‘We remain with you.’ We do not forget our target groups. They may know that they are seen. This does test our hope, because reality is often unruly, but ultimately we do not expect it from all our programmes, but from our faith in God’s coming Kingdom. That motivates us and that gives us hope.”

*Molenaar:* “In connecting with others, we move forward. ‘Alone you travel faster, but together you get further,’ is a well-known African proverb. We are called to do it together.”



## in action nearby Volunteers in the spotlight

At four regional meetings we showed our appreciation for our volunteers. Every month, every week or even every day they are working for Woord en Daad and selflessly

devoting themselves to their fellow man. They truly are the gold of our organisation! “We experience your volunteers as our grandparents,” a Ghanaian partner told us.



# Value creation model Woord en Daad

## Resources

### Capacity per 31-12

- Poverty alleviation: 44.41 FTE
- Awareness & Advocacy: 8.20 FTE
- Fundraising: 13.43 FTE
- Project support: 8.69 FTE
- Board of Directors: 2.00 FTE

### Finance

- Private individuals € 15,341,892
- Companies € 4,842,277
- Grants € 2,801,112
- Churches and other FRO € 1,671,152
- Charity funds € 2,324,681
- Subsidies € 8,588,191
- Own contribution consortiumpartners € 1,385,615
- Supplier's role and gross profit sales of articles € 287,040
- Total: € 37,241,960

### Partnerships and expertise

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 20 countries.

The thematic and contextual knowledge and experience of our own staff are combined with those of our partners in consortia, where we collaborate based on complementarity. Where relevant, we collaborate with knowledge partners in both the Global North and South to complement our local expertise.

## 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 expertise (partner role)
- Facilitating collaboration among key stakeholders (role as connector)
- Mobilising and providing financial support for high-quality, context-based programmes (donor role)
- Providing paid services to professional organisations (supplier role)

## Objective

### Long-term objective

Promoting the integration and sustainable transformation of marginalised and impoverished communities.

### Through:

- Focus on context: creating a more enabling 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 livelihoods and help build a decent and dignified life
- Participate in society
- Take and bear responsibility
- Experience restored relationships

## Results



**15,645**  
Households reached with emergency relief



**280,862**  
People reached with Sustainable Water



**10,184**  
People with work



**11,121**  
Farmers/entrepreneurs trained



**31,080**  
Children enrolled in school



A photograph showing several men in a dry, hilly landscape. One man in a blue shirt stands in the center, while others are working with long pipes on the ground. In the background, there are green hills and a clear blue sky. Some animals, possibly cows, are visible in the distance.

**2. In the field:**  
from our identity  
to impact



## 2.1 Inclusive Agribusiness

**Bees have a positive effect on crops. Mathias Dubi notices this in practice. Since he has bee hives among the coffee, he harvests more coffee. “The bees are doing a good job. Our coffee bushes produce more fruit. We also plant trees to shade the coffee shrubs,” he says enthusiastically.**

Working on food production is an important goal within the Inclusive Agribusiness programme. “Food production contributes to better food availability and increases the income of farming families,” explains programme leader Abram het Lam. In the countries where Woord en Daad works, agriculture is often the basis of the economy. Abram het Lam: “By developing agriculture, you also build a country's economy. Our partners support and train farmers to increase the yield from their land, but also put effort into developing their entrepreneurship to increase their income. Then it is also important to strengthen the whole value chain of those products.” That value chain, according to Het Lam, must then be as economically, socially and environmentally sustainable as possible. Money must be made; people must find decent work in it; and the natural environment must be well managed. Het Lam: “We are also committed to regenerative agriculture. That means we aim to restore the natural environment by regenerating depleted land, for example.”

### Value chain for honey

An example of developing and strengthening such a sustainable value chain is the Busy Bees project in Uganda. By establishing a value chain for honey, working on food production and economic development go hand in hand. The national trade association for beekeeping in Uganda, Tunado, is Woord en Daad's core partner in this. By 2024, it has worked to set up processing sites - also known as “honey houses” - where farmers can sell their product at a fair price. Participants with physical disabilities are also trained as beekeepers. Busy Bees is an example of an integrated approach. Het Lam: “Here we integrate beekeeping with planting cashew and macadamia trees and coffee plants. This is a form of forest agriculture that

is both economically and ecologically interesting. Farmers get a better income, face less risk because they grow multiple products and the quality of the natural environment is improved.” Beekeeping also offers opportunities to employ young people. In 2024, 3,492 farmers were trained.

### Abaca production

In the Philippines, the Fiber for the Future project is underway working on the value chain for abaca. Abaca is a banana variety that provides a strong fiber, which is in high demand worldwide. Het Lam: “We support farmers who are united in cooperatives with obtaining seedlings for planting, we help them with loans to finance this planting and link them to buyers.” Again, there is an integrated approach, explains Het Lam. “Abaca needs shade from other trees. That's why we encourage the planting of abaca under shade trees.”

### Fair Maize

In Burkina Faso, the value chain approach comes into its own in the Fair Maize project, which focuses on the combined production of corn, soy and black-eyed beans. Farmers are linked through farmer cooperatives to ADS, a factory that processes corn. During training, farmers learn how to optimise the yield of their land with good and sustainable farming practices. ADS supplies seed and fertiliser on credit to the farmers, who make a down payment for this. The rest is repaid from the crop yield. Het Lam: “This approach has proven highly effective.

From this solid economic basis, additional things can also be done, such as supporting savings groups for women. They receive training from ADS and need to make a lower down payment.” IDPs who fled to the south because of terrorism in the north of the country are included in this approach. They receive a piece of land from the local community and they do not have to make a down payment for their seeds. The value chain thus acts as a backbone to include the most vulnerable groups.



### What others say about Woord en Daad Director ADS speaks out

Moussa Kiendrebeogo: “Through Fair Maize Burkina, Woord en Daad has invested in inclusive and sustainable socio-economic development for the benefit of farmers growing maize and black-eyed beans, as well as supporting women and young job seekers.”

### Setback in Chad

In July and September, heavy rains in Chad resulted in flooding. More than 350,000 hectares of fields were flooded. The fonio harvest of the farmers Woord en Daad works with was also lost. The project aims to increase food security and agricultural income for farming families by encouraging the production of grains such as fonio and finger millet. Het Lam: “This is really a severe setback. You notice the effects of climate change, such as more frequent and severe weather events.” Through emergency relief and resilience training, affected farmers have been helped.



### LEAD Uganda: Local power for sustainable change

LEAD Uganda is a five-year programme (2024-2029), funded by the Dutch Ministry of Foreign Affairs, focused on the economic empowerment and sustainable development of refugees and host communities in Uganda. The programme is implemented in six refugee settlements and surrounding communities, aiming to provide them with opportunities through education, vocational training and economic development and policy advocacy.

At the heart of LEAD Uganda is Southern Leadership. Together with twelve local and national partner organisations, including refugee and women's organisations, we work towards sustainable impact. This is achieved through a collaborative approach (co-creation) and a Shared Resource Centre - a national platform that supports partners in effectively implementing the programme while strengthening their organisations. In this way, sustainable change is rooted in local needs and contributes to how Woord en Daad envisions working with partners in the future. LEAD Uganda goes beyond relief efforts; it lays the foundation for a future where refugees and host communities work together towards self-reliance and economic growth.

### Values Dialogue

With new partners, Woord en Daad conducts a values dialogue. Het Lam explains: “This allows you to align clearly on the common values that will guide the partnership.” As an example, he mentions the dialogue with Akuna, a factory that processes cashew nuts in Sierra Leone. “This is a new partner for us. From our Christian core values, you then talk about very concrete issues. Think about: ‘How do you deal with personnel?’; ‘How do you take care of the natural environment?’; ‘What about power relations?’ and ‘How do you take care of vulnerable people in the factory?’ The dialogue about values, is an ongoing process.”

## Results Inclusive Agribusiness



**11,121**

Farmers/entrepreneurs trained



**11,426**  
target 2024



**9,882**

Farmers/entrepreneurs  
selling to companies supported  
by our projects



**11,365**  
target 2024



**6,347**

Farmers/entrepreneurs with  
access to finance because of  
project interventions



**8,244**  
target 2024

**Explanation of 2024 figures:** The results in training, loans, and factory deliveries were slightly lower than expected due to underperformance in one project, the Fibres for the Future project in the Philippines. The planned expansion of the project was postponed as it was first necessary to select and cultivate a more suitable abaca variety for the existing group of farmers.





## 2.2 Education and Sponsorship

**“It is my dream to buy a house in a safe place where gangs are not active.” These are the words of Sara (18), a student at speed school Santa Maria in Guatemala. Until the age of fourteen, she did not attend school and worked as a street vendor. Then, she got the opportunity to complete both primary and secondary education through an accelerated programme. She now hopes to continue to university. Education opened the door to a different life for her.**

Hope and a future with dignity and independence. That is what the various components of the Education and Sponsorship programme offer children and youth, according to Jaco Ottevanger, programme leader for education and Marike Spruyt, project leader for child exploitation.

### Child sponsorship

In 2024, 29,682 children were sponsored. Ottevanger: “We are pleased with the stability of our sponsorship programme. It has a positive impact on children's lives and on the communities they live in. It also connects supporters in the Netherlands with communities in the Global South. Our partners confirm the importance of child sponsorship and emphasise that knowing there are people in the Netherlands who care about them, can be very encouraging for children. At the same time, we critically evaluated the structure of the programme and made some adjustments in 2024. For example, sponsors can no longer send additional gifts to individual children to prevent inequalities between children. Additionally, sponsored children are no longer required to write letters to their sponsors at fixed intervals. However, if they receive a letter from their sponsor, they are welcomed to respond. To reduce costs, communication between sponsors and sponsored children has been digitised.”

### New partners

In the Philippines, a programme of “community-based sponsorship” was started in a second village. “In such a programme, although there is the one-to-one link between a sponsor and a child in correspondence, the financial contribution goes to the

whole village. From that, children can go to school and other village development-oriented activities can also be supported,” Ottevanger explains. In Uganda, Ethiopia and Nepal, Woord en Daad started several years ago with three (small) new partners who are now growing to at least 500 sponsored children. Ottevanger: “In order to spread our financial risks, we decided to maximise the number of sponsored children for large partners. This way we can give space to small partners to grow.”

### Cresciendo in Colombia

Through the International Network for Christian Education (INCE), Woord en Daad is working in six countries to improve the quality of education, including influencing legislation, training teachers and developing teaching materials. In 2024, the teacher training programme developed in Guatemala was introduced in Colombia. Ottevanger: “The programme Cresciendo (Growth) was adapted to the Colombian context and is now used within the Christian education sector. Already 1,170 teachers have started the programme.”

### INCE Haiti discontinued

In Haiti, Woord en Daad has had to discontinue its INCE activities. “That was disappointing,” says Ottevanger. “With INCE you truly work together with other partners to improve the education system. However, in Haiti this is currently impossible due to violence, insecurity and the absence of a well-functioning government. Of course, we are still committed to improving education quality through the schools of our partners, Parole et Action and AMG. This way, despite the circumstances, children still receive the best possible education.”

### Linking knowledge institutes

A delegation from the INCE Consortium Uganda visited Driestar Educatief for an exchange visit to gain inspiration and share knowledge on values-based education. As part of this collaboration, Dr. Piet Murre, a lecturer at Driestar Educatief, conducted a training session in Uganda for university teacher trainers on how to effectively integrate values into the

classroom. Ottevanger: “This is a great example of linking knowledge institutes in the Global North and South to strengthen the quality of education.”

### Foster Care

In Burkina Faso and Benin, our partners are working with AFAS Foundation on a programme to combat child exploitation. Spruyt: “Our partner DEDRAS in Benin is innovatively developing a foster care system within this programme. There are too many children to accommodate in shelters, and at the same time, the government is pursuing a policy to reduce the number of orphanages. DEDRAS is now offering foster care as an alternative in several villages.” This initiative is carried out in collaboration with local authorities, who assign children to foster families, while DEDRAS is responsible for recruiting, training and supporting these families. In 2024, a total of 36 foster families provided temporary care for 363 children.

### Children at Koshe

Koshe is the name of a large landfill in Addis Ababa, Ethiopia. Vulnerable children scavenge through the massive garbage dumps, hoping to find something of value. Spruyt: “In 2024, we started working here with our partner HIDO. So far, 55 children have been enrolled in school. By supporting their families in developing economic activities, the children no longer have to work on the landfill.” Additionally, a study has been launched to explore effective waste recycling solutions.

### Child Trafficking

In Nepal, Woord en Daad has launched a child trafficking prevention programme in collaboration with three other partners. Every year, more than 30,000 children are smuggled across the Nepal-India border. With many ending up in prostitution. Ottevanger: take a systemic approach by intervening at crucial points that play a role in child trafficking. Our partners first focus on poor rural areas, where the children originate, with a strong emphasis on prevention. In the capital, where the children are ‘trafficked,’ they train government officials to

What others say about Woord en Daad

### A partner’s perspective



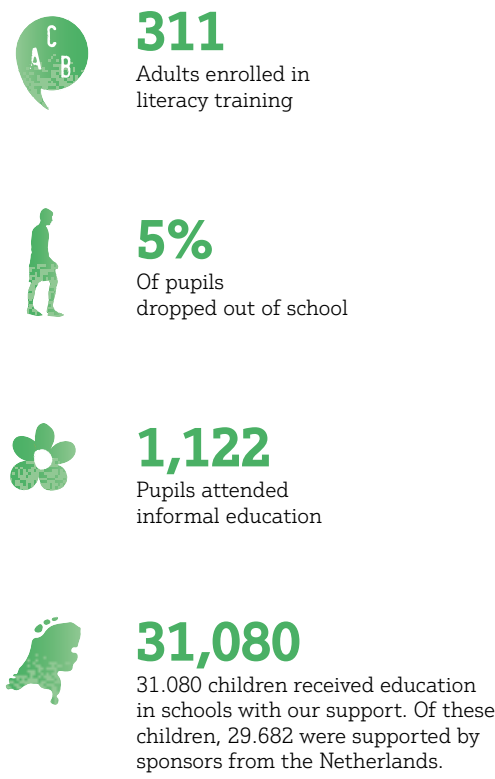
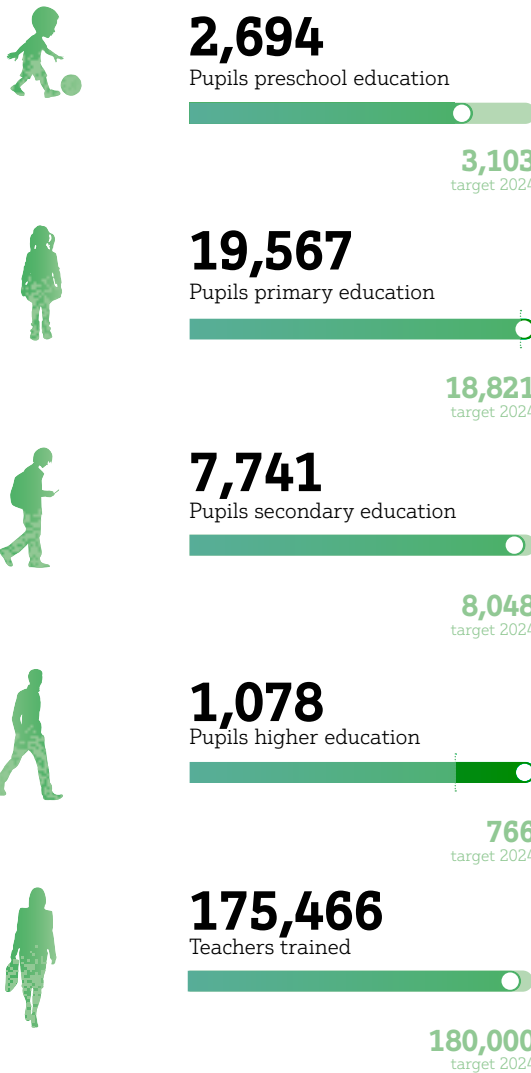
Sephora Nadjimbaidje, Director of Dieu Beni Foundation (God blesses) in Chad: “Woord en Daad works on sustainable solutions that transform lives and strengthen community resilience.”

improve intervention strategies. At the border, they strengthen border patrol teams to better identify child trafficking and connect organizations on both sides to raise awareness about the situation.”



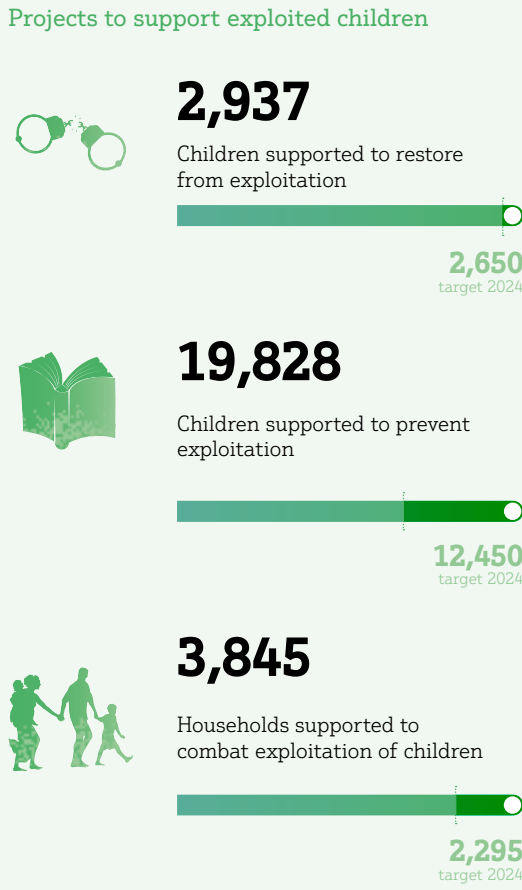
# Results

## Education and Sponsorship



**Explanation of these annual figures:** The higher dropout rate is primarily due to insecurity in Africa (particularly Ethiopia) and South America (particularly Haiti).

In Ethiopia, high inflation also played a role, leading to increased project costs, which meant that fewer children and young people could be reached.



## 2.3 Employment and Training

Every young person has the right to decent work – work that builds self-confidence, provides a stable income, and allows them to contribute to society. Together with local employers and vocational schools, we offer young people prospects for employment or support them in starting their own businesses.

This is the dream our Employment and Training team has defined,” says programme leader Bertine Vermeer. For 21-year-old Maicol Ayala from Colombia, that dream has become reality. “My life took a drastic turn when I started training as an assistant accountant. This education not only equipped me with the necessary skills, but also played a crucial role in helping me find a job.”

**Contribution to the community**  
In 2024, Woord en Daad partners engaged in conversations with young people who had participated in Employment and Training programmes several years ago. What impact did it have on their lives? Vermeer: “They tell us that they have become financially independent. Some have developed as entrepreneurs, while others have gained valuable technical skills. Many also highlight how the programme shaped their values and personal growth. Above all, they emphasise that, thanks to the programme, they are now able to give back to their communities - for example, by creating job opportunities for other young people through their business.”

**Limited access to credit**  
One of the main challenges highlighted by the interviewed young people is the difficulty of accessing credit. Securing financing to start or expand a business remains their biggest hurdle. “That is indeed a widely acknowledged problem,” confirms Vermeer. “In Burkina Faso, this issue has been particularly pressing over the past year. In our Job & Business Booster programme, we work with young entrepreneurs, coaching them to grow and create more jobs. But growth requires working capital, often in the form of a loan. We have agreements with microfinance organisations

and banks to provide loans to selected businesses with potential and solid business plans. However, due to the challenging economic situation, these businesses often still struggle to secure funding. We are now exploring local alternatives, such as informal lending channels through family and other entrepreneurs.”

**Employment or entrepreneurship**  
Through short-term, market-driven entrepreneurship training (Job Booster), business development support for young entrepreneurs (Job & Business Booster), and vocational education (TVET), Woord en Daad helps young people and disadvantaged groups find jobs or start and expand their own businesses. In 2024, 5,173 young people secured paid employment, and 5,011 young people launched their own



**Entrepreneurs on the move – business trip**  
Last November, a group of engaged entrepreneurs visited Bangladesh.



business. Additionally, we have placed a stronger focus on the further development of existing businesses.

**Mediator**

In Ethiopia, Woord en Daad collaborates with vocational schools and businesses to help young people find employe-



**Job Booster Enterprises: Bridging the gap between employers and young job seekers**

Job Booster Enterprises are social enterprises that connect labour market demand with young job seekers. In Benin, Burkina Faso, Chad, and India, they create sustainable matches between talented young people and businesses looking for employees, while also supporting young entrepreneurs.

In 2024, more than 2,000 young people were successfully placed in jobs. Additionally, over 3,000 young people received training to better prepare for the labour market.

ment. One example is a training center for the hospitality sector, where young people receive training and can immediately start working. In 2024, the first companies committed to co-financing the training of their future employees within Employable Youth Ethiopia (EYE) programme. Vermeer explains: "This ensures that the system continues to function even without our presence." An important part of the work involves connecting organisations, governments and businesses. Vermeer: "In Bangladesh, we helped a vocational school obtain government support. Now the school can operate independently without our assistance. We also facilitated collaboration between Christian organisations that support young people in finding work. Previously, these organisations operated separately, but now engage with businesses collectively to secure employment opportunities for youth. These kinds of connections strengthen our partners and provide them with access to additional forms of support."

**Youth participation**

Young people are at the heart of the Employment and Training programme. But do they also have a say in shaping the programme? Philip Sentamu, project manager of Job Booster Uganda, stresses the importance of youth involvement: "Seventy-five percent of Uganda's population consists of young people. When we involve them, projects become more innovative and relevant. They are committed to social change. Youth participation is truly crucial." Vermeer adds: "We have developed an approach to give young people a bigger role in decision-making. While we already do a lot, we can create even more space for their input—through youth councils and by engaging with existing youth networks."

**Agri Job Booster**

In southern Chad, the Agri Job Booster programme guides young people enter the vegetable farming and poultry sectors. By supporting young entrepreneurs, new jobs are created. Vermeer: "Both the entrepreneurs and their employees receive training. Good employer practices are key.

This approach also contributes to food security in Chad." In 2024, the programme's gender-inclusive policies were evaluated. Participants reported that men and women are treated equally within Agri Job Booster, with 83% expressing positive feedback on the policy. The evaluation also led to recommendations, including tackling illiteracy among women, increasing awareness of women's rights, and addressing land ownership challenges for women. "We are now reaching nearly equal numbers of men and women – remarkable in areas where women often face considerable disadvantages," says Vermeer.

**Wealth from Waste**

In Uganda, Woord en Daad launched a partnership within the Wealth from Waste project with a new partner, Gloford. This organisation has extensive experience working with youth in vulnerable situations, including street children, refugees and young people involved in prostitution. Wealth from Waste focuses on creating jobs in the recycling of plastic and organic waste. In 2024, the first entrepreneurs were trained and a fund was established to help young entrepreneurs start or scale up their businesses in waste recycling. Woord en Daad is also involved in creating employment opportunities in the recycling sector in Ethiopia and Bangladesh.

**Green employment**

Wealth from Waste is a great example of creating green jobs. Woord en Daad highlights the importance of "green employment" as a way to tackle climate change and increase the resilience of vulnerable communities. This includes tree planting, training in alternative farming methods, and promoting jobs in waste management and solar energy. These efforts are closely connected to the Inclusive Agribusiness programme. Additionally, training sessions incorporate awareness building on caring for creation. Vermeer: "We are exploring opportunities to expand green employment and assessing what this requires in terms of policy adjustments."

**What others say about Woord en Daad  
Partner CSS in Bangladesh speaks**



David Thomas Gomes

"For the past twenty years, we have been building a market-oriented vocational training programme for young people. When Woord en Daad encouraged us to become self-sufficient, it seemed impossible. However, through our joint efforts, the government now funds our training programmes. It has been a valuable learning journey!"

**Togo**

In 2024, Woord en Daad conducted several exploratory visits to Togo to assess its potential role in the country. The organisation has long aspired to support vulnerable groups in this West African nation. Several potential partners have now been identified for youth employment initiatives.

**Results  
Employment and Training**



**12,433**

People started an education, training or coaching



**14,553**  
target 2024

**11,010**

Short education  
(<3 months)

**1,423**

Intermediate education  
(>3 months <1 year)

**0**

Long education  
(>1 year)



**11,371**

Youth finished an education, training or coaching successfully



**13,785**  
target 2024

**10,523**

Short education  
(<3 months)

**848**

Intermediate education  
(>3 months <1 year)

**0**

Long education  
(>1 year)



**5,173**

Youth in employment



**7,352**  
target 2024



**5,011**

Self-employed entrepreneurs



**5,499**  
target 2024



**707**

Youth received a business loan through Job Booster



**975**  
target 2024

**Explanation of the 2024 annual figures:** The number of trained young people and the number of young people securing employment fell short of projections due to the effects of political unrest in Bangladesh and delays in the Agri Job Booster project in Chad.

These delays are expected to be recovered in the coming years. The main text provides further details on the number of young people who received funding.

## 2.4 Sustainable Water

“Our dream is for every person, every child to have access to clean drinking water, to use a toilet safely without getting sick, to be protected from flooding, and to have enough water for their crops.” This is how Nelline Roest, Programme Leader for Sustainable Water, summarises the vision. Over the past year, that dream came closer to reality.

The Sustainable Water projects focus on three core areas: drinking water (including sanitation), irrigation water and water management. Roest: “We work together with paying water users, professional water companies (often small businesses responsible for maintenance), and governments that establish legislation and monitor compliance. Sustainability is key—not just providing access to water, but ensuring continued access over time.” For Woord en Daad’s water programme, 2024 was a successful year in many ways. “Five out of eight projects were completed in 2024. The great thing is that we can build on these results in the coming years,” Roest says.

### iWet, Ethiopia

Inspiring Entrepreneurship in Tigray (iWet) achieved remarkable results despite a challenging context. In its early years, the project successfully established small businesses for water point maintenance. Users paid a small fee to ensure professional repairs when needed. Unfortunately, from 2020-2022, Tigray suffered a brutal civil war. The conflict severely disrupted the initiative: Maintenance came to a halt as people could no longer afford the fees. “Water entrepreneurs were robbed of their equipment, including motorcycles and spare parts for which they had taken out loans. Also, other aid organisations provided free emergency relief, reducing people’s willingness to contribute financially to maintenance.” Roest said. Although many water points are still non-functional due to the war’s aftermath, the project had a positive closure. In the final years, we helped water entrepreneurs rebuild their businesses, and an association of water entrepreneurs was formed and officially registered. The regional government now wants to scale up the water project across



### Tigray, Ethiopia

#### Water, water, and once again water

Between 2017 and 2024, Woord en Daad, Ethiopian organisations, and AFAS Foundation worked together to bring lasting change to the water sector in Tigray. As a result, millions of people gained access to clean drinking water.

the entire Tigray region. “That is a major encouragement. We are hopeful that long-term access to drinking water will be secured. Moving forward, Woord en Daad will support the government, bring in additional partners, and further professionalise the water businesses.”

### Shalla, Ethiopia

The Shalla water project, which began in 2019, was also completed in 2024. Previously this remote region had almost no access to clean water. “Fifteen water points were installed, connected to a large reservoir. Additionally, eight schools and six clinics also received access to water,” Roest explains. This initiative has provided over 46,000 people with clean drinking water. The project also included training sessions on sanitation and hygiene, and construction of four toilet blocks at a school and a clinic. One major challenge in Shalla’s hilly terrain was

managing height differences, which initially caused pressure-related issues in the water system. Leaks occurred due to the difficult-to-regulate water pressure. “Woord en Daad is now focusing on further capacity-building for the local drinking water company and strengthening the resilience of Shalla’s residents to ensure sustainable water access.”

### Drops4Crops

In Burkina Faso, the seven-year water-for-food project, Drops4Crops has been successfully completed. Burkinabe farmers received training in entrepreneurship and agricultural techniques and access to irrigation water significantly improved. The combination of irrigation and new farming techniques led to increased onions and potato yields, improving both food security and income stability. For women, access to land also increased their role in decision-making. Additionally, storage facilities for onions were built, ensuring a steady local supply. Onions stored for later sale fetched higher prices. Roest: “One major point of thanks was the approval of a new grant from the Dutch government. This will enable 6,000 farmers (including those from Drops4Crops) to work towards sustainable land use and increase staple crop production (sorghum, maize). In this way, we continue improving the livelihoods of farming families in Burkina Faso.”

### Policy advocacy in the Netherlands

In the Netherlands, efforts focused on policy advocacy and raising awareness about the power of sustainable water management. However, there are concerns about the planned budget cuts to development cooperation by Minister Klever. Roest: “On behalf of the Netherlands Water Partnership platform, our board member Jacob Jan Vreugdenhil strongly advocated for successful water management in the Global South—both in political discussions and directly with Minister Klever. Civil society organisations like Woord en Daad, our partners, and local actors play an essential role in this effort.”

### Encouraging developments

The fragile security situation in various African countries such as Ethiopia, Burkina Faso and Benin remains a concern. At the same time, there are positive developments: the situation in Uganda remains relatively stable and in Ghana the elections took place peacefully. “Ghana is new territory for Woord en Daad,” says Roest “In 2024, we launched the Safe WASH project in northern Ghana to provide residents with safe, private toilets. This initiative is being carried out in collaboration with the government, our local partner CRS and the Dutch company GMB.”

### Appointment within the NWP

#### NGO-platform Netherlands Water Partnership



As of 1 March, Jacob Jan Vreugdenhil has been appointed Chair of the NGO Platform within the Netherlands Water Partnership (NWP). The NWP brings together Dutch government agencies, businesses, knowledge institutions, and NGOs to address global water-related challenges. These range from access to safe

drinking water, sanitation, and hygiene to promoting sustainable water use and ecosystem management. Woord en Daad is also a member of the NGO Platform. In addition to his appointment as Chair, Vreugdenhil has also been appointed as a member of the NWP Advisory Board.

## Results Sustainable Water



280,862

People reached with Sustainable Water

548,145  
target 2024



394

Improved water services (drinking water and irrigation water)

314  
target 2024



648

Water and hygiene service providers trained

642  
target 2024

**Explanation of the 2024 annual figures:** The significant difference between the planned and actual number of people reached with sustainable water solutions is largely due to the project in the Tigray region of Ethiopia. Although more water points were repaired than originally planned, they were almost exclusively hand pumps, partly as a result of the war. The initial expectation was that more motorised water points would be repaired, which typically serve a larger number of users per water point.



2.5 Our strategies

2.5.1 Awareness

“Who made my product?” This question was central to the Awareness team’s activities in 2024. Who produces the food we eat? Who made our clothes and household items – and under what conditions were they produced? “When you become more aware of these realities, you make more conscious choices and take better care of what you have,” believes Janneke Witzier, programme leader for Awareness.

According to Witzier, the question of where our food and goods come from aligns perfectly with Woord en Daad’s mission to fight poverty from a Christian perspective of justice and compassion. “When we recognise the people behind our clothes, we are less likely to buy garments made by child labour or produced under poor conditions with unfair wages,” Witzier explains. “Choosing fair-trade clothing or ethically sourced cashew nuts, for example, helps ensure a living wage for workers and contributes to poverty reduction. It’s not just about how we give—it’s about how we live. Our goal is to raise awareness that the lifestyle choices we make in the Netherlands have a direct impact on people in the Global South.”

Interdependence

At the *Connecting Communities* policy conference in November, international partners emphasised the importance of raising awareness about global issues. They highlighted how this awareness fosters connection, equality and mutual dependence among people worldwide. “We all face the same challenges, such as climate change. We need to work together on solutions,” one of them noted.

Thanksgiving Calendar

2024 was a successful year in terms of educational presentations. 165 presentations were held at primary and secondary schools, reaching over 8,000 children and young people. Around 5,700 adults were reached through women’s associations and church events. The calendar was developed in

collaboration with various youth organisations. In October, the Thanksgiving Calendar was released in a print of 50,000 copies.



Faire Fair

On 7 June, the first edition of Faire Fair took place—an event dedicated to raising awareness about sustainable lifestyle choices. The themes of the event were fair, local, organic, conscious, and handmade. Witzier: “It was a true makers’ market,” featuring over 30 stalls with handmade, ethical, and sustainable products. Our goal was to inspire people in an accessible way to take their first steps towards a more sustainable lifestyle. We also had many meaningful conversations with visitors about how they can integrate sustainability into their daily lives.”

The market attracted around 300 visitors, with 100 participants joining one of three workshops: fermentation techniques, making natural and eco-friendly personal care products, or creating a meaningful bracelet inspired by Psalm 23.

Africa: partner or prey?

A delegation of 45 participants from the Awareness and Policy Advocacy teams visited the SGP and ChristenUnie parliamentary groups in the European Parliament in Brussels. The discussion centred on whether African countries are truly regarded as equal trade partners—or if they are still primarily seen as sources of raw materials. The meeting also covered the harmful impact of cobalt and lithium mining—key resources for the green transition—on both people and the environment. To deepen their understanding, participants visited the Royal Museum for Central Africa in Tervuren, where they were confronted with Europe’s colonial past and the historical exploitation of Southern countries for their resources.

Sustainability Week

“Waste, make something of it,” was the theme of Sustainability Week. Through various online activities, Woord en Daad encouraged participants to reduce waste, and repurpose materials creatively, or take action by cleaning up litter. Participants were introduced to Patrick Mugisha, an advocate for waste recycling in Uganda. Only 6 percent of waste in Uganda is collected, the rest is burned or dumped. Mugisha: “Many areas lack proper waste collection and disposal facilities, leading to overflowing landfills and littered streets. Investing in waste recycling is essential.”

2.5.2 Emergency Response and Resilience

“In 2024, we provided emergency assistance on a limited scale. There were no major acute emergency situations in the countries where we work. However, we focused heavily on strengthening the resilience of vulnerable communities.”

These are the words of Renate Bode, programme leader Emergency Response and Resilience. Strengthening people’s resilience means helping people adapt to challenging circumstances, enabling them to sustainably improve their living conditions. Bode: “How this is implemented varies by context. Our resilience strategy operates from two angles: individual resilience and community structures. At the individual level, we focus on strengthening people’s problem-solving abilities. At the community level, we work on strengthening social structures. The idea is that a stronger social structure leads to better-coordinated actions, ultimately reinforcing collective resilience.”

Support from churches

In southern Chad, women’s groups lost their finger millet harvest due to flooding. With funding from the Hersteld Hervormde Kerk, Woord en Daad provided emergency relief and launched a three-year resilience-programme supporting 150 women and their families. In Ethiopia’s Shalla region, Woord en Daad and its partners established a drinking water system, with support from the deputations of the Gereformeerde Gemeenten, the Gereformeerde Gemeenten in Nederland and the Oud Gereformeerde Gemeenten. Bode: “This project has now been completed. In the villages where clean water is now available, people have saved both time and money. They asked us how they could reinvest these savings into activities that further improve their lives. We are now supporting them in developing a shared vision as a community and implementing it in phases.

A vision for the future

In Uganda’s Otuke region, Woord en Daad brought together two local partners, ADP and AMG Uganda. Around AMGs school in the community of Olilim, there is a large plot of land



Visit of Minister Klever to the thrift store

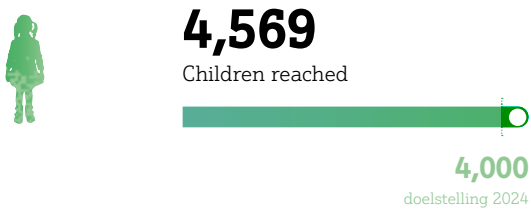
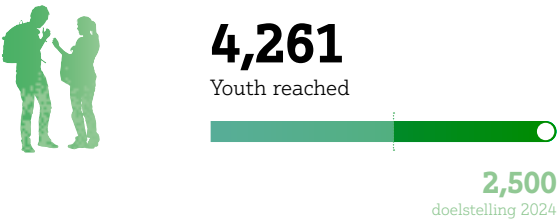
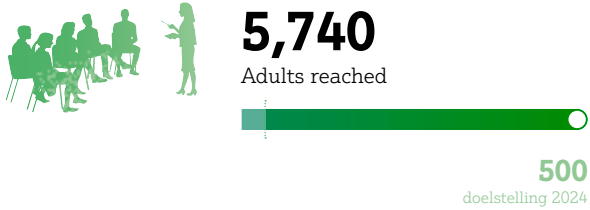
In October, Minister Klever (Foreign Trade and Development Cooperation) visited the Woord en Daad thrift store in Waddinxveen. During her visit, she spoke with volunteers, an entrepreneur, and a young supporter of Woord en Daad. The minister expressed her appreciation for the broad public support for international development work.

and AMG sought to use it for community benefit, while involving the schoolchildren. ADP introduced PIP (Participatory Integrated Planning) training. Bode explains: “This is a method that helps farmers visualise and plan their desired future step by step. PIP encourages people to take action based on their own resources. This approach generated a lot of enthusiasm. Crops and trees have already been planted, and there is growing interest in expanding this method in other areas.”

Old in Africa

In 2023, Woord en Daad took over the work of the ‘Oud in Afrika’ (Old in Africa) Foundation, which provided 2,600 elderly people with a small pension.

Results Awareness



**Explanation of the 2024 annual figures:** In 2024, a total of 14,570 children, young people, and adults were reached through in-person events such as workshops, presentations, or public gatherings. This was double the planned number (7,000), primarily because Woord en Daad contributed to several large-scale events, including choral evenings (such as the Women’s Choir event in Katwijk) and public gatherings (such as the Faire Fair), which attracted a high number of participants.

Bode: “For these elderly individuals, this pension is incredibly valuable, and we are committed to continuing it. However, we also want to strengthen their connection with their communities, ensuring they receive greater social support. Additionally, we are helping them generate extra income. We have started working with 200 elderly people, assisting them in small-scale income generating activities such as poultry farming, sheep rearing and beekeeping.”

#### Cooperation with ZOA and CREDO

In Burkina Faso, emergency aid for internally displaced people in Gorom Gorom has been completed. These individuals fled their homes due to terrorist violence in the north of the

## Results Emergency Relief and Resilience



4,010

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



11,635

Households helped with initial emergency relief after a disaster

country. Together with partners ZOA and CREDO, food aid was distributed to the most vulnerable people, followed by support for economic activities. The collaboration provided a valuable learning experience, demonstrating how short-term emergency relief can be effectively combined with long-term development by leveraging local capacity and expertise.

#### Haiti

In the villages of Maniche and Marcelin, in southern Haiti, two earthquake-resistant school buildings have been constructed. These classrooms will be equipped with technology to enable both students and teachers to access online education and training. However, due to ongoing instability in the country, the delivery of the final materials needed to complete the buildings has been delayed. To improve farmland and provide additional income opportunities for farmers, fruit trees and coffee plants were planted. Bode: “Unfortunately, we were unable to establish a drinking water supply. Transporting materials from the capital has become nearly impossible due to gang activity disrupting supply routes.” Despite these challenges, she is deeply impressed by the perseverance of local partners: “They remain committed to reaching the most vulnerable and continue searching for creative ways to support them.”

#### Water restoration in Maskana, Syria

In Syria, Woord en Daad, in collaboration with ZOA, worked on restoring water and food supplies. Following the 2023 earthquake, irrigation canals and drinking water systems were severely damaged. Bode: “Irrigation canals have now been repaired, allowing farmland to be cultivated again. In Maskana, 30,000 people have regained access to drinking water. We also provided training here to help people rebuild their futures.” Due to a political transition at the end of 2024, all activities were temporarily suspended.

#### Christian Emergency Relief Cluster

Through the Christian Emergency Relief Cluster, of which Woord en Daad is a member, an emergency relief campaign was

conducted for Lebanon and Syria. More than one million people have been displaced due to violence. The Christian Emergency Aid Cluster provided food packages, clothing, blankets, mattresses, and hygiene kits to affected communities through local churches and Christian organisations. Psychosocial support was also provided.

#### 2.5.3 Policy Advocacy

**“Just like last year, 2024 was politically turbulent. However, we have seen that Woord en Daad’s independent course and commitment to building bridges ultimately paid off. This is a necessary condition for contributing to a better future for the world’s poorest.”**

This is the key takeaway from Maarten van Nieuw Amerongen, Policy Advisor at Woord en Daad, reflecting on the past year. Together with his colleagues Floris Grijzenhout, Kees Knulst, and policy officer Judith van den Boogaard, he worked to keep development cooperation on the agenda in both The Hague and Brussels.

#### A changing landscape

“It was certainly a challenging year,” Van Nieuw Amerongen acknowledges. “We saw political shifts in both the Netherlands and Europe: the PVV became the largest party in the Dutch Parliament, while NSC and BBB secured key positions in government. At the same time, a long-standing partner like the ChristenUnie lost its seat in the European Parliament. Meanwhile, in many of the countries where we work, military coups occurred, and anti-Western sentiment grew. This changing landscape directly impacts our approach and where we need to focus our efforts.”

#### Political shifts

The Dutch government’s announcement of drastic budget cuts to development cooperation sent shockwaves through the sector. The proposed historic reduction of over € 1.5 billion poses a serious threat. “We engaged in dialogue on this issue



#### Broad prosperity, not just a buzzword but essential

On May 14, Woord en Daad, in collaboration with Partos and the Max van der Stoel Foundation, presented a position paper on broad prosperity to the Dutch Parliament’s Budget Committee. Broad prosperity means that legislation in the Netherlands should not be assessed solely on GDP growth, but also on social, environmental, and long-term impact – both for future generations and for people worldwide.

and continued to provide constructive advice,” Van Nieuw Amerongen recalls. “For example, we invited Minister Klever to our thrift store in Waddinxveen so she could see firsthand the broad public support for international cooperation. We also consistently advocated for maintaining the link between the development budget and international development.” Additionally, there was a growing awareness of a shift in mentality. “National interests now take center stage. Appeals to international solidarity alone are no longer sufficient. As a sector, we are increasingly using additional arguments to emphasize the importance of international cooperation—particularly for the Netherlands as an open trading nation.”

#### Tax deductions for charitable donations

Advocacy for development cooperation is often a long-term effort, but 2024 also brought some clear short-term successes. Van Nieuw Amerongen: “For instance, the tax deduction for charitable donations was preserved, despite plans to scale it back. Additionally, we organised a conference in Cotonou, which resulted in a powerful manifesto highlighting the alarming impact of climate change in West Africa. This call to action was shared with the Dutch Parliament and will also be presented to European policymakers in 2025.” A major milestone in Brussels was the approval of the EU Corporate Sustainability Due Diligence Directive (CSDDD), which promotes responsible business conduct in global supply chains. Van Nieuw Amerongen also highlights a visit to the European Parliament by 45 participants from Woord en Daad’s Dutch supporter base. “However,” he immediately adds, “it is even more impactful when people from the countries where we work share their own stories in the Netherlands. There is still great untapped potential in amplifying the voices of our Southern partners in Dutch politics.” On various issues, Woord en Daad closely collaborated with industry organisations Partos, Prisma, and Goede Doelen Nederland.

#### Policy Coherence

Policy coherence a key priority for Woord en Daad. At the beginning of 2024, Building Change, a coalition focused on promoting policy coherence for sustainable development, launched the third edition of the ‘Adopt an SDG’ campaign. On the one hand, the aim was to make development cooperation a shared responsibility across all Dutch political parties, and on the other hand, to highlight the negative side effects of existing Dutch policies on developing countries. At the European level, Woord en Daad conducted research on the quality of “impact assessments” within the European Raw Materials Regulation. “In this way we contribute to preventing our green transition from leading to renewed resource exploitation in places like Congo or Sierra Leone.”

#### Benkadi: strengthening climate resilience

Through the Benkadi programme, Woord en Daad and partners from Benin, Burkina Faso, Ivory Coast and Mali have joined forces to empower vulnerable groups and communities to become more resilient to the impacts of climate change. Since the programme’s inception in 2021, local organisations and citizens have been equipped to advocate for climate resilience, with a special emphasis on the most vulnerable populations such as youth, women and people living with disabilities.

In the Netherlands, we amplify their voices by emphasising to policymakers that the Dutch Foreign Trade and Development Cooperation policy—which prioritises water and food security—offers opportunities to strengthen climate resilience. By promoting integrated approaches that link climate adaptation with sustainable water management and food production, the Netherlands can: fulfill its international climate ambitions, make its trade portfolio more sustainable and strengthen the resilience in communities across the global South.

To raise awareness, a documentary about Benkadi is being used to bring the impact of a changing environment in West Africa closer to home, encouraging people in the Netherlands to reflect on their own lifestyles. Benkadi is funded through the “Power of Voices” programme of the Dutch Ministry of Foreign Affairs.





What others say about Woord en Daad  
**A European Parliament Member (SGP) speaks**

Bert-Jan Ruissen (SGP): "It was a pleasure to welcome a delegation from Woord en Daad's support base. Together, we reflected on policy coherence within the EU. The extraction of raw materials essential for growth and sustainability can have significant downsides. It is important that Woord en Daad continues to draw attention to this issue."

**Strengthening public support**  
"Woord en Daad's strength lies in its broad and diverse support base, which it can always rely on," says Van Nieuw Amerongen. "The support from businesses, churches and citizens demonstrates that our work is deeply rooted in Dutch society."

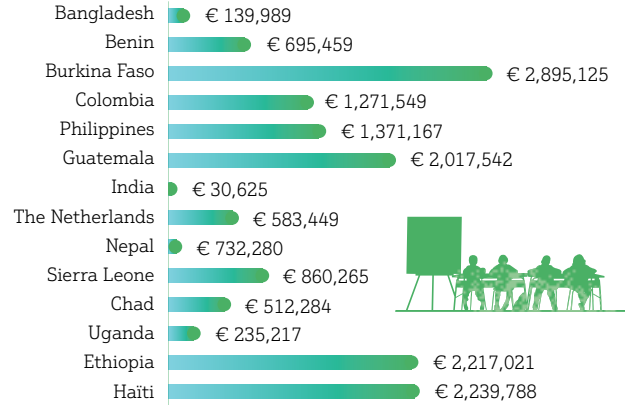
However, public support requires constant engagement, Van Nieuw Amerongen emphasizes. "We notice that advocacy is a two-way street. At a Benkadi meeting (see box page 29) critical voices raised concerns about Western consumption patterns, unequal power structures, and similar issues. In response, we must explain the political dynamics in the Netherlands and how political relations and public opinion influence decision-making. As a development organization, we sometimes find ourselves caught between two sides."



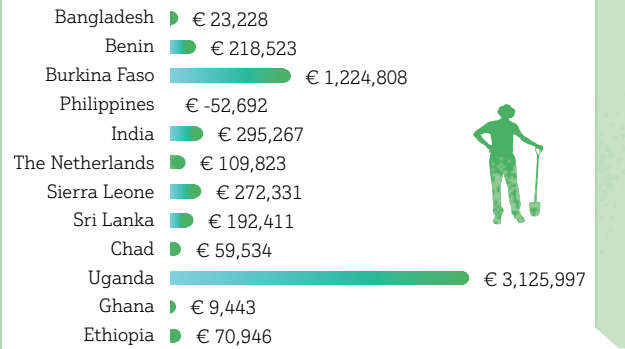
What others say about Woord en Daad  
**A Dutch MP (ChristenUnie) speaks**

Pieter Grinwis (ChristenUnie): "Last autumn, the ChristenUnie joined forces with several charities, including Woord en Daad, to fight against the reduction of tax deductions for charitable donations. And with success. I hope that this unique tax scheme will continue to encourage generosity and compassion in the coming years—especially for wonderful organisations like Woord en Daad, which, rooted in Biblical values, contribute to justice worldwide."

**Education and Sponsorship**



**Inclusive Agribusiness**



**Policy influencing South (Benkadi-project)**

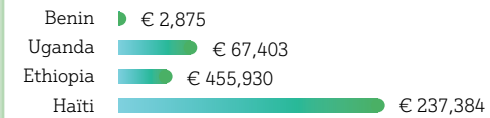


**Awareness raising**

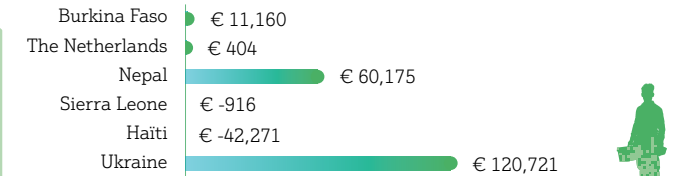


Expenditure Programmes  
**€ 35,600,149**

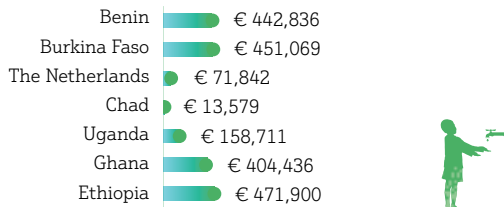
**Resilience**



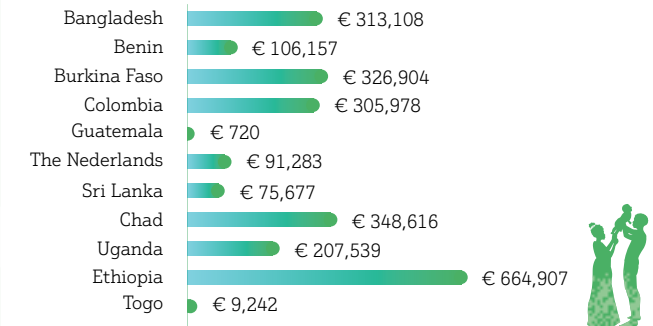
**Emergency Relief and Resilience**



**Sustainable Water**



**Employment and Training**







### 3. Accountability, learning and innovation: connecting results and new ideas

**"We live in a world that is changing rapidly; a world that has become less stable and more conflict-prone. In this context, Woord en Daad remains committed to taking responsibility. That requires knowing where you stand and what you stand for as an organisation so that you can create impact from your identity - even in difficult situations."**

These are the words of Wim Blok, knowledge strategist: "Woord en Daad is a learning and innovative organisation. On the one hand, this means focusing on understanding our impact and continuously improving our efforts. You need to know where you stand. On the other hand, it requires taking time to pause and reflect- to anchor yourself in your mission and vision repeatedly. That way, you remain firmly rooted in what you stand for. In 2024, we gave significant attention to both aspects."

#### **Learning from policy themes**

In its strategic plan *Reach far, be near*, Woord en Daad defined three core policy themes for 2021 - 2025. Blok explains: "On the theme of reaching the unreached, most projects include an analysis of groups vulnerable to exclusion and the barriers they face. By the end of 2024, 40 out of 56 projects (71%) had actively and significantly focused on reaching these groups." According to Blok, the policy theme of "strengthening the resilience of the poorest against climate change" is well integrated into our programmes. "Our partners already have substantial experience with climate adaptation. Together, we are developing new concepts and approaches, such as regenerative resource use climate-resilient value chains, and integrating climate education into school curricula." From the policy theme "value-based systemic change," in 2024, we launched a learning process on monitoring systemic change. Additionally we worked on a publication that describes various approaches to monitoring systemic change. This publication will be released in 2025.

#### **Southern leadership**

Woord en Daad has always been strongly committed to pursuing equality in partnerships, in line with its mission and core values. The sector-wide focus on Southern leadership has prompted the organisation to further develop its perspective on equality in collaboration. Woord en Daad embraces the "share the power" principle. Cooperation between the Global North and South must be based on an equitable balance of power; it is about co-creation and shared decision-making, always prioritising the needs of the target groups. Blok: "If we want to strengthen Southern leadership further, this means that Woord en Daad's role must increasingly focus on supporting our Southern partners. One example of this is the development of a digital 'Power Awareness Tool'—an instrument designed to make power dynamics within partnerships more visible. It helps map and monitor influence, decision-making, and complementarity within collaborations."

#### **Data-informed decision-making**

Dashboards have been developed for various programmes, consolidating all available data in one place. Blok: "This data provides key insights that allow us to make well-informed decisions." As an example, Blok highlights measuring target group satisfaction. "Knowing how satisfied people are with a project provides valuable information that helps determine whether adjustments are needed." Within the Inclusive Agribusiness programme, Woord en Daad worked with a consultancy firm to develop a set of indicators to measure project impact. Examples of these indicators include: the extent to which training is applied, increase in crop yields, increase in income. For each indicator, a methodology has been developed to ensure accurate measurement.

#### **Artificial Intelligence**

In 2024, Woord en Daad made significant strides in integrating Artificial Intelligence (AI) into its data strategy to enhance

impact. Using a framework focused on ethics, transparency, security, and responsible use, we are exploring AI's potential in process optimisation, knowledge acquisition and for writing programme and project proposals and reports, among others.

#### **Academic research and thought leadership**

Woord en Daad supports two university research chairs. Blok: "Together with Prof. Dr. Jan van der Stoep, we are working on a publication on stewardship as a guiding principle for Christian development organisations." Since 2024, under the umbrella of branch organisation Prisma, Woord en Daad has also supported the chair for Christian Ecological Thinking at the Theological University of Utrecht, led by Prof. Dr. David Onnekink. Blok: "Professor Onnekink is researching the narratives that Christian organisations use when addressing nature and climate change. These research chairs, among others, provide us with valuable knowledge that helps us refine our vision on climate change and our role in addressing it."



## Development of the 2026-2031 multi-year strategy

2024 was dedicated to developing the foundations for the 2026-2031 strategic plan. Blok: "The new policy framework will be finalised in 2025. Over the past year, we have already conducted extensive preparatory work with colleagues and partners." An overview:

### External trend analysis

A trend report was produced to map out geopolitical and societal developments relevant to Woord en Daad's work. The report identifies six major trends:

1) a shifting world order with increasing fragmentation, polarisation and conflict; 2) a rise in forced and irregular migration; 3) accelerated crossing of planetary boundaries; 4) increasing digitalisation and the use of AI; 5) a changing role for development actors; 6) declining public trust in civil society organisations and decreasing support for international cooperation in the Netherlands.

### Internal reflection

An integral part of our working method is to reflect on our work at various points and in various ways throughout the year. We continuously ask ourselves to what extent we are achieving our objectives and what we can learn from both our successes and challenges. In addition, we regularly have our work externally evaluated by experts. In preparation for the new strategic period, we asked all teams to reflect on the past years, drawing on their own experiences as well as external evaluations. This included a critical review of the knowledge and expertise within the organisation and the quality of our approaches. The central question was: What has proven to be effective and should be retained, and where do we see opportunities to improve our approaches? In a second round, these lessons learned were translated into building blocks for new policy. Finally, the most important ideas were discussed in a series of workshops with partners and experts during the policy conference.



Group photo with southern partners

### Policy Conference: connecting communities

Building on the external trend analysis and internal reflections, Woord en Daad organised its five-year policy conference under the theme: Connecting Communities. Blok: "The purpose of this conference was to engage in open discussions with our partners about new policy themes and other building blocks for our future strategy. We were inspired by guest speakers who challenged us to reflect deeply on these topics." In addition to 30 partners from the South, donors, northern partners, entrepreneurs and individuals from Woord en Daad's Dutch support base were also invited. Blok: "The conference provided us with valuable input and feedback, which we will use as we further develop our new strategy in the first half of 2025."

What others say about Woord en Daad

### Tessema Bekele speaks



Dr. Tessema Bekele, Executive Director of the Emmanuel Development Association (EDA) in Ethiopia: "The conference was an extraordinary experience that gave me valuable insights. I am grateful to collaborate with this inspiring organisation in the Netherlands."



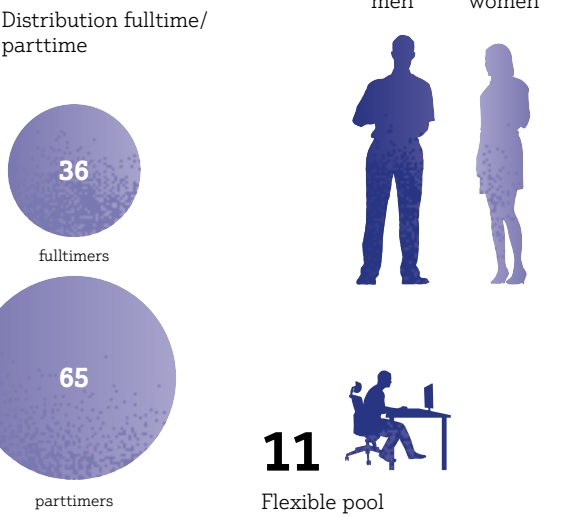
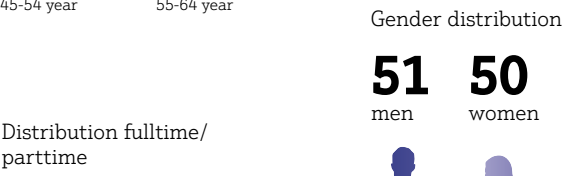
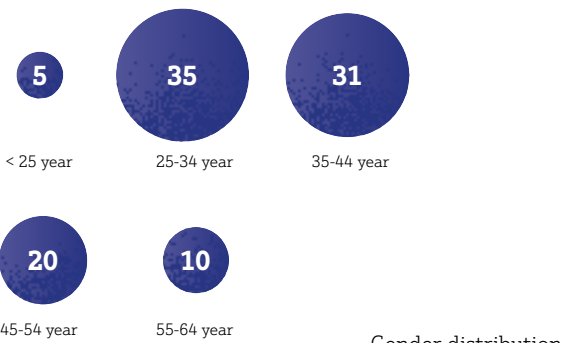


# 4. Organisation and governance: staying on course



Staffing

Staff composition as of 31-12-2024



In addition, the Woord en Daad-Shops Foundation employs two men and one woman.



4.1 Organisation

4.1.1 Project-based approach

Our organisational model and project-based approach continue to develop organically, allowing us to implement changes that enhance our effectiveness without requiring a complete structural overhaul. Since adopting this way of working, we have increasingly relied on a flexible network of experts, including specialists from the countries where Woord en Daad operates.

As in previous years, a SWOT analysis and confrontation matrix were conducted before drafting the 2024 annual plan. These analyses identify key priorities for the coming year based on a comprehensive risk assessment across the organisation. These priorities guide the development of project assignments and objectives for the year ahead.

4.1.2 Risk management

Risk management is an integral part of Woord en Daad's project-based approach. The organization considers any event that negatively impacts its objectives as a risk, requiring constant vigilance across all levels, particularly in project execution.

Each year, an organisational risk assessment is conducted, categorising risks by likelihood (low, medium, high) for probability of occurrence, estimated impact and priority level. For each risk, mitigating measures are formulated, and the risk table is updated annually to reflect the latest developments and Woord en Daad's strategic response.



← View the risk table here.

In the management review, Woord en Daad evaluates the effectiveness of risk management actions. Risks are identified in each project phase and managed through daily adaptive management. Ongoing risks are discussed by project leaders during monthly project progress meetings with the Board of Directors, making risk management a natural part of project oversight.

When collaborating with new partner organisations, a due diligence assessment is conducted before contracting to minimise compliance risks. In 2024, Woord en Daad conducted 19 due diligence assessments. Additionally, interim project evaluations and exit reviews for projects funded partly through grants help ensure project quality and risk management. Three exit reviews were conducted in 2024. Insights from evaluations and exit reviews are shared within the organisation through the Woord en Daad Academy to foster learning and continuous improvement.

4.1.3 Employees

Every day, approximately 100 colleagues and thousands of volunteers in the Netherlands work towards achieving Woord en Daad's objectives. In 2024, we reflected on how to shape personal learning and development for our colleagues, striving to balance individual growth opportunities with organisational goals. Additionally, the update of the volunteer policy was completed, incorporating lessons learned from past experiences. It was also decided to postpone the annual employee satisfaction survey to spring 2025 due to the workload caused by the policy conference held in autumn.

Besides our colleagues in the Netherlands, we have staff members working in our project countries, who come from these regions themselves. As this number grows, we have considered how to maintain a good balance between staff in the Netherlands and those working in project countries. The key principle is that hiring local staff should always enhance the complementarity of the project team, adding greater value to our work. In 2025, this policy will be further developed.

4.1.4 Integrity

Rooted in our Christian core values, we believe that integrity is essential in all aspects of our work. In our integrity policy we describe the ethical behaviour expected of all involved, measures to prevent misconduct and expectations for partner organisations. We also consider it important that everyone knows how to report misconduct. Information on this process is available on both our Dutch and English websites, where visitors can also find our integrity statement and the procedure for reporting unethical behaviour.

At Woord en Daad: We value integrity in our own actions and in those of others. In 2024, we reinforced this with a cross-organisational session on a real-life case study, highlighting how even a single report of misconduct can affect programme implementation.

The lessons learned from this case study were shared and discussed with colleagues. In addition, in a small context, a moral deliberation took place, exploring the ethical implications of accepting funds from donors whose activities might negatively impact the target groups Woord en Daad aims to support. This discussion led to a meaningful dialogue with an involved donor. Woord en Daad also contributed to the annual integrity meeting of Goede Doelen Nederland and Partos (sector organisations) which focused on blind spots related to unethical behaviour in development organisations. The session was attended by Isabel de Bruin-Cardoso, who has completed a PhD on this topic. In autumn 2024, team discussions were held on the results of an earlier colleague' survey assessing organisational behaviour and identifying potential blind spots regarding moral and ethical conduct.

Complaints and signals received in 2024

In 2024, Woord en Daad did not receive any integrity reports requiring an internal investigation. However, one of our project partners informed us about a (financial) integrity violation within their organisation and shared how they addressed the

situation. Woord en Daad expressed its appreciation for their transparency in reporting the incident, as this aligns with the principles of equal partnership that we uphold—even in difficult situations.

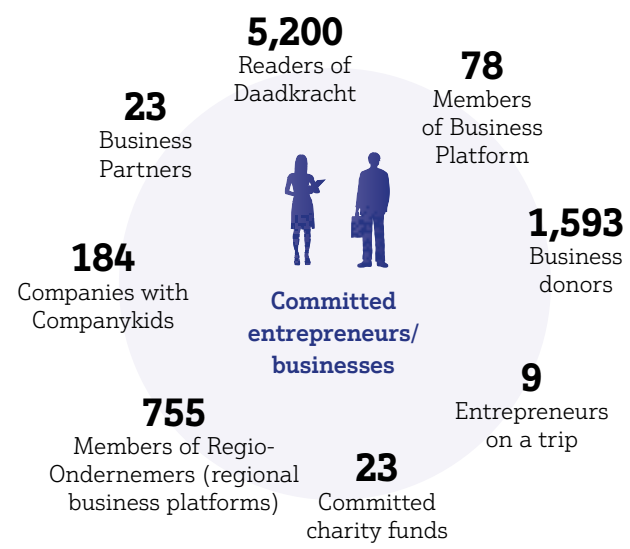
4.1.5 Works Council

In 2024, the entire Works Council participated in a training day, focusing on the purpose and role of the Works Council at Woord en Daad, the Dutch Works Councils Act and communication between the Works Council and the organisation. Areas for improvement were identified, and the mission of the Works Council was adjusted accordingly.

Throughout the year, the Works Council held four internal meetings and four consultation meetings during which the Works Council and the Board of Directors updated each other on developments within the organisation. Additionally, the Works Council held a short monthly meeting with the Board of Directors. The Works Council also met with the Supervisory Council ahead of the Board of Directors' performance review. During this meeting, the role of the Works Council within Woord en Daad was also discussed. A meeting was also held with the confidential advisors.

The Works Council provided advice on the appointment process of the second Board member, timekeeping procedures during business travel (flyer), breastfeeding facilities in the office, the process surrounding the policy conference and the impact of the collective labour agreement (CAO) salary increase. Following the appointment of the second Board member, the Works Council also reviewed the impact of the new governance model on the organisation. The Works Council also actively monitored the office renovation plans and the related communication, the design and execution of the renovations. Finally, feedback was given on the annual plan and budget and the revised regulations for the Works Council.

Our committed supporters



## 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 clear separation between governance and supervision. When appointing members to the Board of Supervisors and the Board of Directors, Woord en Daad ensures that they have a strong connection to its support base. Only individuals who identify with and actively participate in the Reformed tradition and fully endorse the foundation's principles and objectives are considered for appointment.

#### 4.2.1.1 Board of Supervisors

The Board of Supervisors is responsible for approving the policies proposed by the Board of Directors, overseeing the implementation of Woord en Daad's mission and vision and it also assesses the performance of the Board of Directors. As of 31 December 2024, the composition of the Board of Supervisors is detailed in Appendix 1. An overview of members' additional positions can be found in Appendix 2. The Board of Supervisors met seven times in 2024, with the Board of Directors present in all meetings.

In addition to regular meetings, a trend session was organised, featuring Berenschot consultant Daniel Los, who spoke on Artificial Intelligence (AI) its opportunities for Woord en Daad, and the ethical dilemmas associated with its use. The Board of Supervisors also attended various advisory meetings, where they received insights and recommendations on specific policy areas. Additionally, the Board of Supervisors also participates in the peer review group of the sector umbrella organisation Prisma. It is also a member of Toezicht Goede Doelen (Foudation for Internal Supervision of Charities, abbreviated ITGD), a platform for boards of supervisors in the non-profit sector. ITGD meetings keep the Board of Supervisors up to date with developments in charity governance.

In 2024, the Board of Supervisors dealt with:

- **Appointment of the second Board Member**  
At the beginning of 2024, the Board of Supervisors appointed a new Programme Director, Jacob Jan Vreugdenhil, who took office on 1 April 2024.
- **Auditor's report for the annual report and financial statements**  
The Board of Supervisors ensures external and independent audits of the Board of Directors and the organisation. The auditor issued an unqualified audit opinion.
- **Navigation board and financial reporting**  
The Board of Supervisors reviewed Woord en Daad's strategic direction each quarter, along with the financial quarterly reports.
- **Evaluation of the Board of Directors**  
In its December meeting, the Board of Supervisors positively evaluated the performance of the Board of Directors. This assessment included feedback from various internal and external stakeholders, including partners and the Works Council. There was also extra attention throughout the year to implementing the new governance model, the onboarding process of the Programme Director and the collaboration between the two Board members.
- **Financial audits**  
The Financial Audit Committee advises the Board of Supervisors on financial matters, particularly concerning the annual budget and financial statements. This committee met twice in 2024. Additional meetings were held to address a complex situation regarding an ICT project.
- **Field visit to the Philippines**  
A delegation from the Board of Supervisors, accompanied by a member of the Board of Directors, visited partners, stakeholders, and communities in the Philippines to gain deeper insights into the impact of Woord en Daad's work.
- **Annual plan and budget for 2025**  
In the final months of the year, the Board of Supervisors reviewed and approved the 2025 annual plan and budget in December.

#### ● Strategy development for 2026 - 2031

The Board of Supervisors was regularly involved in the development of the 2026–2030 strategic plan throughout the year. Members of the Board of Supervisors also attended the policy conference as part of this process.

#### 4.2.1.2 Board of Directors

Under Woord en Daad's statutes, the Board of Directors holds policy responsibility for the organisation. In 2024, the Board of Directors consisted of R.F. (Rina) Molenaar (Chair of the Board of Directors) and J.J. (Jacob Jan) Vreugdenhil (Programmes Director, appointed on 1 April 2024). An overview of their additional positions can be found in Appendix 2.

#### Project-based structure

Woord en Daad operates with a project-based structure, meaning: there is no traditional management team and projects are led by project leaders, who report directly to the Board of Directors. Every quarter a so-called Navigation Meeting is held to evaluate progress toward the strategic goals for the 2021-2025 policy period and the corresponding annual objectives. During this meeting, we reflect on how well we have maintained our strategic course and whether adjustments are necessary in specific areas. Additionally, strategic discussions take place periodically, where Board members consult with colleagues from various disciplines. Relevant stakeholders join depending on the agenda topics. Support teams (such as HRM, ICT) are self-managed and report directly to the Chair of the Board of Directors via quarterly reports and tri-weekly meetings. The Board of Directors delegates responsibilities and decision-making authority to programme and project leaders and self-managed teams. Advice from the private donors and entrepreneurs advisory groups is explicitly taken into account in decision-making. The Board holds weekly governance meetings, where shared governance tasks are discussed, portfolio updates are exchanged and strategic issues are addressed. All governance procedures are outlined in the Organisation Manual. The Internal Auditor reports to the Board of Directors on compliance with these procedures through internal audits.

#### Remuneration of the Board of Directors

The Board of Supervisors, following the advice of the Remuneration Committee, has determined the remuneration policy, the salary levels for the Board of Directors, and other remuneration components. This policy is reviewed periodically, with the most recent evaluation taking place in March 2025.

In setting the remuneration policy and determining salary levels, Woord en Daad follows the Regulation on the Remuneration of Directors of Charitable Organisations (see [www.goededoelen-nederland.nl](http://www.goededoelen-nederland.nl)). This regulation establishes a maximum annual salary based on responsibility criteria.

The Board of Supervisors (on the recommendation of the Remuneration Committee) assessed the situation at Woord en Daad, resulting in a BSD score of 535 points, with a maximum annual salary of € 180,984 (for 1 FTE/12 months).

As of 1 April 2024, Woord en Daad transitioned to a two-person Board of Directors. In such cases, the BSD score is adjusted by multiplying it with a percentage set by the remuneration regulation:

- 87% for the Chair of the Board of Directors
- 80% for the Programme Director

This resulted in a revised BSD score of 465 points for the Chair of the Board of Directors and 428 points for the Programme Director, leading to the following maximum annual salaries for 2024:

- € 165,720 for the Chair of the Board of Directors
- € 106,237 for the Programme Director

The actual annual salaries relevant for compliance with the applicable salary caps were:

- R.F. Molenaar (1 FTE/12 months): € 131,820
- J.J. Vreugdenhil (1 FTE/9 months): € 77,861

Both salaries remained within the established maximum limits.

The total annual remuneration, including taxable allowances/benefits, employer pension contributions, pension compensation, and other long-term benefits, amounted to:

- € 164,813 for R.F. Molenaar
- € 98,136 for J.J. Vreugdenhil

These amounts remained within the maximum limits of € 205,493 and € 131,734 per year, respectively, as set by the remuneration regulation.

Additionally, the taxable allowances, employer pension contributions, and long-term benefits were proportionate to the base salary.

The amount and composition of the remuneration are detailed in the financial statements, specifically in the notes on the statement of income and expenditure.

#### 4.2.2 Quality management

- Woord en Daad's quality management system is structured according to the principles of ISO 9001 and Partos 9001 (sector-specific ISO standard). A follow-up audit took place in April 2024.
- Five internal audits on various internal processes were carried out by two internal auditors to assess and improve the quality management system. Identified deviations and areas for improvement were reported and followed up.
- The Organisation Manual (including process flows, procedures, manuals, and other documentation) was kept up to date in collaboration with responsible colleagues.
- Customer satisfaction surveys were conducted to measure donor satisfaction regarding trips, events, meetings and Woord en Daad in general.
- Complaints, signals and compliments were registered and handled in according with the "procedure for complaints, signals and compliments".
- In May 2024, supplier evaluations were carried out.
- In July 2024, the annual management review was conducted

## Communication with our supporter base



Online | Social Media

# 216,583

Unique visitors to the website

# 357,771

Unique page visits

# 16,997

Followers on social media (4 channels)

Circulation of printed materials

# 54,050

**Werelddelen**, for sponsors and other stakeholders, 4x

# 5,100

**Daadkracht**, for entrepreneurs, 3x

# 11,500

**Grenzeloos**, for students, 2x

# 59,500

**Verreklijker**, for children, 1x

# 50,000

**Harvest and Labour Thanksgiving Calendar**, for families 1x

# 2,800

**Intercom**, for volunteers, 2x



with the strategic team, concluding that the quality management system is functioning effectively, with action points identified.

- In 2024, two (minor) data breaches were recorded and handled according to established procedures.

#### 4.2.3 Codes of conduct and certifications

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 humanitarian organisations.
- Sphere Standards – applied in humanitarian aid and reconstruction efforts
- Code of Conduct of Goede Doelen Nederland – the national association of charitable organisations in the Netherlands.
- COSO framework: 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

Woord en Daad considers it important to make sustainable choices as an organisation in the areas of environmental responsibility, social well-being, and good governance.

Our total CO<sub>2</sub> emissions for 2024 amounted to 548 tonnes, which we offset through Away4Africa by supporting the development of cashew plantations across Benin. Over 40,000 trees planted on 400 hectares absorb in excess of 500 tonnes of CO<sub>2</sub>. As a result, more than 200 farming families have seen their income increase by an average of 10%.

Farmers receive organic fertilisers and training to improve climate resilience, which contributes to improvements in biodiversity, crop yields, and the sustainable maintenance of cashew plantations.

We have also revised our policy on supporter trips to take greater account of the ecological impact of travel.

Our office has been renovated to create a more sustainable and pleasant working environment. This included adding more meeting rooms, installing dual-screen workstations, and placing acoustic partitions between desks. The lighting behind the various photo walls has been replaced with more energy-efficient alternatives. Our office is now almost fully Paris Proof.

We have started developing a Corporate Social Responsibility (CSR) policy for the new strategic period 2026–2030, which will be finalised during the course of 2025.

Our CSR policy follows the ISO 26000 guidelines. The GRI table (Global Reporting Initiative), a widely accepted framework for reporting on organisational sustainability performance, can be accessed via the QR code below.



← View the GRI table here.

#### 4.2.5. ICT

Several key developments took place in Woord en Daad's ICT environment in 2024. The systems in use are designed to optimally support our work. Progress has been made in several areas:

##### Document management

In all Woord en Daad projects has been standardised and improved. Documents are now stored and archived in the same manner across all projects, making it easier to retrieve the correct information and reducing the number of document versions compared to previous years.

##### New website and sponsorship module

The new website and sponsorship module were launched in 2024. Both have been designed to enhance the user experience by providing visitors with the right information. The sponsorship module has also been optimised to simplify the registration process, ensuring that new sponsors have a positive experience when signing up.

##### ChildConnect

ChildConnect is an ICT solution for sharing sponsorship information between Woord en Daad and its partner organisations. This system was scheduled for completion and rollout to partner organisations in 2024. However, significant delays have pushed the implementation to the first quarter of 2025.

##### Data safety and security

Woord en Daad places great importance on the security of its systems and data. A data security audit was conducted in 2024, and improvements are being implemented based on the findings. A positive outcome of the audit was that Woord en Daad ranks well in a benchmark comparison with similar organisations.



# 5. Financial accountability: involvement



“2024 was a dynamic and challenging year for Woord en Daad,” reflects Finance Director Arnold van Willigen. “A different political climate has emerged in the Netherlands, one that is less favourable for international cooperation. At the same time, insecurity has increased in many of the countries where Woord en Daad operates. As a result, we see a growing level of need worldwide.”

Despite these challenges, Woord en Daad has remained on course throughout 2024, Van Willigen believes. “Over the past 51 years, we have built up a strong and committed constituency in the Netherlands—one that remains loyal in both good and difficult times. Most of our income comes from this support base, which provides us with a solid financial foundation, particularly now that government funding has decreased under the new administration.” Together with other organisations, Woord en Daad successfully lobbied against the government’s proposal to abolish the tax deductibility of charitable donations. Van Willigen emphasises the significance of this outcome: “Ensuring ongoing citizen and business engagement in international cooperation remains essential. The preservation of tax incentives for charitable donations marks a significant advocacy success.”

**A strong partner network**

Woord en Daad not only has a committed constituency in the Netherlands but also a strong network of partners in the countries where it operates. This network is now more essential than ever, according to Van Willigen. “In several West African countries, as well as in Ethiopia and Haiti, insecurity has made it increasingly difficult for our partners to carry out their work. Yet they remain resilient. Rarely have our partners been as vital as they are today.” A key development is that partners are becoming increasingly robust as organisations, particularly in terms of financial management. As a result, they are assuming greater leadership over programme implementation.

**Revenue growth**

Looking back on 2024, Van Willigen expresses gratitude for the

financial outcomes. “Revenue totalled € 37.2 million, reflecting growth of approximately 4% compared to 2023.” There was a sharp decline in fundraising for emergency relief operations, from nearly € 2 million in 2023 to approximately € 260,000 in 2024. However, this shortfall was offset by a significant increase in institutional funding—government grants—and a higher financial contribution from Southern partners working with Woord en Daad in consortia. Income from individual donors and businesses, apart from emergency relief contributions, saw a slight increase.

**30 thrift stores**

In September, Woord en Daad opened its 30th thrift store in IJsselmuiden. These stores raised a net € 2.6 million for various projects, marking steady growth from € 2.4 million in 2023. Beyond their financial contribution, the thrift stores play a key role in advancing a sustainable and circular economy in the Netherlands. They also serve an important social function, with around 1,800 volunteers actively involved. Van Willigen explains: “We are exploring ways to strengthen the social role of our thrift stores as community meeting places. Additionally, we aim to place greater emphasis on raising awareness about sustainable living behaviours within the stores.”

**Citizen engagement**

Strengthening public support for international cooperation is high on the agenda for development organisations. For Woord en Daad, volunteer groups play a crucial role in this effort. In 52 locations, 328 volunteers worked to increase public engagement with Woord en Daad’s mission. Van Willigen explains: “These groups demonstrate the strong foundation of support we have in Dutch society. Through a diverse range of activities and initiatives, they raised approximately € 500,000. However, their impact extends far beyond financial contributions—they are our ambassadors across the country, making the work of Woord en Daad visible.” The involvement of our support base is also reflected in the relatively stable number of individuals and families sponsoring a child.



According to Van Willigen, one remarkable aspect is the balanced age distribution among donors. “There is no indication of an ageing donor base. We see that many supporters join as young families and remain involved with us for a long time.”

**Doing good for people and the planet**

The appeal of Woord en Daad’s work also extends to entrepreneurs, as demonstrated by corporate contributions exceeding € 4.8 million. Van Willigen notes: “We are witnessing a growing awareness among businesses regarding corporate social responsibility. Increasingly, they involve their employees in these efforts, aligning their choice of project or programme with the nature of their business.” According to Van Willigen, entrepreneurs appreciate Woord en Daad’s balanced approach to business-minded efficiency and compassionate impact.

**Deep partnerships**

Income from charitable foundations has remained stable. Van Willigen explains: “Although the number of foundations we work with has not increased, our relationships with existing ones remain strong. These are truly deep partnerships.”

**In action nearby  
Sport for Others**

Through the Sport for Others event, Woord en Daad engages a younger audience in its mission. This year, more than 350 participants hiked, ran, and cycled through the Ardennes, collectively raising € 350,000 to combat child exploitation.



Revenue from institutional funding grew from € 5.5 million to € 6.8 million in 2024. Van Willigen clarifies: “We secured these contracts within the current government’s term.” Currently, 25% of total income comes from government subsidies, keeping the share of public funding within Woord en Daad’s self-imposed standard/limit of 30%. Van Willigen stresses the importance of government funding: “It involves larger amounts, allowing us to make a significant impact. Often, these are programmes for which private fundraising is more challenging. At the same time, Woord en Daad does not want to be dependent on government funding. The vast majority of our income continues to come from private fundraising.”

**Project reserve**

The general project reserve ended at a negative € 900,000. Van Willigen explains: “Our goal is to maintain this reserve at zero or slightly negative. At the beginning of 2024, we pre-financed a substantial amount for projects to ensure a strong start. However, efforts to recover these funds through fundraising have not yet been fully realised. This will receive greater focus in 2025.”

**What others say about Woord en Daad  
Erik van Wendel speaking**



Erik, co-founder of RegioOndernemers Noord-Veluwe and member of the Entrepreneurs Advisory Group: "I am a member of various business clubs, but those are very much focused on the present moment. What I do with Woord en Daad has real depth. Working together from a Biblical perspective to help others gives it true value."

**Rising labour costs**

While Woord en Daad aimed to maintain an overhead cost percentage of 7.5%, actual costs rose slightly to 7.85%, according to Van Willigen primarily due to increased labour expenses: “We adhere to the Dutch Civil Service Collective Labour Agreement (CAO Rijk), which included a significant salary increase for 2024. Through efficient working practices and a strong cost-awareness culture, we have managed to stay well within our budget in other areas.”



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

Assets	2024 €	2023 €
<b>FIXED ASSETS</b>	<b>5,795,485</b>	<b>6,156,241</b>
Intangible fixed assets <i>(Activation of website/software development in the course of business and target)</i>	2,501,701	2,382,238
Tangible fixed assets <i>(Receivables from income contracts in the course of the target)</i>	496,335	377,979
Financial fixed assets	2,797,449	3,396,024
<b>CURRENT ASSETS</b>	<b>10,472,430</b>	<b>11,508,018</b>
Stocks <i>(Goods supply in the target)</i>	740,207	1,059,183
Receivables	5,547,690	6,379,345
Liquidities	4,184,533	4,069,490
<b>Total assets</b>	<b>16,267,915</b>	<b>17,664,259</b>

Liabilities	2024 €	2023 €
<b>RESERVES AND FUNDS</b>	<b>7,235,342</b>	<b>9,390,998</b>
Reserves	3,794,258	4,2310,851
Foundation capital	272	272
Continuity reserve	3,844,173	3,493,745
Exchange rate risk reserve	500,000	500,000
Reserve Business development	350,000	350,000
General projects reserve	900,188-	133,167-
Funds	3,441,084	5,180,147
Provisions	-	-
<b>DEBTS</b>		
Long-term debts	655,316	983,870
Short-term debts	8,377,255	7,289,391
<b>Total liabilities</b>	<b>16,267,915</b>	<b>17,664,259</b>



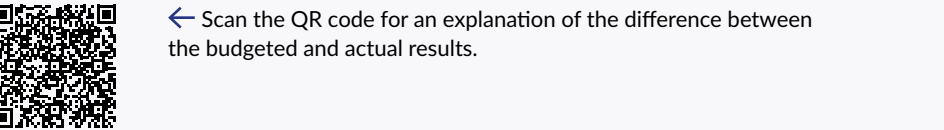
Consolidated statement of income and expenses for 2024

	Current financial year €	Budget financial year €	Prior financial year €
<b>Income</b>			
Income from private individuals			
- collections	112,366	100,000	116,545
- sponsor programme	10,181,506	10,725,000	10,179,026
- legacies	1,564,414	1,200,000	1,574,949
- other donations	3,483,606	4,240,000	3,795,698
<b>Total income from private individuals</b>	<b>15,341,892</b>	<b>16,265,000</b>	<b>15,666,218</b>
Income from companies	4,919,913	4,700,000	5,144,908
Income from government grants	8,588,191	6,231,183	5,473,242
Income from other non-profit organisations	5,303,812	6,425,225	6,629,944
<b>Total income fundraising</b>	<b>34,153,808</b>	<b>33,621,408</b>	<b>32,914,312</b>
Income from the provision of products and services			
Income from supplier's role and awareness raising	252,437	200,000	215,847
Gross profit sale of goods	2,835,715	3,225,000	2,585,740
<b>Sum of the income generated from services provided</b>	<b>3,088,152</b>	<b>3,425,000</b>	<b>2,801,587</b>
<b>Total income:</b>	<b>37,241,960</b>	<b>37,046,408</b>	<b>35,715,899</b>

	Current financial year €	Budget financial year €	Prior financial year €
<b>Expenditure</b>			
<b>EXPENDITURE ON TARGETS</b>			
<b>Structural programmes</b>	<b>33,665,032</b>	<b>30,411,467</b>	<b>28,975,918</b>
Education and Sponsoring	15,801,758	15,021,874	14,571,555
Policy influencing in the South (Benkadi)	5,080,602	5,168,607	4,060,698
Employment and Training	2,450,469	3,271,566	3,037,519
Inclusive Agribusiness	5,549,620	2,699,851	2,851,482
Sustainable Water	2,014,371	3,009,803	1,811,199
House Construction programme	1,949	-	1,517
Capacity Building	-	50,000	180
Resilience	763,592	667,167	1,515,112
Other	826,659	500,000	613,785
Partner role in the Netherlands	1,176,011	22,599	512,871
<b>Emergency relief</b>			
- granted support via local organisations	149,274	1,296,850	1,803,512

	Current financial year €	Budget financial year €	Prior financial year €
<b>Expenditure</b>			
<b>EXPENDITURE ON TARGETS</b>			
Lobby	297,250	471,460	444,662
Awareness raising	966,216	959,124	786,888
Knowledge management	331,826	550,720	75,518
PQA	190,552	177,550	205,715
<b>Total expenditure on targets</b>	<b>35,600,149</b>	<b>33,867,171</b>	<b>32,292,213</b>
Acquisition of income:	2,027,337	2,147,229	2,007,765
Costs supplier's role	157,937	151,080	143,349
Costs of sales of goods	443,699	455,000	419,431
Management & Administration costs	863,051	787,861	780,290
<b>Total expenses</b>	<b>39,092,173</b>	<b>37,408,341</b>	<b>35,643,048</b>
<b>Balance of income and expenses</b>	<b>1,850,213-</b>	<b>361,933-</b>	<b>72,851</b>
Balance of financial income and expenses	271,618-	55,000-	507,958-
Balance of results from organisations participated in	33,826-	-	66,894-
<b>Balance of income and expenses</b>	<b>2,155,657-</b>	<b>416,932-</b>	<b>502,001-</b>

**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 46-72).



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



## Consolidated statement of income and expenses for 2024

	Current financial year €	Estimated financial year €	Prior financial year €
<b>DESIGNATION BALANCE INCOME AND EXPENSES</b>			
Transfer to or from:			
- Continuity reserve	350,428	225,000	245,619
- General reserve	767,021-	153,068	360,168
- Funds	1,739,062-	795,000-	1,107,786-
	<b>2,155,657-</b>	<b>416,932-</b>	<b>502,001-</b>

### Consolidated cash flow for 2024

Cash flow operational activities	2024 €	2023 €
BALANCE INCOME AND EXPENSES	2,155,657-	502,001-
Adjustments concerning:		
Amortisation intangible fixed assets (1)	566,238	428,750
Depreciation material fixed assets (2)	167,670	148,520
Change provision of loans (3)	314,646	582,563
Result provisions (3)	33,826	66,894
Adjustment changes in operational capital:	2,272,148	2,977,762-
Cash flow from operational activities (A)	1,198,871	2,253,037-
Cash flow from investment activities (B)	971,727-	1,170,354-
Cash flow from funding activities (C)	112,130-	119,264-
Change liquid assets (A + B + C)	115,043	3,542,647-
Liquid assets per 1 January	4,069,490	7,612,136
Liquid assets per 31 December	4,184,533	4,069,490
Change liquid assets	115,043	3,542,647-



## Auditor's statement



## REPORT OF THE INDEPENDENT AUDITOR

To: the Management Board and the Supervisory Board of  
Stichting Reformatische Hulpactie Woord en Daad in Gorinchem,  
the Netherlands.

## Our opinion

The summary financial statements 2024 (hereinafter: 'the summary financial statements') of Stichting Reformatorische Hulpactie Woord en Daad, based in Gorinchem, the Netherlands, is derived from the audited financial statements 2024 of Stichting Reformatorische Hulpactie Woord en Daad.

In our opinion the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements 2024 of Stichting Reformatorische Hulpactie Woord en Daad on the basis described in note valuation principles on page 45.

The summary financial statements comprise:

1. the summary statement of financial position at 31 December 2024;
2. the following statements over 2024:
  - the summary statement of comprehensive income, changes in equity and cash flows; and
  - the related explanatory information.

Wamberg Offices  
Wamberg 37  
1083 CW Amsterdam  
Postbus 53028  
1007 RA Amsterdam  
Telefoon 020 571 23 45

E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
 KvK nummer 34374865

## Summary financial statements

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 and our report thereon, therefore, is not a substitute for reading the audited financial statements of Stichting Reformatorische Hulpaktie Woord en Daad and our auditor's report thereon. The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our auditor's report on those financial statements of 26 March 2025.

**The audited financial statements and our auditor's report thereon**

We expressed an unmodified audit opinion on the audited financial statements 2024 of Stichting Reformatorische Hulpactie Woord en Daad in our auditor's report of 26 March 2025.

## Responsibilities of the management board and the Supervisory Board for summary financial statements

Management is responsible for the preparation of the summary financial statements on the basis as described in note valuation principles on page 45.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Dubois & Co. Registeraccountants is een maatschap van praktijkvenootschappen. 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](http://www.dubois.nl), bevatten een aansprakelijkheidsbeperking.



## Our responsibilities

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which we conducted in accordance with Dutch law, including the Dutch Standard 810 'Opdrachten om te rapporteren betreffende samengevatte financiële overzichten' (Engagements to report on summary financial statements).

Amsterdam, 16 April 2025

Dubois & Co. Registeraccountants

Digitaal ondertekend door A.P. Buteijn RA

A.P. Buteijn RA

Digitaal ondertekend door A.A. Hammega RA

A.A. Hammega RA

## Internal control and risk management

As part of the Organisation Handbook, Woord en Daad follows the Internal Control Assessment Procedure. The internal auditor within the Finance & Control team conducts an assessment every six months to evaluate the effectiveness of internal control measures. This helps to reduce the risk of irregularities and fraud and ensures compliance with established procedures and mandates.

The internal control framework focuses on key processes, including income processing, recording and settlement of commitments, domestic and international payments, processing of sponsorship income, debt collection procedures, and management of revenues from volunteer groups, stamp sales, and creditor master data. Other areas of assessment include sponsorship child replacements, compliance with Chamber of Commerce (KvK) mandates, and adherence to CBF regulations.

Both data-driven and system-based controls are conducted, either through sampling or full assessments. Authorisations and mandates, as defined within the software system and online banking environment, are also examined. The assessment includes random sample checks to verify whether established procedures are correctly and completely followed by authorised personnel, with documentation recorded in the system. Additionally, automated alerts are used to monitor changes in high-level user permissions, ensuring their justification. This includes, for instance, payment authorisations, contract approvals, or budget allocations.

The internal auditor reports findings to the Board of Directors, including concrete recommendations for improvement. The external auditor uses these reports and any subsequent actions to assess the effectiveness of the internal control system. An Assurance Report is also issued to confirm that the internal control assessments have been conducted according to procedure.

In 2024, two internal control assessments were carried out, including a comprehensive mid-year assessment and a

year-end review focusing on critical processes and key areas of attention. Both assessments concluded that only minor improvements were necessary, all of which have since been implemented. The assessment process is now largely system-driven, focusing on mandates, changes in user groups, and system-enforced workflows. The external auditor also conducted an EDP audit in 2024, which revealed some minor findings, all of which have been addressed.

In recent years, Woord en Daad has increasingly focused on cybersecurity and system access risks. After conducting multiple penetration tests in previous years, a more comprehensive assessment was carried out in 2024, with additional attention given to staff awareness. The recommendations from the assessment report focused on documenting policy decisions and accountability in data processing chains.

Discussions with partners on integrity and cybersecurity remain a key focus. These conversations are closely linked to Woord en Daad's values and organisational identity. Internally, this responsibility has been assigned to the project leader for internal operations. In 2024, a number of audits and assessments were conducted with partner organisations, following the Project Quality Assurance planning. While these did not uncover any significant issues, they serve as important reference points for further improvement.

In Colombia, a successful pilot study was conducted with a partner organisation, using reflection on the 5C model. This process focused on external stakeholder relationships, leadership, and strategic improvement.

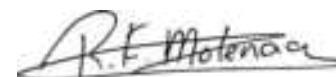
Before entering into contracts with new partner organisations, a due diligence assessment is conducted. Throughout the partnership, multiple audits and assessments are performed to identify risks and implement corrective measures where necessary.

Various project evaluations were conducted in 2024, including assessments of project implementation, organisational capacity and compliance reviews through exit assessments. Lessons learned from these evaluations have been applied to other projects.

The risk policy was updated again in 2024 (see also Chapter 4.1.2). Given the project-based and adaptive nature of Woord en Daad's operations, risk assessment and management occur in an organic and continuous manner.

Internal process descriptions were also updated where necessary. In addition to workflow updates with clear process owners and role segregation, an extensive risk analysis was conducted, covering financial risks, reputational risks, and other critical areas. This risk matrix is now directly linked to the focus areas of internal control assessments.

Woord en Daad has a current and robust risk management system. Internal control measures are properly executed while accounting for the dynamic environments in which the organisation operates.



December 2024



Rina Molenaar – Chair of the Board of Directors

Jacob Jan Vreugdenhil – Programme Director





## 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.

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Woord en Daad and R. Timman (page 30).  
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