



**STAYING  
THE COURSE**

Annual report 2025










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



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## Foreword

# Staying the course

It was an ordinary day in May 2019. Cargo ships were moving back and forth along the Dordtse Kil (local river), as usual. Suddenly, a lot happened in a very short time. Two vessels were approaching each other and, a few seconds later, I saw one of them sink. Within minutes the ship disappeared beneath the surface of the water.

Fortunately, there were recreational boaters nearby who rescued the crew from the water. The Royal Netherlands Sea Rescue Institution (KNRM) arrived quickly and provided medical care. The sunken ship was lost, but the crew was saved. The question was soon raised: what went wrong here?

**‘Our commitment to Biblical justice and compassion remained unchanged.’**

The ship had drifted off course, resulting in a sinking vessel and a crew that briefly feared for their lives. Although this collision took place years ago, I was reminded of it when I saw the title of the 2025 annual report: *Staying the course*.

There was, however, one difference. At that time the Dordtse Kil was calm, with hardly any waves. When I think back to 2025, I picture a wild and turbulent sea. High waves followed one another in rapid succession. Major waves were caused by the ongoing wars in Ukraine and Gaza, but also by the less

frequently mentioned conflicts in Haiti, Yemen, Sudan, Ethiopia and Burkina Faso. And while those waves were still being felt every day, a new surge arrived. Subsidies were halted overnight by President Trump. As a result, many of the partner organisations we work with were forced to make difficult choices. Suddenly they could no longer provide breakfast for the most vulnerable children at school, and health workers were compelled to leave their jobs. Programmes that had been carefully built over many years were undone.

With admiration we saw how our partners searched for solutions with integrity and creativity. They proved resilient, believed even more strongly in their own strength and further explored opportunities for local fundraising. Meanwhile, inflation and rising food prices forced families to skip meals. The most vulnerable sank deeper into economic insecurity. Political instability, both in the Netherlands and elsewhere, placed carefully developed initiatives under pressure. This encouraged our colleagues to make the face of the vulnerable far away visible in The Hague and Brussels through stories, facts and encounters.

How do you stay on course in such a turbulent sea? The steady current beneath the *Woord en Daad* ship, a faithful and loyal support base, kept us on course. Entrepreneurs gave generously. Wealthy individuals chose to donate large sums during their lifetime. A teenager collected deposit bottles to raise money for a young person in Uganda. Thousands of volunteers committed themselves every day, both visibly and behind the scenes. While subsidy streams declined, we saw engagement and

income from our support base grow. That left us humbled. At the same time, we continued to steer by our compass. Our commitment to Biblical justice and compassion remained unchanged.

In the midst of a storm, connection is vital. For that reason, we organised so-called Baobab conversations, where volunteers, customers, colleagues and civil servants met each other and discussed cooperation between civil society organisations, embassies and government.

Amid the storm, colleagues began every Monday morning at our anchor point: the Bible, the Word of God. From that firm foundation we were able to carry out our work with hope. From this basis in this annual report we look back on 2025 with gratitude: a year of high waves, yet one in which we stayed the course.



**Rina Molenaar,**  
*Chair of the Board of Directors*

A photograph of a workshop with several workers in blue uniforms. They are using hand saws to cut metal pieces on workbenches. The workshop is filled with various tools and equipment, including a large blue machine labeled 'LINGER' and another labeled 'SEZAM'. The workers are focused on their tasks, and the overall atmosphere is one of industriousness.

**Woord en Daad  
in short:  
staying the course**



## WHO

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

## APPROACH

Together with local partners and actors from relevant sectors, Woord en Daad connects people around the world and increasingly fulfils a broker role. The work of Woord en Daad is organised through projects and focuses on three aspects:

### • Sustainable change in people's lives

In Africa, Asia, Latin America and the Caribbean we address poverty together with partner organisations by working through the thematic programmes and core strategies presented alongside.

### • Systemic change in the Global South

Woord en Daad works with its partners to ensure that initiatives are firmly embedded in local systems and institutions. This strengthens their wider impact and long-term sustainability.

### • Sustainable change in the Global North

In the Netherlands we engage with our support base on questions around poverty, wealth and shared responsibility. In the Netherlands and Europe, we also advocate for the interests of the poorest, for example by raising awareness of their situation among policymakers, the media and the business sector.

Woord en Daad is recognised as a public benefit organisation (ANBI), holds the CBF quality mark and is ISO certified.



## WHAT

Woord en Daad works through four thematic programmes:

- Education and Sponsorship
- Employment and Training
- Inclusive Agribusiness
- Sustainable Water

In addition, we have the following core strategies:

- Emergency Relief and Resilience
- Policy Influencing
- Awareness Raising

In the Netherlands, Woord en Daad aims to raise awareness among individuals, companies and the government of their responsibility in addressing global poverty.



## WHERE

Woord en Daad is active in:

**Europe:** the Netherlands, Brussels

**Africa:** Benin, Burkina Faso, Ethiopia, Ghana, Ivory Coast, Mali, Sierra Leone, Togo, Chad and Uganda

**Asia:** Bangladesh, the Philippines, India, Nepal and Sri Lanka

**Latin America and the Caribbean:** Colombia, Guatemala and Haiti

In addition to implementing its own projects in the countries listed above, Woord en Daad also provides financial support for emergency aid, delivered by partner organisations, in The Democratic Republic of Congo, Syria, Sudan and Ukraine.

## VISION

As a Bible-based Dutch foundation, Woord en Daad connects people worldwide together with local partners and actors from relevant sectors. In doing so, we seek to take responsibility for a dignified existence for people, both poor and rich, creating hope and opportunities to overcome poverty.

## CORE VALUES

Five core values emerge from our mission, vision and strategy. These values guide our decisions at all levels and shape our policies:

- Co-responsibility – responsibility for oneself, one's neighbour and God's creation
- Fellow creature – created by God, equal yet unique
- Compassion – standing close to and coming alongside people who suffer
- Stewardship – caring for human beings, resources and the environment with diligence
- Interdependence – independent in choices, while relying on collaboration

# The world of Woord en Daad

## Programme results



Emergency Relief and Resilience

**3,545**

Households supported through emergency relief



Sustainable Water

**315,869**

People reached with sustainable water solutions



Strategic core partners

**26**



Employment and Training

**8,766**

People with work



Inclusive Agribusiness

**15,711**

Farmers/entrepreneurs trained



Education and Sponsorship

**30,452**

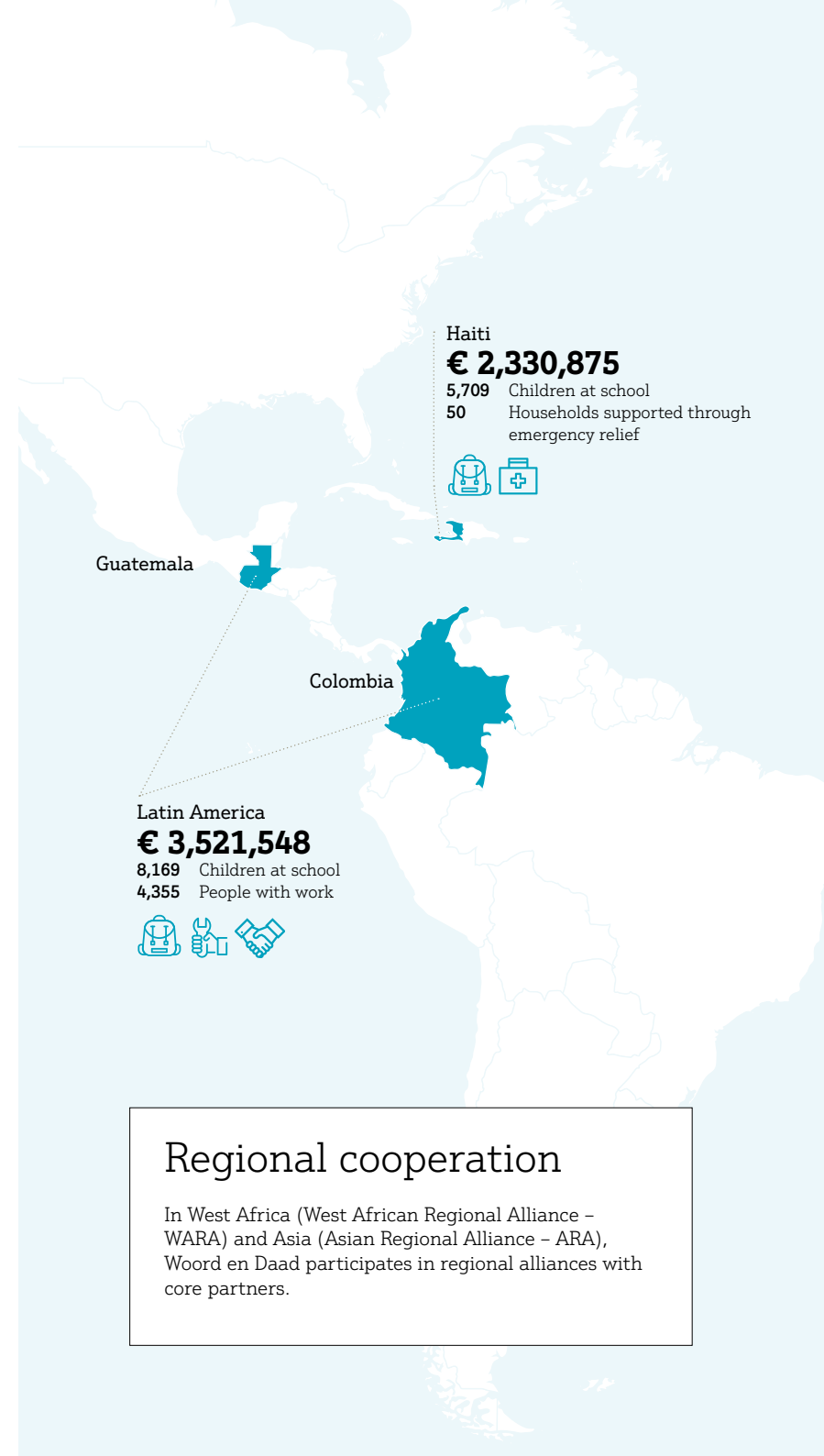
Children enrolled in school



including

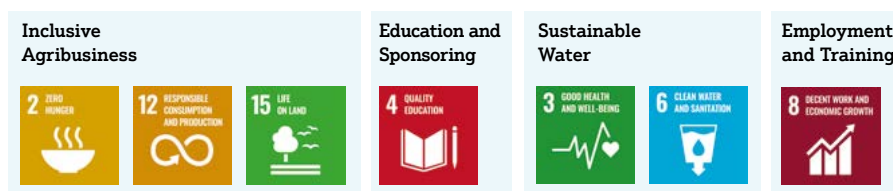
**29,371**

sponsored children



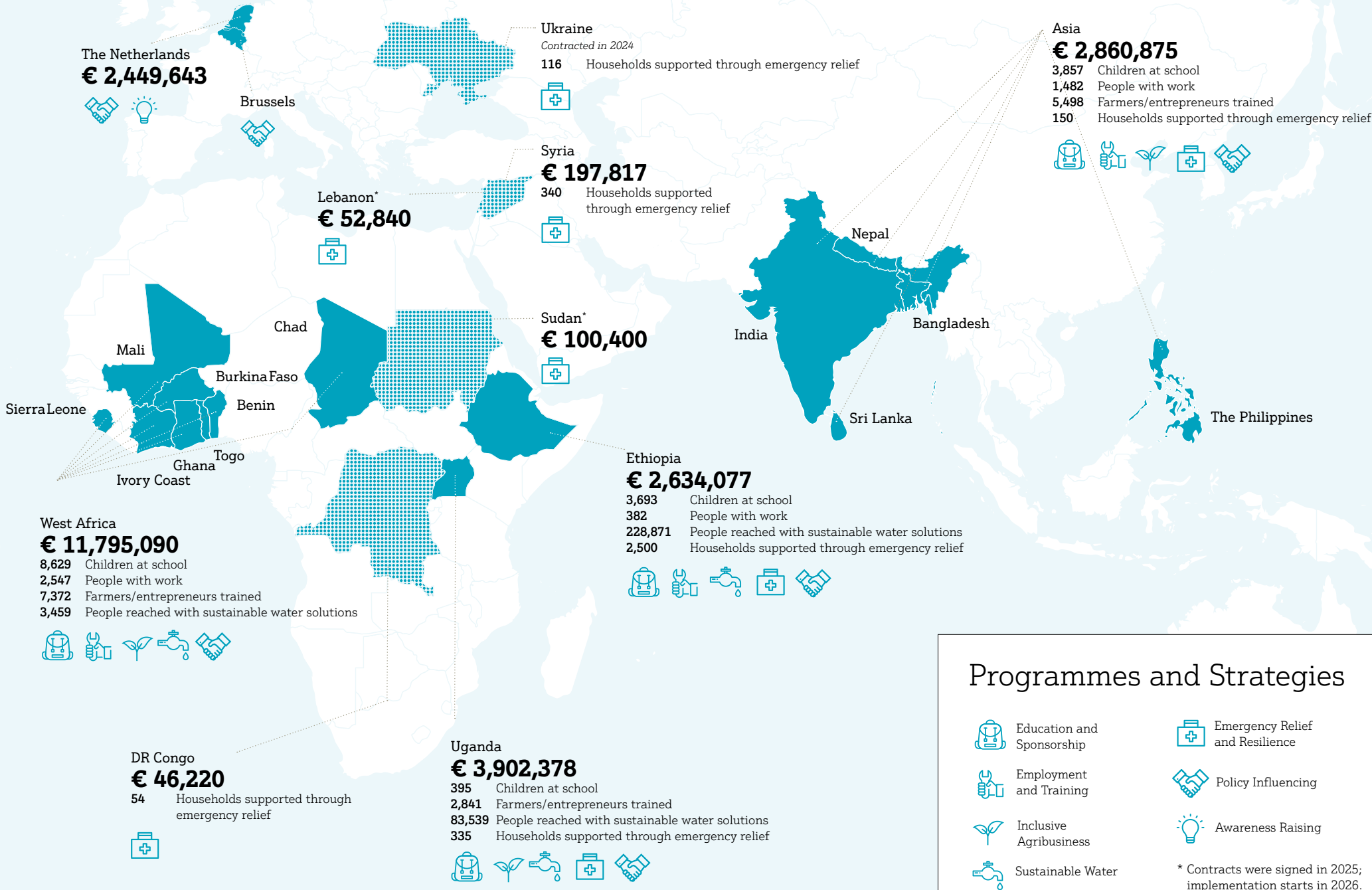
## Sustainable Development Goals

These logos represent the Sustainable Development Goals that were established internationally. They indicate which SDGs our programmes contribute to.



## Regional cooperation

In West Africa (West African Regional Alliance – WARA) and Asia (Asian Regional Alliance – ARA), Woord en Daad participates in regional alliances with core partners.

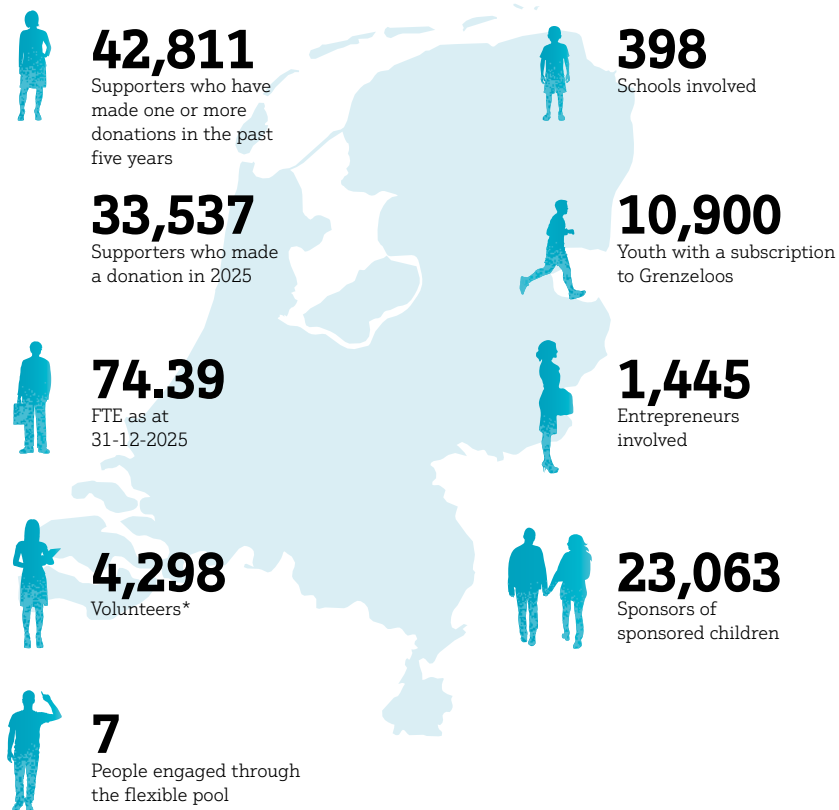


## Programmes and Strategies

- Education and Sponsorship
- Employment and Training
- Inclusive Agribusiness
- Sustainable Water
- Emergency Relief and Resilience
- Policy Influencing
- Awareness Raising

\* Contracts were signed in 2025; implementation starts in 2026.

## Our support base in the Netherlands



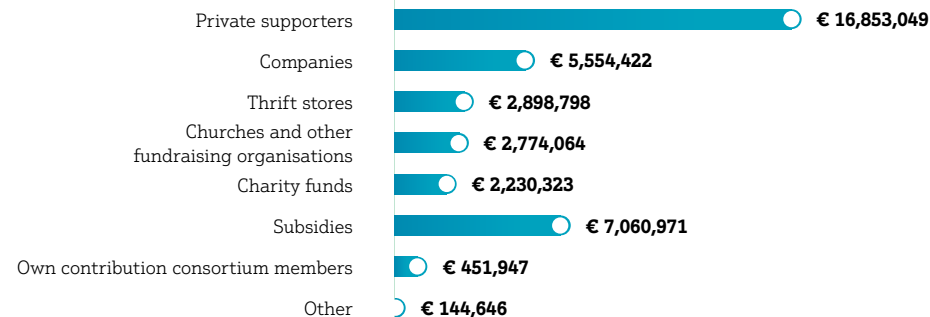
**Explanation of public support in the Netherlands:** These figures provide an impression of Woord en Daad's societal support base in the Netherlands. We decided to present the number of individual supporters in the 2025 annual report using two figures: the number of supporters who made one or more donations in the past five years and the number of supporters who made one or more donations in 2025. This provides a more relevant picture than the total

number of supporters, that is the number of supporters who made one or more donations in previous years, which we reported earlier. Compared with last year, we saw an increase in the total number of volunteers (+89). The number of sponsors of sponsored children decreased slightly (-267), as did the number of sponsored children (-311). The number of partner entrepreneurs was 1,445 (a decrease of 148 compared with 2024).

\* This concerns office-based volunteers, shop volunteers, volunteers within volunteer groups, and volunteers supporting these groups.

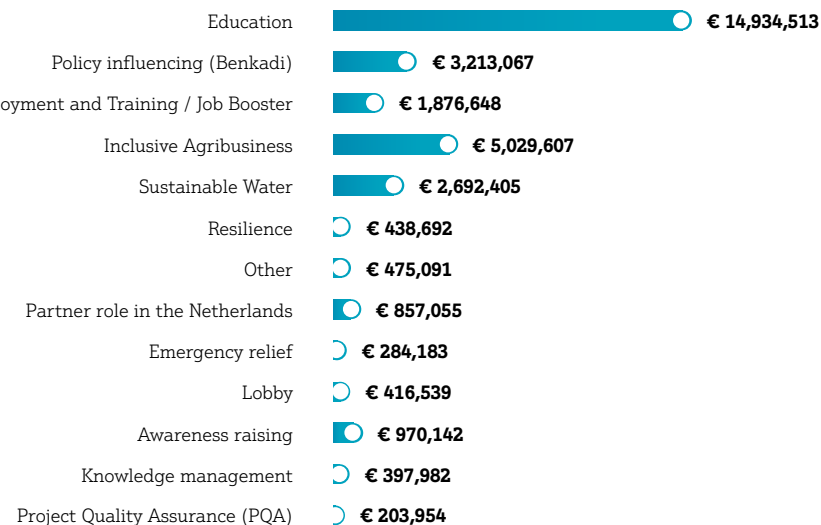
## Income

€ 37,968,220

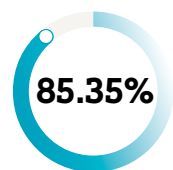


## Expenditure on objectives

€ 31,789,878



## Norms and ratios



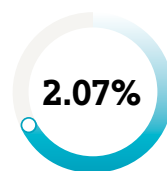
Target expenditure ratio  
(expenditure on targets as  
percentage of the total income)



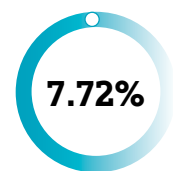
Target expenditure ratio  
(expenditure on targets as  
percentage of the total expenditure)



Cost own fundraising  
as percentage of proceeds  
from own fundraising



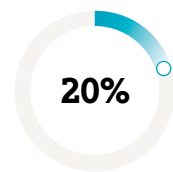
Woord en Daad standard  
for management and  
administration (max. 3.1%)



Woord en Daad's standard  
for overhead (max. 7.5%)



Woord en Daad standard for  
Return On Investment for  
subsidy applications  
(min. 20)



Subsidies relative to  
total funds raised

# Summary

**How does Woord en Daad stay on course in an unsettled development sector and a turbulent world? By remaining close to our mission and carrying out our work in close connection with our Dutch support base and our Southern partner organisations.**

This connection with our support base became visible through generous giving, active participation in activities and the warm commitment of volunteers. In the Global South, this connection took shape through working on an equal footing with our partner organisations and by listening carefully to the perspectives of the most vulnerable people.

### Income

Never before in the history of Woord en Daad have our revenues been so high. In 2025 we received almost €38 million to combat poverty and injustice. Interest in partnering with Woord en Daad continues to grow among both large companies and small and medium-sized enterprises.

### Connecting Communities

At the end of 2025, the new strategic plan *Connecting Communities (2026-2031)* was presented. Based on needs identified within the regions, we are working towards sustainable impact in five regions. In consultation with our partner organisations, we have operationalised four roles for ourselves: connector, catalyst, knowledge broker and influencer.

### Strengthening value chains

Strengthening value chains for agricultural products lies at the heart of the Inclusive Agribusiness programme. This approach focuses on improving food production and increasing farmers' incomes. It is not only about whether the value chain is economically sustainable, but also whether it has a positive social and ecological impact. In 2025, 15,711 farmers were trained and 6,829 farmers supplied their products to companies connected to one of the projects.

### Education and combating child exploitation

In 2025, 30,452 children attended school, of whom 29,371 were sponsored. The sponsorship programme makes global solidarity and connection visible. We also worked to improve the quality of education and to support the professional development of teachers. A total of 78,955 teachers received training. Significant efforts were made to combat child exploitation. Together with our partners, we helped 3,564 children recover from exploitation and provided support to 11,680 children to prevent exploitation.

### Decent work for young people

By offering market-oriented entrepreneurship training, supporting young entrepreneurs in expanding their businesses, and connecting vocational schools with companies where students can find employment, we supported young people and vulnerable groups in finding a job or starting and developing their own businesses. In 2025, 5,551 young people found employment and 3,215 young people started their own businesses. In total, 9,271 people completed a training course or programme.

### Sustainable water provision

In 2025, together with our partners we reached 315,869 people with sustainable water solutions the areas of safe drinking water, irrigation water or water management. We worked with water users, professional water companies and governments. This approach strengthens local and regional ownership and leadership and contributes to lasting change.

### Responsibility in the Netherlands and Brussels

Bringing the interests of people in the Global South to the attention of policymakers in The Hague and Brussels is part of our policy influencing work. We are connected to the rest of the world, and that connection brings responsibility. This responsibility is also reflected in the presentations delivered by our awareness-raising team on how our lifestyles affect the lives of people in the Global South. Through these activities, 15,773 people were reached.



**1. Strategy, vision  
and policy:  
working together  
to build connection**

Staying on course in an unsettled development sector and a turbulent world requires firm navigation. We spoke with Rina Molenaar, Chair of the Executive Board, and Jacob Jan Vreugdenhil, Programme Director, about three anchoring questions: why do you do your work, for whom do you do it, and how do you want to do it?

### Knowing why you do it

Molenaar: "It was again a year marked by considerable unrest in our sector and in the world. The world is full of tensions between countries. In many of the countries where we work there are also internal conflicts that create insecurity and displace people. Climate change continues to leave deeper marks on people's lives worldwide. Amid everything that reaches us through the media and personal encounters, we are able to stay on course because we have beacons that guide our way. Our Christian identity is such a beacon. It offers calm and direction. Each week we begin with colleagues in the office by reading the Bible. In doing so, we start from a shared foundation. That keeps us from drifting. A second beacon for me is the daily encounter with people from our support base: a donor, a volunteer, an entrepreneur. That is a beacon of encouragement. These people stand behind us and move forward with full commitment to help realise our mission."

Vreugdenhil: "When elephants fight, it is the grass that suffers,' says an African proverb. In contexts of conflict and power struggles, it is consistently the most vulnerable who bear the consequences. This reality defines the space in which Woord en Daad operates. Our mission is grounded in seeking visible signs of God's coming Kingdom. In practice, this means standing alongside those who are affected by forces beyond their control, and working to restore dignity, justice, and opportunity. The Biblical call to love our neighbour shapes both our choices and our presence. In 2025 we developed our new strategic plan, *Connecting Communities*. Strengthening connections between people and systems is a deliberate response to fragmentation, inequality, and exclusion. In doing so, we position ourselves as a counterforce to dynamics that deepen division and marginalisation."

### Knowing for whom you do it

Molenaar: "Within Woord en Daad we think not only in terms of 'for whom we do it', but also 'with whom we do it'. In the Global South this takes shape through working on an equal footing with partners and by listening as deeply as possible to the voices and perspectives of the most vulnerable people. Only then do we truly understand what they need. In our new strategic plan we strengthen this approach even further. The 'with whom we do it' also takes shape here in the Netherlands, where we create spaces for encounter. Over the past year we organised so-called *Baobab conversations*. In our thrift stores, civil servants from the Ministry of Foreign Affairs entered into dialogue with citizens, entrepreneurs and students. In this way different worlds meet, also within the Netherlands. That movement inspires people. As Woord en Daad we offer people in the Netherlands a perspective for action to commit themselves to their neighbours both near and far. To work together in building connection. To break through feelings of powerlessness. To go against the current. 'Peace comes through small acts,' as Supervisory Board member Richard Toes noted after a field visit to Colombia this autumn."

Vreugdenhil: "The people in the Global South with and for whom we work are people like you and me. Yet they lack the opportunity to flourish in life. They lack access to services and facilities that would help them move forward. Barriers such as lack of access to education, safe drinking water or employment opportunities prevent progress. Barriers can also be mental, including a lack of self-respect and self-confidence. When people remain trapped in poverty for many years, they lose trust in their own abilities. Through our programmes we seek, together with them, to remove both kinds of barriers."

### Knowing how you do it

Molenaar: "During the past strategic period (2021-2025), *Reach far, be near* served as the guiding theme. It characterises our work well. We stay close to people and give them a strong sense of ownership. This applies to our partners and communi-

ties in the Global South, and equally to groups of entrepreneurs, volunteers and colleagues in the Netherlands. When people are given space, they can go the furthest. In the coming strategic period (2026-2031) we will strengthen this approach."

Vreugdenhil: "We set ambitious goals. Our focus lies on system change that addresses the root causes of poverty. In this way we aim for change that endures. At the same time, we recognise that we will not solve poverty ourselves. We live in a broken world, and within that world we seek signs of God's coming Kingdom. We do our work to the best of our ability, while acknowledging that the coming of the Kingdom lies in God's hands. That awareness allows us to stay on course with confidence."



### World Day

Nearly 1,000 visitors gathered in Veenendaal for the annual day of encounter, inspiration and connection. The 22-year-old Baké from Benin shared her life story, interviewed by Jean Kptere, director of our partner DEDRAS. Visitors also heard the stories of Erica from Colombia and Mahamadi from Burkina Faso. Despite their circumstances, they are recognised and seen. That makes a profound difference.

# Woord en Daad Value Creation Model

## Resources

### Capacity (as of 31-12)

- Poverty alleviation: 44.42 FTE
- Awareness raising: 7.67 FTE
- Fundraising: 12.70 FTE
- Project support: 7.60 FTE
- Board of Directors: 2.00 FTE

**Total: 74.39 FTE**

### Finances

- Private supporters: € 16,853,049
- Companies: € 5,554,422
- Thrift stores: € 2,898,798
- Churches and other fundraising organisations: € 2,774,064
- Charity funds: € 2,230,323
- Subsidies: € 7,060,971
- Own contributions consortiumpartners: € 451,947
- Other: € 144,646

**Total: € 37,968,220**

### External capacity

Cooperation in implementing programmes in the Global South with government actors, companies and microfinance institutions (MFIs), NGOs, knowledge partners, thematic networks, vocational schools and civil society networks in 21 countries.

### Knowledge

The thematic and contextual knowledge and experience of our own staff is combined with that of partners in consortia where we collaborate on the basis of complementarity. Where needed, we connect with knowledge partners in both the Global North and South.

## Approach

### Mission

In a broken world, marked by poverty and injustice, Woord en Daad seeks to make visible signs of God's coming Kingdom. The Biblical perspective of justice and compassion motivates us to contribute daily to sustainable change in the lives of people here and elsewhere.

### Core values

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

### Development principles

- Ownership
- Systemic change approach
- Sustainability
- Partnership
- Innovation

### Strategy

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

### Core activities

- Deepening knowledge of local contexts, developments and opportunities, and providing specific expertise (**partner role**)
- Facilitating cooperation among multiple stakeholders (**connector role**)
- Mobilising and providing financial support to high-quality context-relevant programmes (**donor role**)

## Objective

### Long-term objective

Integration and sustainable transformation of poor and marginalised fellow human beings through:

- **Focus on context:**  
creating a more enabling environment
- **Focus on people:**  
strengthening individuals at different levels
- **Focus on mindset:**  
contributing to stronger attitudes and higher aspirations across different levels of society

This leads to:

- Improved livelihoods and the ability to build a dignified life
- Participation in society
- Taking and carrying responsibility
- Experiencing restored relationships

## Results



# 3,545

Households supported through emergency relief



# 315,869

People reached with sustainable water solutions



# 8,766

People with work



# 15,711

Farmers / entrepreneurs trained



# 30,452

Children enrolled in school



**2. In the field:**  
working towards  
flourishing communities

## 2.1 Inclusive Agribusiness

Thanks to a large harvest and good storage facilities, the family of Barbah Kagbo in Sierra Leone did not experience a period of hunger in July and August this year. Kagbo explains: “I grow rice on community land. My dream is to cultivate rice on my own land. In that way I want to provide for my family.”

“The dream we are working towards is that of flourishing communities,” says Abram het Lam, Programme Leader for Inclusive Agribusiness. He explains: “These are communities where people have access to basic services and are satisfied with their own well-being. Communities where people live together in harmony and where everyone has the opportunity to develop their potential.” Over the past years this vision has been pursued through strengthening value chains. Het Lam explains: “Think of the maize value chain in Burkina Faso, abaca in the Philippines and cashew in Sierra Leone.” In this value chain approach, improving food production and increasing farmers’ incomes are central. “This approach has produced strong results. We learned to assess both the economic and the ecological and social sustainability of value chains. Gradually we broadened our approach,” Het Lam says. In 2025, 15,711 farmers were trained and 6,829 farmers

What others say about Woord en Daad

### Miracle Bihati, Grapes of New Hope (Uganda)

“An equal partnership means to me that we, as a local refugee-led organisation, are involved in decision-making and are given a platform. We create together, we grow in capacity, and we gain visibility through the connections the programme establishes with other organisations.”



supplied their products to companies within program-supported value chains.

### Climate change

According to Het Lam, this broadening is structured around three perspectives. “The first perspective focuses on climate change. Farmers increasingly face the consequences of changing weather patterns.” To keep a value chain economically viable, it is necessary to strengthen the climate resilience of communities. Regenerative agriculture plays an important role in this, Het Lam believes: “This means working towards healthy soil structures, promoting efficient water use, stimulating crop diversity and preventing pollution. This approach aligns with our vision of caring for creation and responsible stewardship.”

### Integrated approach

A second perspective, according to Het Lam, is that of the landscape. “We have increasingly adopted an integrated approach. A value chain focuses on a single crop or product, but farmers usually cultivate several crops and their fields form part of a broader agro-ecological system. We therefore stimulate crop diversity and promote agroforestry, combining food production with the planting of (fruit) trees.” Integration with projects that focus on access to water and water management also falls within this perspective.

### Vulnerable groups

As a third perspective, Het Lam highlights the importance of addressing social issues. “Within a community there are differences between people, for example in the amount of land they own. As a result, not everyone can participate equally. The question is how vulnerable groups can also be included in the development of a value chain.” This is directly linked to employment opportunities. “For example, by supporting young people to start their own businesses: building beehives, processing agricultural products or producing compost.”

### Busy Bees in Uganda

The Busy Bees project in Uganda is an example of this broader approach. Het Lam explains: “Together with our core partner TUNADO, the national beekeeping association, we are working on an integrated approach. Climate change has a major impact in northern Uganda.” Through block farming, where farmers combine their small plots of land into a larger field and cultivate it together, farmers apply regenerative agriculture by introducing new land management practices and agroforestry. “Larger plots enable crop diversification. Farmers also receive training. Increased yields strengthen food security and generate additional income.” In other areas, beekeeping is combined with coffee cultivation and the planting of cashew and macadamia trees. The beekeeping project is also linked to schools where attention is given to climate change and to creating employment opportunities for young people.

### Sierra Leone

“In Sierra Leone we see clear progress,” Het Lam says enthusiastically. “We work in a consortium with cashew farmers. One of the goals is to increase their incomes.” This is achieved by providing technical training on improved tree care and sustainable cultivation methods. Farmers are also supported in organising themselves into cooperatives so that they can collectively collect their nuts, purchase fertilisers at lower cost and strengthen their negotiating position with buyers. In addition to technical support, farmers receive training in entrepreneurship. Given limited access to credit, farmers rely on savings groups. A significant moment in 2025 was the national cashew conference. Het Lam explains: “For the second time, on the initiative of Woord en Daad, representatives from across the sector came together. The aim was to discuss bottlenecks in areas such as logistics and legislation and to promote cooperation. The aim is for the sector to take full ownership of the initiative.”

### Fonio

In Chad, Woord en Daad works through the partner organisation RAPS with women in several villages on the cultivation of



### LEAD Uganda: investing in local strength with lasting impact

LEAD Uganda is a five-year programme funded by the Dutch Ministry of Foreign Affairs. The programme focuses on strengthening the economic resilience and self-reliance of refugees and host communities in Uganda. LEAD operates in seven refugee settlement areas and works together with twelve Ugandan grassroots organisations, including refugee-led and women’s organisations. Southern leadership forms the starting point. An important added value of LEAD is that organisations learn from one another through joint monitoring visits, the exchange of practical experiences and shared reflection. This approach strengthens not only individual organisations but also the broader network in which they operate. The dedication of locally rooted organisations is a crucial success factor. In 2025, the focus was on capacity strengthening. Through a Shared Resource Centre established by Woord en Daad together with a core partner (see also page 44), partner organisations have access to training in monitoring, reporting and policy influencing.

fonio. Fonio is an ancient and drought-resistant crop that has largely fallen into obscurity. Het Lam explains: “This year was the first successful production year with a good harvest. However, the local market is small and there are few buyers. We therefore connected the women with parties in the capital, where there is demand for fonio.”

### A disruption in the value chain

At one of the two locations in the Philippines where the Fibres for the Future project operates, a disruption occurred in the abaca value chain. The factory that purchased abaca fibres from farmers announced that it intends to stop doing so. “We are currently conducting a market study to identify alternative buyers,” Het Lam explains.

Woord en Daad works closely with the Fair Factory Development Fund (FFDF). In 2025, a loan of €500,000 to FFDF had to be written off, as other investors no longer saw prospects in the macadamia plantation in Mozambique.



### Launch of Roots to Rise in Chad

Woord en Daad and the AFAS Foundation have started a multi-year programme in Chad. In 2025, an analysis of the current situation was conducted and the programme areas and partners were selected. Through integrated interventions in education, food security and governance, the Roots to Rise programme focuses on sustainable poverty reduction in rural communities. AFAS Foundation is involved both as a funding partner and as a strategic advisor. The same applies to a programme in Burkina Faso and Benin, which focuses on combating child exploitation (see page 18).



## Results Inclusive Agribusiness



**15,711**

Farmers / entrepreneurs trained



**14,112**  
Target 2025



**6,829**

Farmers / entrepreneurs supplying products to companies supported by the project



**8,691**  
Target 2025



**4,961**

Farmers / entrepreneurs with access to financing, enabled through the projects



**8,138**  
Target 2025

**Explanation of the 2025 figures:** In the Fibre for the Future project in the Philippines, commercial challenges resulted in limited deliveries. The purchasing activities of the private partner declined due to low production volumes. Farmers are still able to sell their products to other buyers, but insight into these sales channels is limited. The strengthening of loans also lagged behind, mainly due to the limited accessibility of remote communities and the reallocation of resources to other initiatives.



## 2.2 Education and sponsoring

Around the world, approximately 138 million children aged 5 to 17 are engaged in child labour, often in conditions that harm their health. Some of them are victims of child trafficking. According to UNESCO, the United Nations' education agency, 251 million children worldwide still do not attend school. Among those who do attend school, only 58% can read sufficiently and 44% can perform basic mathematics by the end of primary education.

"When you speak during field visits with children who have been trafficked or exploited, the suffering behind the numbers becomes very real," says Marike Spruyt, Project Leader for Education. "The encouraging news is that over the past decades the number of children engaged in child labour has decreased significantly. Through our programme aimed at combating child exploitation, we contribute to this progress."

### Arranging birth certificates

According to Spruyt, preventing child exploitation requires a comprehensive approach. "In Benin and Burkina Faso we work through our partners in villages with an approach that mobilises the entire community to prevent child exploitation. We try to prevent children from being sent to cities, or being recruited by traffickers, to perform heavy labour in markets or domestic work. In many cases they face physical, psychological and sexual violence." This preventive approach needs to be broad and locally supported. "Can children attend school? Is there a child protection committee? Are there foster families able to take in children? Another key question is whether children have birth certificates. Without a birth certificate children cannot take exams, which often causes them to leave school early. In 2025 more than 6,500 birth certificates were issued."

### Raising awareness about child exploitation

To support children who are exploited in cities and to help return them to their villages of origin, Woord en Daad works in Benin and Burkina Faso with ADDAD. "That organisation was founded by young women who themselves were victims of

child exploitation”, Spruyt explains. “They built a network and advocate for the interests of children and young people. They also raise social and political awareness about child exploitation.” In Benin, partner organisation DEDRAS plays an important role in caring for children. “They established a foster care system. The government is responsible for placement, while DEDRAS handles the selection, training and support of foster families.” The programme receives support from the AFAS Foundation.

### Child sponsorship

In 2025, 29,371 children were sponsored. “That represents a slight decrease compared with last year,” says Jaco Ottevanger, Programme Leader for Education. “It is regrettable, yet it remains a strong number that reflects the deep commitment of

people in the Netherlands.” Global statistics on access to and quality of education demonstrate the continued need for investment in education. “Our sponsorship programme expresses global solidarity and connection. Alongside individual sponsorship and group sponsorship, we are developing new forms of sponsorship together with our partners.” In the Philippines, two villages are piloting community-based sponsorship. Sponsors correspond with an individual child, while the financial contribution benefits the entire village. “We are also testing a pilot in which people from the village communicate with sponsors through vlogs. Another innovation is that sponsorship continues for ten years, after which the programme is transferred to the community.”

### Innovation in Haiti

Partner organisation AMG-Haiti was forced to relocate its office from the capital Port-au-Prince, where gang violence is widespread, to a city in the south of the country. “That was an extremely difficult decision,” Ottevanger explains. “They had to scale down cooperation with schools in the capital.” At the same time, the prolonged crisis encourages innovation. Partner organisation Parole & Action equips classrooms with internet connections, webcams and screens powered by solar energy. “Technology allows staff of Parole & Action to train teachers throughout the country and connect schools with each other, despite the violence and restricted mobility.”

### Wonderfully made

Together with Driestar educatief and Southern partners, the primary school curriculum Wonderfully Made, which addresses relational and sexual education, has been adapted for use in schools of Woord en Daad partner organisations in Benin, Burkina Faso and Ethiopia. Sierra Leone will follow in 2026. “It was not simply a matter of translation,” Spruyt explains. “The method had to be adapted to a different cultural context. Topics such as child marriage are addressed.”

### Conference on child trafficking between Nepal and India

In Nepal, Woord en Daad collaborates with three partner organisations to combat child exploitation. One of the priorities is addressing cross-border child trafficking. Each year more than 30,000 children are smuggled across the border from Nepal to India. In December 2025, a conference was held to strengthen cooperation between the two countries in combating trafficking. Ministers, civil servants, senior police officials and organisations from both countries participated. “This conference was organised by Maiti Nepal, one of our partner organisations, and financed by us,” says Ottevanger. “It was the first of its kind and will become an annual event. Concrete agreements were made to improve cooperation between the two countries. Contributing at this high level is essential for changing a system of exploitation and trafficking.”

### Care for creation and climate resilience

In the regions where Woord en Daad works, the impact of climate change on education is clearly visible. According to Ottevanger, education plays an important role in developing solutions. Through its partner organisations, Woord en Daad works towards building a climate-resilient generation. By integrating care for creation and climate resilience into education, young people learn to protect their environment, adapt to climate change and take leadership roles in shaping a more just and sustainable future.

### Certification in Guatemala

In Guatemala, more than 100,000 teachers in public education have completed the three-year ‘Teacher Growth’ training programme delivered by INCE. Through the International Network for Christian Education, Woord en Daad works to improve educational quality and support the professional development of teachers across the country. The programme has now been officially certified by the government.



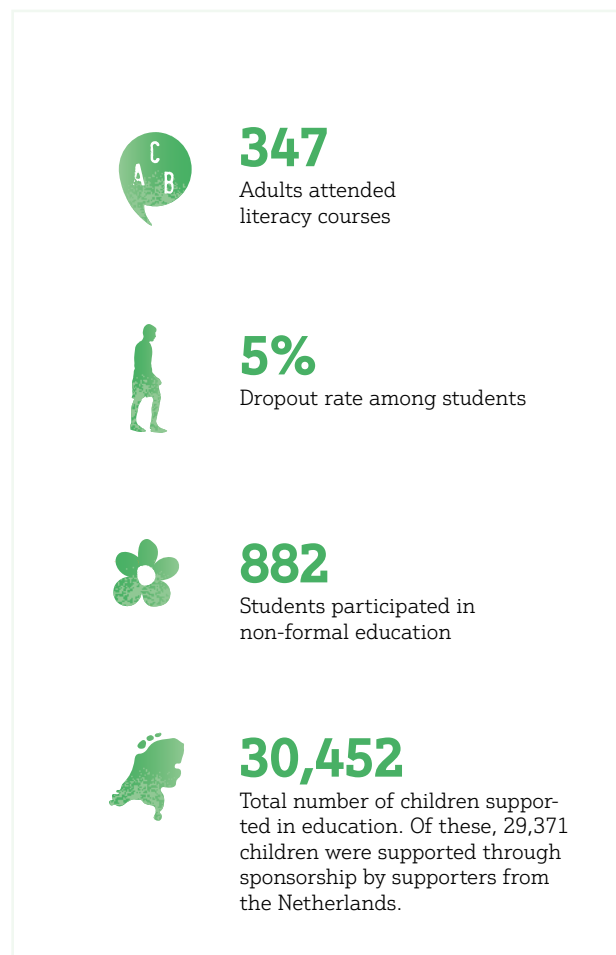
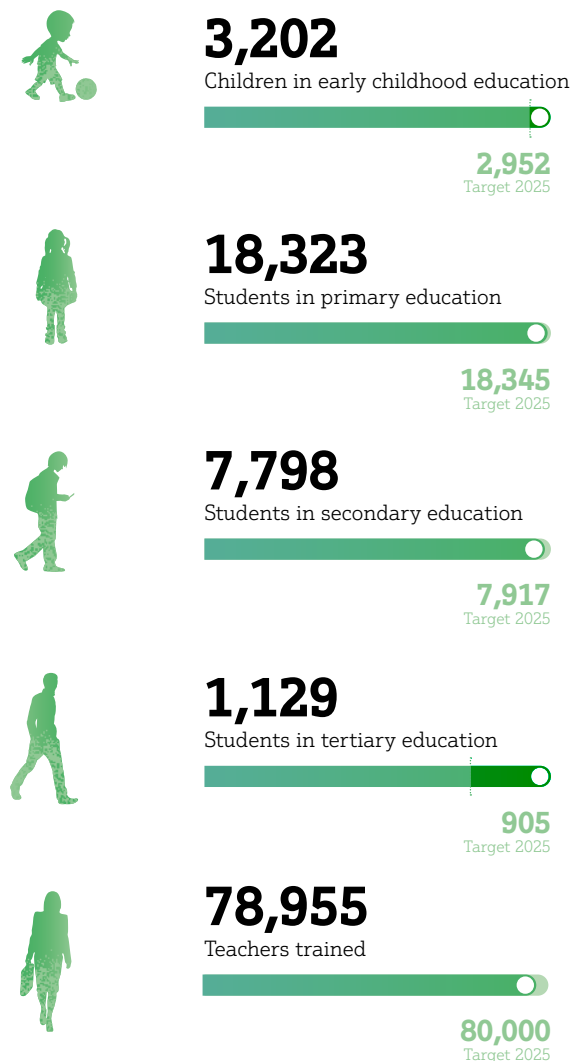
### Taking action close to home

#### Sport for Others

A record number of more than 400 participants joined this sporting event. Participants walked, ran and cycled in and around the Belgian village of Stavelot, raising over €355,000 to combat child exploitation.

# Results

## Education and Sponsorship



**Explanation of the annual figures:** Performance across most indicators remained close to plan. Dropout rates were higher than expected, driven by deteriorating security conditions, particularly in Haiti and Ethiopia.





## 2.3 Employment and training

In Ambatta, a neighbourhood in Chad's capital N'Djamena, you will find the shop of Josette Dambaye. As a housewife, mother of three children and entrepreneur, Dambaye shows how entrepreneurship drives change in Chad.

Over the past five years, her business has grown into an important local player in the production, processing and sale of food products. "I do not yet see myself as a large entrepreneur, but I work on it with passion every day. I started alone and now I employ three people whom I pay through the business," Dambaye says proudly. She received coaching through Woord en Daad's Job and Business Booster programme.

### Decent work

Job and Business Booster is one of three ways in which Woord en Daad works to create decent work for young people and vulnerable groups. "Young entrepreneurs receive support to grow their businesses," says Bertine Vermeer, Programme Leader for Employment and Training. "In addition, we have the Job Booster programme, through which we help young people find employment or start a business via short, market-oriented training. The third approach is to bring vocational schools together in platforms and connect them with companies where

What a Southern colleague says about  
Woord en Daad

### Hal Souakar Ambera, project manager Job Booster Tsjaad



"At first, we thought: 'we need to support young people.' Later, we realised we also needed to support the people around them. Today, we therefore focus not only on young people, but also on others in their environment."

students can work." Employment, with everything it entails such as income, self-respect, personal development and innovation, contributes to flourishing households and communities. In 2025, 5,551 young people found paid employment and 3,215 young people started their own businesses. In Togo, partner organisation ACATBLI started supporting 30 young farmers in poultry farming.

### Focus on women

In 2025, strong emphasis was placed on creating employment opportunities for women. Vermeer explains: "In countries such as Benin, Burkina Faso and Chad, women are in a disadvantaged and vulnerable position. Reaching them requires a targeted approach. Our partner organisations therefore work with female coaches, organise women into cooperatives, and adjust training schedules to fit the daily routines of many women." This targeted approach has proven effective. "Women now make up more than half of all participants. This has a significant impact on households, as we know that women, more than men, tend to invest their income in areas such as children's education." Women are also a key target group in Bangladesh. Vermeer adds: "In this country, our partners guide women into jobs in handicrafts, such as the production of baskets and textiles. We collaborate with companies that employ them after they complete their training."

### Brave women

In Colombia, partner organisation Conviventia has launched a second programme to support women who have exited prostitution in starting their own businesses in the textile sector. Through its employment-focused programmes, Conviventia aligns effectively with the national reindustrialisation policy. Vermeer explains: "The programme has a powerful name: 'mujeres valientes' or 'brave women'. It reflects the strength of the women who participate." In 2025, Conviventia also faced setbacks. Vermeer notes: "The discontinuation of funding from the US government through USAID was a major blow, resulting in reduced activities."

### Change in approach to vocational schools

In 2025, Woord en Daad phased out its one-to-one collaboration with vocational schools in Ethiopia. Vermeer explains: "Instead of working with individual vocational schools, we have shifted to an approach focused on educational innovation and building networks of multiple training institutes. These institutes are linked to companies that contribute to the training and where students can potentially find employment. This approach is more future-proof and targets the broader system in which vocational schools operate." Around the capital, an officially registered platform has been established in Ethiopia, bringing together more than twenty vocational schools. Vermeer adds: "One of the schools secured funding because it is no longer a standalone institution, but part of the platform." The platform operates within the Employable Youth Ethiopia programme (EYE). In Colombia, young people can access training opportunities and employment through the 'Soacha Integrated Platform'. This online platform is a public-private partnership between government bodies, training institutes and organisations such as Conviventia.

### Waste has value

In Bangladesh, the Job Booster programme works through the Bangladesh Youth Employment Consortium, including collaboration with the Dutch company Royal LC Packaging. The company aims to increase its use of locally produced recycled plastic for packaging materials. This creates significant opportunities for youth employment. With funding from the Netherlands Enterprise Agency (RVO), a study was conducted on the plastic waste and recycling chain in Dhaka. The value chain is largely informal, exposing many, often vulnerable, workers to hazardous conditions, low wages and limited labour rights. Based on the study, a plan is being developed to improve the sector, focusing on fairer wages, safer working conditions and more secure jobs, particularly for informal workers such as waste pickers and sorters. This also improves living conditions for their families and communities. Vermeer states: "This programme demonstrates that waste has value and will help people secure appropriate jobs in this sector."

### Waste recycling in Uganda

In Uganda, Konga Winnie is one of the entrepreneurs involved in the Wealth from Waste project. This programme focuses on creating jobs in the recycling of plastic and organic waste. On her farm, Konga breeds black soldier fly larvae. These larvae consume organic waste and produce compost. They can also be dried and sold as chicken feed. Woord en Daad, together with partner organisation Gloford, supports young people in finding employment in the recycling sector, including by coaching entrepreneurs like Winnie to generate jobs. Vermeer explains: "This often requires investment in the business. In 2025, the first enterprises were able to access loans for this purpose."



### Value from waste

"Being unemployed makes me feel, in a way, as if I am always neglected," says Asuman Rajab from the city of Lira in Uganda. The 'Wealth from Waste' project provides income and restores dignity.



Watch the video →

## Results Employment and Training



**10,265**

Young people started training, education or coaching



**11,994**  
Target 2025



**9,271**

Young people completed training, education or coaching



**10,324**  
Target 2025



**5,551**

Young people in employment



**5,187**  
Target 2025



**3,215**

Young people with their own business

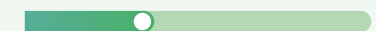


**3,474**  
Target 2025



**235**

Young people received a loan via Job Booster



**789**  
Target 2025

**Explanation of 2025 annual figures:** The total number of young people trained and supported in finding work aligns well with planned targets. Differences are visible at project level. In Colombia, results lag behind planning, mainly due to the reduction of USAID funding in 2025. In Bangladesh, changes in partnerships led to a shorter implementation period, resulting in fewer achievements. These and other minor shortfalls were offset by strong results in the multi-year AgriJobBooster Chad programme, where a significant catch-up was realised. Despite partner efforts, financiers, particularly in Chad, remain cautious in providing loans to young entrepreneurs due to high risks. This limited achievement of the target. Future efforts will therefore place stronger emphasis on informal financing mechanisms such as savings groups.

## 2.4 Sustainable Water

**“Water is a precious gift. Without water, people have no future. Yet access to water remains far from guaranteed. Millions of people worldwide face severe water scarcity, a problem that is intensifying due to climate change.”**

Nelline Roest, Programme Leader for Sustainable Water, explains: “The urgency of access to safe drinking water is high. In Ethiopia and Uganda, 50 children under the age of five die every day due to poor hygiene and the consumption of contaminated water. Women and girls spend a significant amount of time collecting water, on average 40 minutes per trip, with some spending up to two hours each time. As a result, girls miss school and women lose time that could otherwise be used to generate income for their families.”

### Sustainable access

In Ethiopia and Uganda, Woord en Daad works within broad partnerships to improve access to safe drinking water, ensure that access is maintained through proper maintenance, and strengthen structural water management, for example at river basin level. “In 2025, we provided 315,869 people with sustainable access to safe drinking water. In addition, 661 people were trained within our programmes,” says Roest. “We aim for water access to be sustainable, meaning that changes continue after the project ends and after we have withdrawn. To achieve this, we apply the ‘service model’. This approach ensures that three actors are always involved in a water programme: a paying end user, service providers who maintain the system through preventive maintenance and repairs, and government authorities who oversee water regulations. This triangle must function well to ensure long-term sustainability.”

### Increasing insecurity

According to Roest, this ‘service model’ reflects Woord en Daad’s systems approach. “Together with our partners, we address complex water challenges. We focus on tackling root causes rather than implementing isolated projects that address symptoms. This requires taking multiple factors into account,



### Every drop counts

An accessible brochure titled ‘Every Drop Counts’ has been developed based on the evaluation of the Drops4Crops programme in Burkina Faso.

[View the report](#) →



engaging all stakeholders and building strong partnerships.”

Roest also acknowledges the challenges in practice. “Sustainable change is not fully within our control. Increasing insecurity, for example, can slow down sustainable development.”

### Watertime Uganda

Following discussions with the Ugandan government, the third phase of the Watertime project was launched in 2025, building on the results of the previous two phases. Roest explains: “Over a three-year period, we expect to provide around 166,000 people with access to safe drinking water. Our approach follows a dual-track strategy. We are installing an innovative piped water system in five villages, while also introducing a maintenance subscription model for hand pumps by establishing drinking water enterprises in two new districts.” These enterprises have the expertise, capacity and materials required to carry out preventive maintenance. Roest adds: “The government then has a single point of contact for drinking water in these districts. This again reflects the triangle of the service model.”

### Inspiring Water Entrepreneurship in Tigray (iWET)

In Tigray (Ethiopia), following the first phase of the iWET programme, efforts are focused on regional expansion and embedding the functioning of drinking water enterprises. The regional water bureau monitors water systems based on data

collected by local water offices. According to Roest, the system functions reasonably well. “Insecurity and tensions remain a challenge. The association of water entrepreneurs is not yet functioning as intended. In 2026, we will be able to invest additional resources in improvements thanks to income from a legacy.” The second phase of the iWET programme also focuses on scaling through collaboration with larger actors, strengthening regional policies and regulations, and establishing additional enterprises in new areas.

### Drops4Crops Burkina Faso en Benin

Drops4Crops is a water-for-food programme implemented by Woord en Daad’s partner organisations in Burkina Faso and Benin, with funding from the Netherlands Enterprise Agency (RVO). Between 2017 and 2025, more than 2,500 farmers gained improved access to water, farmland and markets. Through sustainable water management, appropriate irrigation systems and strong collaboration among farmers, productivity increased significantly. The initiative has developed into a model for sustainable agriculture and economic development in vulnerable areas facing challenging conditions.

### Collaboration with the government

In Benin, the Drops4Crops project is implemented by partner organisation DEDRAS. Roest explains: “It is a valuable project for DEDRAS because of the involvement of the municipal government. This collaboration enabled access to national funding for the development of water infrastructure. The partnership with government has strengthened mutual trust and created perspective for farming communities. It is also encouraging that more than half of the participants are women.”

### Safe Wash Ghana

In Ghana, Woord en Daad is involved in a sanitation project in the city of Tamale together with its partner organisation CRS. The project includes the installation of public toilets as well as private connections to sewer systems or septic tanks. Roest explains: “We apply a systems approach in this project as well.



### Interview with the Dutch Water Envoy Meike van Ginneken

In 2025, Woord en Daad interviewed Meike van Ginneken, the Dutch Water Envoy, about the role of the water sector and international collaboration. She highlighted the importance of civil society and the global exchange of knowledge:

“Civil society organisations are our ‘water ambassadors’. The water specialists of Woord en Daad bring expertise to the places where it is most needed. We rely on them to demonstrate what the Netherlands can contribute when communities lack access to safe drinking water or when people lose everything due to flooding. (...) Water challenges are universal, creating a natural entry point for collaboration. The Netherlands uses its water expertise as a form of ‘soft power’: sharing knowledge internationally and connecting actors, from governments to local organisations. This opens doors and builds long-term relationships. At the same time, we continue to learn from others. It is precisely this exchange that makes the Dutch water sector so powerful.”

We collaborate with the city authorities, who have developed a City Wide Inclusive Sanitation Plan, of which we implement a part. We receive technical and financial support, among others, from the Dutch company GMB.” In 2025, a new partner joined the project. “Some users are able to pay for toilets themselves, while others require a payment scheme. Our new partner, iDE, provides this, enabling more households to access sanitation facilities,” Roest adds.

### Care for creation

In preparation for the new policy period and in response to the challenges posed by climate change, the Sustainable Water and Inclusive Agribusiness programme teams developed a joint approach in 2025. Roest explains: “This approach is based on the needs of people in the countries where we work. The impacts of climate change are severe and the most vulnerable are affected as well.” In essence, the approach consists of an integrated model in which sustainable land and water management, strengthening community resilience and food security play a central role. Roest adds: “This approach aligns with Woord en Daad’s vision on stewardship and care for creation.”

### Netherlands Water Partnership

Jacob Jan Vreugdenhil, Director of Programmes at Woord en Daad, serves as chair of the NGO platform within the Netherlands Water Partnership. Through this role, Woord en Daad engages directly with the Ministry of Foreign Affairs, including discussions on the added value of civil society organisations within partnerships focused on water solutions.

## Results Sustainable Water



**315,869**

People reached with Sustainable Water



**186,790**  
Target 2025



**257**

Improved water services (drinking water and irrigation water)



**101**  
Target 2025



**661**

Water and hygiene service providers trained



**327**  
Target 2025

**Explanation of 2025 annual figures:** For nearly all projects, results exceeded expectations. Only Drops4Crops in Benin fell short, as the procurement and implementation of irrigation equipment took more time than anticipated. The number of sustainably maintained water points was higher than expected.

## 2.5 Our strategies

### 2.5.1 Awareness

**“When we reflect on awareness, stewardship is a valuable concept. We are called to care for what God has created. That care becomes visible in the practical choices we make as people in many areas of life, such as our food, our means of transport and the products we buy.”**

According to Janneke Witzier, Project Leader on Awareness, these choices are closely connected to the lives of people in low-income countries. Witzier explains: “Do workers in those countries receive a living wage for the products we purchase? What are their working conditions like? What is the environmental impact of producing our food and goods? Based on Biblical principles of compassion and justice, we support people in the Netherlands to reflect on these questions and on their own responsibility within them.”

#### Encouraging action

Research shows that many people in the Netherlands are already aware that their consumption patterns can have harmful effects on people elsewhere and on creation. “But,” Witzier notes, “awareness does not automatically lead to action. The key question is how to translate this awareness into concrete behaviour that contributes to a more sustainable and equitable world. That is where Woord en Daad aims to contribute. We do not prescribe behaviour, but highlight possibilities, inspire people and encourage action in a positive way, preferably together with others.”

#### Presentations

In 2025, Woord en Daad delivered 195 presentations at primary and secondary schools, women’s groups, church community evenings, business groups and for students. Through these activities, 15,773 young people and adults were connected to the lives of people in the countries where Woord en Daad operates. Witzier explains: “By sharing stories from people in the Global South, their lives become more tangible and people feel connected.

That sense of connection is linked to responsibility. What can you do, within your own possibilities, to reduce poverty and injustice? By giving financially. By praying. By taking action. Through your vote. By adjusting your lifestyle. Starting small is enough.”



#### Faire Fair

“It’s great to see Woord en Daad doing initiatives like this,” a visitor responded enthusiastically during the Faire Fair. For the second time, Woord en Daad organised a fair trade market where exhibitors offered sustainable products and services. Witzier explains: “There were also three workshops: a foraging walk focused on wonder for creation; a workshop where participants worked creatively with dried flowers; and a style and colour advice session based on the idea that knowing what suits you helps prevent unnecessary purchases.” A photo exhibition was also on display, featuring young people in Uganda who gain decent work through recycling. The Faire Fair attracted more than 400 visitors.

#### Global citizenship

In the Netherlands, public and political support for international cooperation is declining. Witzier explains: “We are grateful for our committed and loyal constituency. In the coming policy period, we will continue to focus on connecting people worldwide and emphasising our mutual interdependence and responsibility. This is expressed through the concept of global citizenship.” Global citizenship means that people are aware of their role in an interconnected world and feel responsible for contributing to the well-being of others. “We shape this concept based on Biblical principles of stewardship, compassion and justice.”

#### Water treatment plant visit

On Saturday 22 November, more than thirty visitors joined an excursion to the wastewater treatment plant in Sleenwijk, managed by the Rivierenland water authority. The visit linked the importance of clean water in the Netherlands to the situation in Ghana. Witzier explains: “This excursion is an example of how Woord en Daad connects ‘here’ with ‘there’.” Goos den Hartog, board member of the Rivierenland water authority and member of Woord en Daad’s Board of Supervisors, explained the responsibilities of the water authority. Nelline Roest, Programme Leader for Sustainable Water, presented Woord en Daad’s sanitation programme in Ghana and highlighted the global importance of access to safe drinking water and sanitation.

### 2.5.2 Emergency Relief and Resilience

**“Over the past year, we have focused primarily on strengthening the resilience of communities. This means enhancing people’s own ability to solve problems and working to build stronger social structures: together, people can achieve more. In addition, we have provided emergency aid in various countries.”**

Renate Bode, Project Leader for Emergency Relief and Resilience, explains that the distribution of food packages and

energy-efficient cooking stoves to displaced families in northern Burkina Faso is a clear example of emergency assistance. “In Burkina Faso, violence, poverty and climate change have forced many people to flee. They are internally displaced and struggle to access water, food and firewood. Together with partner organisation CREDO and ZOA, with whom Woord en Daad has a strategic partnership, emergency assistance was provided around the city of Ouahigouya.”

### Emergency relief

At the end of November, Cyclone Ditwah struck parts of Asia. Sri Lanka was among the countries most severely affected. In Mannar alone, where Woord en Daad is active, more than 16,000 people were displaced. Bode explains: “Fishermen in our fisheries programme and several farmers we work with were heavily impacted. Dikes were breached, water tanks for rice cultivation were destroyed, boats were damaged and much livestock drowned. Together with our partner organisations and in cooperation with ZOA, we are supporting the rapid restoration of dikes and tanks, so that land and resources are available again for food production in the coming season.” Woord en Daad also provided emergency assistance in Sudan and the Democratic Republic of Congo. Bode explains: “These are countries where we are not active ourselves, but the level of need is so severe that we decided to respond. In Sudan, we align with ZOA’s work. In the Democratic Republic of Congo, our support is channelled through Red een Kind.” Woord en Daad is able to provide emergency aid thanks to support from its constituency. “In addition to private donations, we also receive support from various church denominations. We are grateful for that.”

### Strengthening resilience

In Ethiopia, Uganda and Nepal, Woord en Daad works to strengthen community resilience through the PIP method (Participatory Integrated Plan, see box for more information). Bode explains: “In the Otuke region in Uganda, we work with two partner organisations, AMG Uganda and ADP, around a school run by AMG Uganda. Both the schoolchildren and people from



### The PIP method

The PIP method, developed by Wageningen University & Research (WUR), supports households, villages, schools and organisations in developing a vision for their situation and translating it into a concrete action plan. Key elements include mindset change, participation of the entire household, collective action and the use of local resources.

In some cases, people have become entirely dependent on emergency aid. The PIP method helps people to speak out. It creates space for them to express what they see as improvements and to consider how they can realise those improvements themselves. These ideas are then captured in a plan, which sets people in motion. In Otuke, the government responded positively to these plans and provided seeds, irrigation packages and land.

surrounding villages participate in PIP training. This training aims to raise awareness of people’s own capacities and to support them in jointly developing a vision for their village or community.” According to Bode, the strength of the PIP method lies in ownership. “People take responsibility for their own development using their own resources. In marginalised areas, people can be so focused on survival that they lack the mental space to look ahead. Others have experienced that no one listens to them.”

## Results Awareness



**1,830**

People reached through online events



**5,901**

Adults reached



**4,500**

Target 2025



**3,460**

Youth reached



**2,500**

Target 2025



**4,582**

Children reached



**4,000**

Target 2025

**Explanation of the 2025 annual figures:** In 2025, we were invited to many schools, associations and gatherings to engage people with the work of Woord en Daad. This also included various meetings with volunteers in thrift stores, as well as several large music events with high attendance, such as the women’s choir event in Katwijk and an evening with band Elin. As a result, the number of people reached exceeded initial projections.

## Disaster risk reduction in Nepal

What should you do during an earthquake? Where can you find help? What can you do to prevent landslides? Which early warning systems are in place? These and other questions are addressed in trainings provided by two partner organisations of Woord en Daad in Nepal for both schoolchildren and adults. Bode explains: “This is a disaster risk reduction programme. Its aim is to ensure that natural disasters, particularly earthquakes in the case of Nepal, cause less damage to people and their environment. This is closely linked to strengthening community resilience.” The project is financially supported by the RBN (Relief Board of the Netherlands Reformed Congregations) and the Church Office of the Old Reformed Congregations in the Netherlands.

## Water supply restored

Following the devastating earthquake of February 2023 in Syria and Turkey, ZOA, together with Woord en Daad, provided

emergency assistance. Affected communities around Aleppo, particularly in the city of Maskanah, received support. The project ran, with a short interruption, from July 2023 to April 2025. A 1.2 km water pipeline was restored, providing 30,000 people across 26 villages with access to safe drinking water again. In addition, more than 13 kilometres of irrigation canals were rehabilitated, including the installation of new sluices and the cleaning of 26 kilometres of drainage canals. As significant needs remain and funding is still available, support will continue until the end of 2026 to further strengthen community resilience.

### 2.5.3 Policy Influencing

**“It is our role to bring the interests of people in the Global South to the attention of policymakers in The Hague and Brussels. The Netherlands is part of a wider world, and that creates responsibility. Our government policies should take into account the impact on people elsewhere.”**

Floris Grijzenhout, one of Woord en Daad’s four political advisors, explains how this work is structured. His colleague Kees Knulst outlines three core areas. “We see it as a key task to facilitate dialogue between our partner organisations in the South and civil servants and politicians in The Hague and Brussels. A second focus is strengthening public and political support for development cooperation. The third focus is policy coherence, which serves as our overarching theme.” Knulst explains: “Policy coherence means ensuring that policies in the Netherlands and Europe, for example in the areas of raw materials, trade or agriculture, align with development objectives such as poverty reduction and addressing issues like child labour, poor working conditions and environmental harm.”

### Critical raw materials policy

As an example of this work on policy coherence, Knulst refers to a breakfast event with Members of the European Parliament on the topic of critical raw materials. “It was valuable to see how we could play a connecting role on this issue, bringing



## Fonio

Through Woord en Daad shops and sales outlets, we sell fonio, an ancient grain from Africa. Fonio is gluten-free and nutritious. This small grain requires little water, is cultivated sustainably and contributes to combating desertification.

together parliamentarians from different political backgrounds. Critical raw materials, such as cobalt and lithium, are essential for products like electronic devices.” Together with CONCORD, a network of European NGOs, Woord en Daad conducted research showing that the implementation of European legislation on critical raw materials insufficiently considers the interests of local communities. Knulst explains: “The extraction of these materials for our markets often involves poor working conditions and child labour. There are also concerns about the link between a raw materials agreement concluded by the European Commission with Rwanda and Rwanda’s involvement in the conflict in eastern Congo. We raised these issues during the breakfast meeting and engaged policymakers in discussion.”

### Well-Being Economy

Grijzenhout adds: “Our focus on policy coherence is rooted in the concept of the Well-Being Economy. Prosperity should not be measured solely in economic terms such as gross national product, but should also include well-being, including health, safety and biodiversity.

## Results Emergency relief and resilience



# 2,885

Households were supported in rebuilding their (economic) lives.



# 660

Households received initial emergency assistance following a disaster.

Well-Being Economy considers the impact of policies across three dimensions: here and now, later, and elsewhere. The ‘elsewhere’ dimension relates to the effects of our policy choices on countries in the Global South.” Together with the Max van der Stoep Foundation and Partos, Woord en Daad contributes to the Building Change partnership, which aims to ensure that Dutch policies positively impact welfare and well-being in other countries. To strengthen attention for the ‘elsewhere’ dimension across ministries, a series of factsheets titled ‘Clear on Elsewhere’ was published and presented on Budget Day. These factsheets link the policies of six ministries to their effects on the Global South and raise questions for the government.

### Fair climate policy

A significant share of the political advisors’ work focuses on the impact of climate change on people in the Global South. Knulst explains: “If the Dutch government wants to invest in water and food security, it must also pursue fair climate policies and demonstrate responsible stewardship in doing so. To conclude our Benkadi programme, we organised a symposium at Nieuwspoor in The Hague under the theme ‘Stewardship in a divided world’. The core message was that the Netherlands, Europe and Africa must jointly set a course towards a climate-just future.” Woord en Daad also facilitated meetings between Southern partners and Members of the European Parliament in Brussels. Through these connections, Southern partners were able to engage directly with policymakers. Their own voices carry greater credibility and impact. During these discussions, a call for fair climate policy, previously formulated by Benkadi partners in Cotonou (Benin), was once again brought to the forefront.

## Benkadi: working together in the same direction

Benkadi means “working together in the same direction” in the West African language Bambara. This five-year strategic partnership (2021–2025) with the Ministry of Foreign Affairs and four national civil society platforms was implemented in Benin, Burkina Faso, Mali and Ivory Coast.

### SOUTHERN LEADERSHIP

Guided by a strong vision on Southern leadership, Benkadi focused on strengthening civil society and local communities so they can influence climate policy and better respond to the impacts of climate change. Specific attention was given to women, youth and people with disabilities.

### NATIONAL AND INTERNATIONAL ENGAGEMENT

Over the past five years, efforts at local, national and international levels have focused on climate adaptation, policy influencing and strengthening the participation of local communities in decision-making. Communities received training in civic participation, sustainable agriculture and advocacy. In all four countries, committees and citizen groups were established that maintain ongoing dialogue with local authorities. Benkadi also worked on awareness raising through media and engagement with policymakers, ensuring that Southern voices were heard in The Hague and Brussels.

### RESULTS

The results are tangible and wide-ranging. A total of 21 laws or policy documents were improved, and 83 successful advocacy actions were carried out. More than 1,300 organisations received capacity strengthen-



ing, while 108 organisations improved their representativeness and legitimacy, enabling them to credibly represent communities and monitor and influence government policies. Awareness campaigns reached over 5.2 million people. Visible impacts include the accelerated opening of river mouths to prevent flooding, reforestation of 465 hectares, reduced use of harmful chemicals in the gold mining sector, declining deforestation rates in Benin, and hundreds of farmers applying sustainable agricultural practices.

Benkadi demonstrates that when communities take the lead, policies change and vulnerability decreases. Woord en Daad will continue building on this approach in the coming years.



Read: *Forward! Five years of collaboration in West Afrika* →



### **Youth employment**

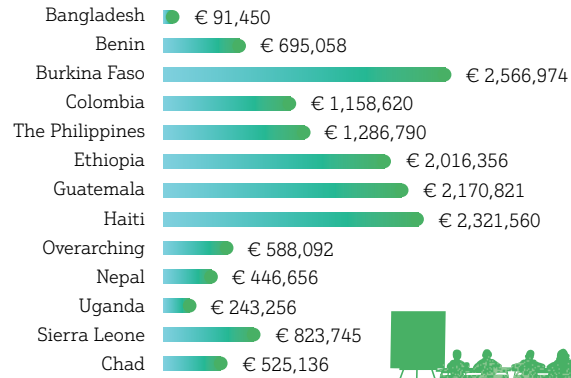
Knulst highlights another example of connecting Southern voices with Dutch policymakers through a visit by Woord en Daad country representatives from Burkina Faso, Ethiopia, Nepal and Uganda to Daniëlle Hirsch, in 2025 Member of Parliament for GroenLinks-PvdA. “Each of them made a strong appeal to Dutch policymakers to continue investing in youth employment.”

### **Digital Purchase Register**

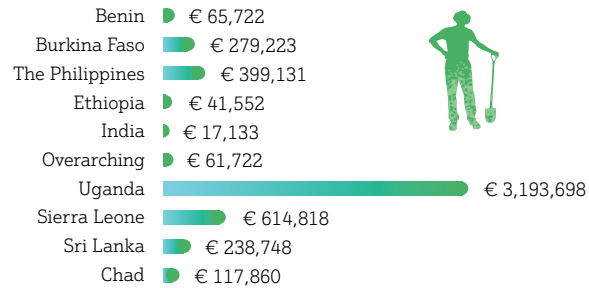
A working visit to a thrift store was organised with VVD Member of Parliament Ingrid Michon-Derkzen. Grijsenhout explains: “The aim was to raise concerns about the administrative burden associated with the Digital Purchase Register. This system is intended to combat money laundering and the handling of stolen goods, which we support. However, the regulation creates significant additional work. As our shops rely on donated goods, we consider the registration requirement unnecessary. Together with Dorcas and the Dutch Thrift Store Association, we have raised this issue with policymakers.”



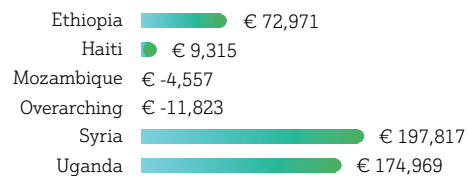
## Education and Sponsorship



## Inclusive Agribusiness



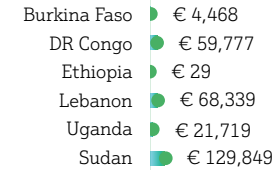
## Resilience



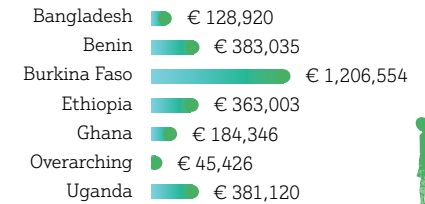
## Awareness raising

The Netherlands € 158,639

## Emergency relief



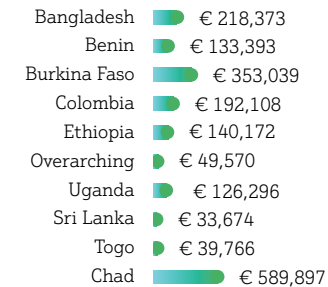
## Sustainable Water



## Strategic Partnership Benkadi



## Employment and Training



Programme expenditure  
€ 30,120,962

€ 14,934,513

€ 284,183

€ 1,876,290

€ 2,692,405

€ 3,213,067

€ 5,029,607

€ 438,692

€ 158,639

A red and black motorized vehicle, possibly a motorcycle with a canopy, is driving away on a dirt road through a lush tropical forest. The road is flanked by dense greenery, including palm trees and banana plants. The scene is brightly lit, suggesting daytime.

# 3. Accountability, learning and innovation: continuity and change

**“2025 was a pivotal year for us. It marked the final year of our previous policy period while we prepared for the next. It is encouraging to see both continuity and renewal between these two periods.”**

Wim Blok, Knowledge Strategist and Project Lead for the development of the new strategic plan, explains: “Our new policy plan (2026–2031) carries the main theme *Connecting Communities*. Its subtitle, from deep roots to new shoots, reflects both continuity and innovation.”

### Reaching the unreached

2025 marked the completion of the three policy themes defined by Woord en Daad in its strategic plan *Reach far, be near (2021–2025)*. The first theme, reaching the unreached, has been well integrated into programmes. Blok explains: “To properly identify which groups are excluded, we developed and applied the Exclusion Risks Assessment (ERA). We have learned that inclusion of vulnerable groups must be explicitly considered from the very start of a project. We also found that there are no standard solutions. Exclusion takes many different forms, and context matters. Reaching the unreached requires additional effort and resources.”

### Pro-poor climate resilience

The second policy theme focused on strengthening the resilience of the poorest to the impacts of climate change. According to Blok, Woord en Daad and its partner organisations have gained a clearer understanding over the past five years of what is required to sustainably strengthen climate resilience among vulnerable groups. Blok explains: “We have gained insight into the interconnections between ecological, social and economic factors. We also recognised how institutions and power dynamics shape both vulnerability and resilience. This calls for an integrated approach that takes all these factors into account and understands how they influence one another. The Climate Risks Assessment (CRA), which we developed, has proven to be a valuable tool in

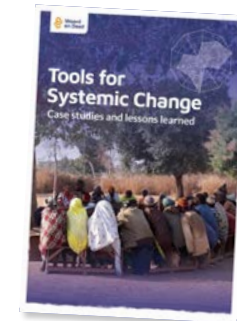
making these interconnections visible. We have learned to align more closely with people’s lived realities. The better an intervention reflects local knowledge and needs, the more effective it becomes.”

### Value-based systemic change

Through a systemic approach, Woord en Daad seeks to address the underlying causes of poverty and injustice. In doing so, it connects people, government institutions, businesses, advocacy groups and private organisations. Blok explains: “We do this from our Christian identity and driven by values, with the aim of contributing to sustainable, just and inclusive change.” According to Blok, this theme has significantly shaped Woord en Daad’s work. “We have increasingly engaged in larger-scale collaboration through strategic partnerships and consortia. We have also placed stronger emphasis on shared leadership. Collaboration requires working on the basis of equality.” In the publication *Tools for Systemic Change – Case studies and lessons learned*, Woord en Daad has compiled key insights and lessons from six case studies in Africa and Asia.

### Strategic plan 2026–2031

In 2025, work progressed on developing the multi-year strategic plan for 2026–2031. Blok explains: “In 2024, we conducted an external trend analysis and an internal reflection. The outcomes were presented in November 2024 at our five-yearly policy conference with our Southern partner organisations. During this conference, we discussed new policy themes and other building blocks for the new strategy. With all this input, we worked throughout 2025 to develop the new plan. Many contributors were involved, including colleagues, the Board of Supervisors, Southern partners, organisations we collaborate with in the Netherlands, external experts, and our advisory groups of private individuals and companies.” At the end of 2025, the strategic plan *Connecting Communities* was presented (see next page).



### Insights about systemic approach

Want to learn more about our systemic approach? Download the publication →



### A critical mirror

“We were given a critical mirror through research conducted by master’s student Henok Aregay,” Blok explains. “In Uganda, he examined the extent to which people in the communities where we work are genuinely involved in deciding what should be done. His conclusion was that while we speak about participation and attempt to shape it, there is room for improvement.” Blok identifies this as a key responsibility for Woord en Daad and its partners. “In 2025, we already made broad efforts to conduct satisfaction surveys. For the new policy period, we have defined listening to and creating space for local voices as a central policy priority. We aim to ensure that local communities are involved from the outset and are able to make their voices heard.”

### Data-informed working

In 2025, data-informed working was further strengthened. Blok explains: “We developed dashboards for our programmes that integrate the most up-to-date financial data and programme results. This enables us to closely monitor progress and make adjustments where needed.”

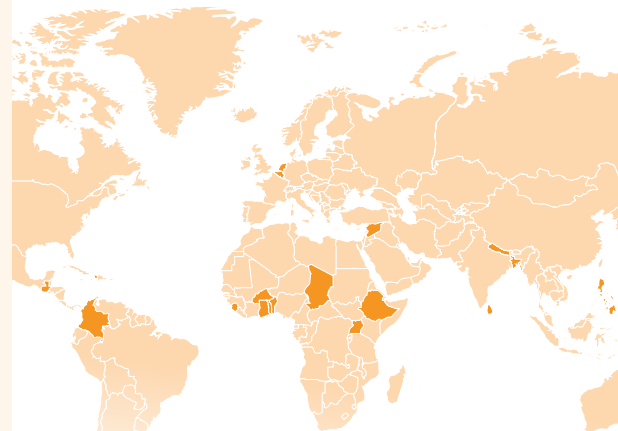
## Infographic Strategic Plan 2026-2031

### Connecting Communities *from deep roots to new shoots*

How Woord en Daad connects policy themes, thematic expertise and regions for greater impact

## Co-creation: Impact on people, systems and policy

### Where we start



- West and Central Africa
- East Africa
- Asia
- Latin America and the Caribbean
- The Netherlands and Brussels

### What we contribute



### What drives us

Our mission is rooted in a Biblical vision of justice, compassion and responsibility

### How we act



Connector Catalyst Knowledge Broker Influencer

### What we integrate



Engaging Grassroots Voices Enabling Dignified Livelihoods Enhancing Responsible Digitalisation

## Strategic Plan 2026-2031 | Connecting Communities

*From deep roots to new shoots*

### 1. What drives us

In the new policy period, our mission remains to pursue signs of God's coming Kingdom in a broken world marked by poverty and injustice. We do this from a Biblical vision of compassion and justice. In the midst of brokenness, we choose hopeful engagement.

### 2. Where we start

Woord en Daad operates in 21 countries. These countries are grouped into five regions, with the Netherlands and Brussels explicitly considered as a region as well. Each region works from an overarching regional strategy. Within regions, projects are aligned and integrated through thematic plans.

### 3. How we act

Based on locally identified needs and drawing on our expertise, we work with partner organisations and other stakeholders to achieve sustainable impact. In consultation with our partners, we have defined four roles:

- As a **connector**, we build values-driven, long-term partnerships between North and South that foster locally owned change, mutual understanding and global citizenship.
- As a **catalyst**, we bring together people, ideas and resources in innovative collaboration models that reduce dependency and strengthen sustainable, locally driven change.
- As a **knowledge broker**, we facilitate the development, exchange and application of local knowledge to improve decision-making, enable joint learning and strengthen organisations in service of sustainable, locally driven change.

- As an **influencer**, we amplify the voices of local communities to shape public and political debates in both North and South, strengthen civil society and promote global citizenship.

### 4. What we contribute

We respond to locally identified needs per region through tailored thematic plans. Practical, applicable knowledge is provided through flexible thematic expert teams. Within Woord en Daad, these include: WASH (water, sanitation and hygiene), child sponsorship, education quality improvement, combating child exploitation, employment, agricultural development, climate resilience, and public support and advocacy for international cooperation. These expert teams collaborate on initiatives, combine insights, ask the right questions and translate knowledge into concrete action.

### 5. What we integrate

For the new policy period, we have defined three guiding policy themes.

#### Engaging grassroots voices

When people have influence over decisions that affect their lives, ownership and a foundation for sustainable impact emerge. We therefore aim to work in equitable partnership with local communities by listening carefully and strengthening voices that are currently underrepresented. Our political advisors ensure that these voices are heard in their advocacy work in The Hague and Brussels. In doing so, we also represent our Dutch constituency.

#### Enabling dignified livelihoods

A dignified life means more than a living income. It includes resilience, freedom of choice and future prospects. Together with partners, we support communities under pressure from climate change and forced displacement. We work towards meaningful employment, sustainable agriculture and fair economic systems. In the Netherlands, we encourage citizens, businesses and governments to act justly towards people in the Global South.

#### Enhancing responsible digitalisation

Woord en Daad views digitalisation as a tool for sustainable development. Together with partners, we develop practical digital solutions, ranging from distance learning to market access. We advocate for responsible data use and strong digital skills. In the Netherlands, we also use information technology to connect people. We remain alert to the potential negative impacts of digitalisation.



Read the strategic plan →



### Responsible use of AI

In 2025, Woord en Daad took an important next step in exploring artificial intelligence (AI). A group of colleagues examined how AI can be used responsibly to improve efficiency and effectiveness. Based on these insights, a learning module was developed for staff, including practical training, inspiring use cases and ethical guidelines. AI tools were also tested for reporting, agenda management and document analysis. A key milestone was the training of partner organisations in Benin and Uganda, where AI was directly applied to improve reporting and programme insights.

### Academic chairs

Woord en Daad supports two academic chairs. Blok explains: "Prof. Dr Jan van der Stoep conducted research on agriculture, food and stewardship. Together with two Woord en Daad colleagues, he published a scientific article on this topic. We used this research to further articulate our own vision on stewardship in relation to climate change." Through the sector organisation Prisma, Woord en Daad is also involved in research led by Prof. Dr David Onnekink within the Chair of Christian Ecological Thinking.

### Public support

"Make stronger efforts to build public support for international cooperation and policy influencing in the Netherlands and Brussels." This was the call from partners during the policy conference leading up to the new strategic plan. Woord en Daad is responding through three tracks: policy influencing in The Hague and Brussels, promoting sustainable production and consumption, and fostering global citizenship based on Christian principles such as stewardship and care for creation.

What others say about Woord en Daad

### Ahmed Koima, Sustainability Manager at Akuna Cocoa (Sierra Leone)



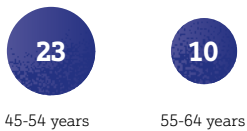
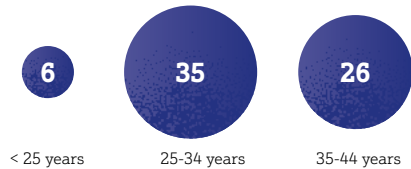
"Working with consortium partners in the cashew sector has had a strong impact in Sierra Leone, strengthening partnerships, promoting sustainable growth and supporting cashew producers in vulnerable communities."



# 4. Organisation and governance: called to do justice

# Staff Composition

Staff composition as at 31-12-2025

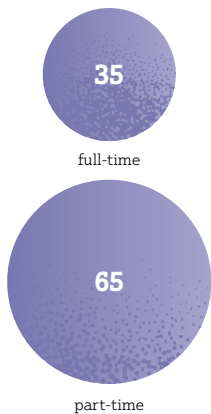


Gender distribution

**50** male  
**50** female



Full-time / part-time distribution



**7**



Individuals engaged through the flexible pool

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



## 4.1 Organisation

### 4.1.1 Project-based working

Our organisational model enables us to make targeted adjustments that improve the effectiveness of our work, without requiring changes to the overall structure. In preparation for the new policy period, several adjustments were made in 2025, while the core principles of the organisational model remained unchanged.

As in previous years, a SWOT analysis was conducted ahead of the 2026 annual planning process, along with a confrontation matrix. These informed the definition of strategic priorities for the year. These priorities provide cross-cutting direction for setting objectives.

### 4.1.2 Risk management and internal control

Risk management forms an integral part of daily operations at Woord en Daad. Risks are defined as events that may hinder the achievement of our objectives. We continuously identify, assess and manage risks, both within the organisation and across our global projects. Each year, an overview of key organisational risks is developed. For each risk, the likelihood, potential impact and priority are assessed, and appropriate mitigation measures are defined. This risk table is updated annually based on new developments.



← View the risk-table

The effectiveness of these measures is reviewed during management reviews. At project level, risks are monitored throughout all phases and discussed in

monthly progress meetings between project leaders and the Director of Programmes. For new partnerships, due diligence assessments are conducted in advance to identify risks. In 2025, 11 such assessments were carried out. In addition, periodic partner assessments focus on organisational capacity and financial management. At the closure of major projects,

evaluations are conducted to assess risks related to project completion. In 2025, two exit reviews were conducted, including an extensive review of the Benkadi programme.

Process control is tested through internal audits conducted throughout the year, covering both quality management and financial processes. These audits contribute to external verification processes, including ISO quality certification and the annual financial assurance report, while also leading to concrete process improvements.

In 2025, the Internal Control Policy was formalised. From 2026 onwards, an organisation-wide Internal Control Plan will be implemented. This will ensure systematic and integrated testing of key risk measures. The outcomes will form the basis for an “in control statement,” which will be reviewed by the external auditor and included in the annual report. This strengthens transparency, reliability and accountability towards stakeholders and partner organisations.

### 4.1.3 Staff

Colleagues and volunteers contribute daily to achieving Woord en Daad’s mission. In 2025, many staff members were actively involved in developing the new strategic plan for 2026–2031. The WD Academy, focused on knowledge development and personal growth, was updated, and widely used throughout the year. A review of the salary framework resulted in a guiding document outlining the principles for remuneration. In addition to staff in the Netherlands, Woord en Daad works with colleagues based in project countries. As this group has grown over time, a dedicated HR policy for these southern-based staff was developed and implemented by the end of 2025.

### 4.1.4 Integrity

From our Christian core values, we consider it essential that our work is carried out with integrity. Our integrity policy outlines the behaviour expected from all stakeholders, how we seek to prevent misconduct, and what we expect from our partner

organisations. We also ensure clarity on how individuals can report concerns. Both our Dutch and English websites provide guidance on reporting procedures, including our integrity statement and the steps to follow in case of misconduct.

Woord en Daad promotes continuous awareness of ethical conduct. In 2025, this included a structured moral reflection on engaging with non-Western funding sources. Following this process, a decision was made to refrain from partnerships with institutional funds from the Middle East, based on concerns around reputation, potential conflicting interests with Woord en Daad's work, and limited transparency regarding the origin of funds.

#### Reports in 2025

In 2025, six reports of suspected integrity violations were received. All cases related to activities in countries where Woord en Daad operates outside the Netherlands. Three reports involved allegations by former employees of partner organisations concerning financial misconduct. Investigations confirmed financial irregularities in one case, without evidence of personal enrichment. These cases led to discussions with partner organisations on organisational culture and the prevention of future financial irregularities.

One report concerned a claim of unjust dismissal by a former employee of a partner organisation. This prompted clarification of the respective responsibilities of Woord en Daad and its partners, including the expectation that partners maintain effective integrity and reporting systems. In two additional cases, investigations confirmed misconduct, either financial or personal in nature. Both cases resulted in the dismissal of the staff involved and triggered broader staff training on integrity awareness within the partner organisations. These cases reinforce the importance of strong integrity procedures among partners. In 2026, further attention will be given to this through regional (online) sessions that bring partner organisations together to exchange experiences and strengthen awareness.

#### 4.1.5 Works council

In 2025, the Works Council contributed input and advice on several topics. A key focus was reviewing and providing feedback on documents related to the new strategic period 2026–2031. The Works Council also advised on new policies and the organisational structure of Woord en Daad Shops Foundation.

Workload emerged as a recurring topic. Discussions with the Board of Directors and HRM led to key insights, which are being followed up by HRM. The Works Council also engaged in dialogue with the confidential advisors. They exchanged views on areas requiring increased attention, including the visibility of both the confidential advisors and the Works Council. For the first time, following a quarterly consultation, the Works Council provided feedback during the weekly staff meeting. This aims to improve internal communication and strengthen the visibility of the Works Council. Various HR-related topics were also discussed, including the outcomes and follow-up actions of the employee satisfaction survey, as well as changes to the pension scheme and the communication of these changes to staff.

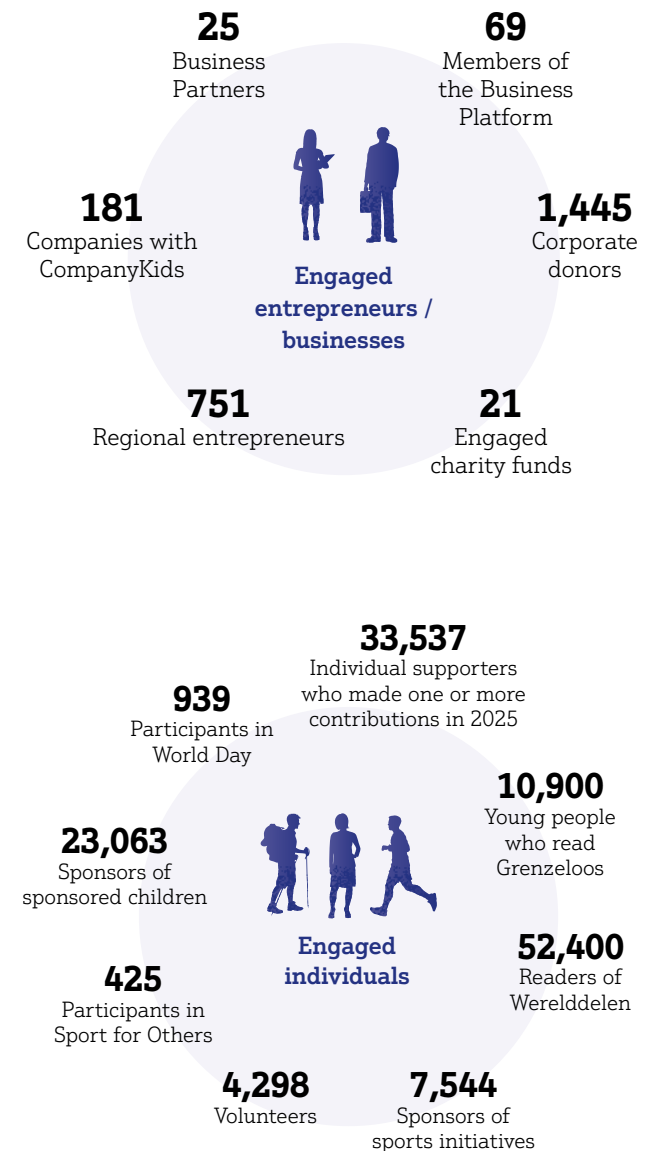
The Works Council remained closely involved in the organisation through quarterly alignment meetings with the Board of Directors, held in conjunction with its own council meetings. Topics discussed included the first year of operating with a two-member board, annual plans and budgets, the role of the Works Council in relation to southern-based staff, a proposal for a summer office closure, office occupancy, discussions with the IT provider, and updated hourly rates and budgets.

### 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 of the Board of Supervisors and the Board of Directors, Woord en Daad ensures that they have a strong connection to its support base.

## Our engaged support base



Members of both bodies are closely connected to this constituency and, from that connection, endorse the foundation and purpose of Woord en Daad.

#### 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. It also assesses the performance of the Board of Directors. In 2025, the Board of Supervisors met six times in the presence of the Board of Directors. In addition to regular meetings, a dedicated trend session was organised, featuring three speakers, Prof. Dr L. Meijs, Prof. Dr A. P. de Man and D. van Steensel, who provided insights into developments in organisational models and new ways of working relevant for Woord en Daad from 2026 onwards.

The Board of Supervisors also attended advisory sessions that provided information and guidance on specific policy areas. It participates in a peer review group organised by the sector umbrella organisation Prisma, and is a member of Toezicht Goede Doelen (the Foundation for Internal Supervision of Charities, abbreviated ITGD), a platform for internal Boards of Supervisors in the non-profit sector. Through ITGD, the Board of Supervisors stays informed about developments in governance and oversight. In December, the Board of Supervisors conducted an internal evaluation, facilitated by an external consultant from Ebbinge, to further strengthen its performance. The outcomes are used to improve the quality of supervision and collaboration. A decision was also taken to develop a vision paper on the supervisory role within Woord en Daad. In addition, members of the Board of Supervisors conducted field visits to engage directly with partner organisations and target groups, providing valuable insights from practice.

In 2025 the Board of Supervisors was involved in the following:

- **Auditors report on the annual report and financial statements**  
The Board of Supervisors ensures that the Board of Directors

and the organisation are audited externally and independently. The auditor issued an unqualified opinion.

- **Navigation framework en financial reporting**  
Progress on Woord en Daad's strategic course, as well as the quarterly financial reports, were reviewed and discussed on a quarterly basis.
- **Performance Board of Directors**  
The performance of the Board of Directors was assessed during the December meeting and evaluated positively. This assessment incorporated feedback from various internal and external stakeholders, including partners, the Works Council and advisory groups representing individuals and businesses.
- **Financial audits**  
The financial audit committee advised the Board of Supervisors on financial matters, particularly the annual budget and financial statements. The committee met twice in 2025. Additional meetings were held in relation to an ICT trajectory.
- **Annual plan and budget 2026**  
Work on the 2026 annual plan and budget took place in the autumn, both of which were approved in December.
- **Strategic plan 2026-2031**  
The Board of Supervisors approved the new strategic plan for the 2026–2031 period.
- **Vacancy Board of Supervisors**  
In December, interviews were conducted with candidates following the departure of two members of the Board of Supervisors. Two new members will be appointed in 2026.

#### 4.2.1.2 Board of Directors

Statutorily, the Board of Directors holds responsibility for the organisation's policy and management. In 2025, the Board of Directors of Woord en Daad consisted of R.F. (Rina) Molenaar MSc (Chair of the Board of Directors) and J.J. (Jacob Jan) Vreugdenhil MSc (Director of Programmes).

Woord en Daad operates through a project-based model. There is no management team. Projects are led by project leaders who report directly to the Board of Directors. Each quarter, a navigation

meeting is held to reflect on progress towards the strategic objectives of the 2021–2025 policy period and the related annual goals. These meetings assess whether the agreed course has been maintained and whether adjustments are required.

In addition, periodic strategic meetings are held in which the Board of Directors discusses strategic themes with colleagues from different disciplines. Participation depends on the agenda.

Support teams that facilitate project implementation, such as HRM and ICT, operate as self-managing teams. They report directly to the Chair of the Board of Directors through quarterly reports and a three-weekly consultation. In practice, responsibilities and authorities are delegated to programme and project leaders and to self-managing teams. The Board of Directors holds a weekly governance meeting to address shared responsibilities and exchange portfolio updates. Procedures are documented in the Organisation Handbook. Compliance is monitored and reported by the internal auditor.

#### Remuneration of the Board of Directors

The Board of Supervisors determines the remuneration policy, the level of executive remuneration and other compensation components. This policy is periodically reviewed, with the most recent evaluation conducted on 16 January 2026.

Woord en Daad follows the remuneration scheme for directors of charitable organisations. This scheme sets a maximum annual income based on a scoring system reflecting organisational complexity. The assessment for Woord en Daad resulted in a BSD score of 535 points. For a two-member board, the role weighting is adjusted using fixed percentages: 87% for the Chair of the Board of Directors and 80% for the Director of Programmes. This results in BSD scores of 465 and 428 points respectively. The corresponding maximum annual incomes for 2025 are €163,473 for the Chair and €144,154 for the Director of Programmes.

## Communication with our support base

The actual annual income amounted to €130,284 for R.F. Molenaar (1 FTE/12 months) and €108,477 for J.J. Vreugdenhil (1 FTE/12 months), both within the applicable limits.

Total remuneration, including taxable allowances, employer pension contributions, pension compensation and other long-term benefits, amounted to €164,185 for R.F. Molenaar and €138,598 for J.J. Vreugdenhil. These figures remained within the maximum thresholds of €212,515 and €187,400 respectively.

### 4.2.2 Quality management

- Woord en Daad has structured its quality management system in line with the principles of ISO 9001 and the Partos 9001 standard, a sector-specific ISO framework. A follow-up audit took place in May 2025, resulting in a positive outcome.
- Two internal auditors conducted five audits across various internal processes to assess and improve the functioning of the quality management system. No non-conformities were identified. Improvement points were documented and followed up.
- The Organisation Handbook, including all process flows, procedures, guidelines and supporting documents, was kept up to date in collaboration with responsible staff.
- Woord en Daad conducted customer satisfaction surveys across a range of themes among its constituency.
- Complaints, signals and compliments were registered and addressed in accordance with the organisation's procedure for complaints, signals and compliments.
- Supplier evaluations were carried out in May 2025.
- In July 2025, the annual management review was conducted with the strategic team. The conclusion was that the quality management system functions adequately. Action points were defined.
- In 2025, three minor data breaches were recorded and handled satisfactorily.

### 4.2.3 Codes of conduct and certifications

Woord en Daad endorses the following codes and applies the following guidelines:

- The Code of Conduct of the International Red Cross, an international code for humanitarian organisations.
- The Sphere Standards for humanitarian aid and reconstruction.
- The 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 holds the following certifications:

- The CBF Recognition, which sets standards for governance, policy, fundraising, communication, allocation of resources and reporting. Under the revised recognition scheme introduced in 2016, Woord en Daad is recognised as a charity that meets CBF requirements.
- ISO certification, used to ensure continuous control, improvement and optimisation of processes. Woord en Daad is also certified under Partos 9001, a sector-specific standard based on ISO 9001.

### 4.2.4 CSR policy

For Woord en Daad, corporate social responsibility (CSR) is embedded in its DNA. Decision-making consistently considers the interests of a wide range of stakeholders. From its mission, Woord en Daad is called to do justice to people in vulnerable situations, to society and to creation. Examples of sustainability efforts in 2025 include:

- Total CO<sub>2</sub> emissions for 2025, amounting to 472 tonnes, are also offset this year through Away4Africa.
- The office building is largely "Paris proof," meaning it generates only limited net CO<sub>2</sub> emissions.
- Preference is given to repairing furniture rather than replacing it.



Online | Social Media

**236,662**

Unique visitors to the website

**430,843**

Unique page visits

**18,465**

Followers on social media (across 4 channels)



Circulation of printed materials

**52,400**

**Werelddelen**, for supporters and other stakeholders, 4 issues per year



**4,800**

**Daadkracht**, for entrepreneurs, 3 issues per year



**10,900**

**Grenzeloos**, for students, 2 issues per year



**56,200**

**Verreklijker**, for children, 1 issue per year



**51,000**

**Harvest and Labour Thanksgiving calendar**, for families, 1 issue per year, of which 6,300 were distributed by Woord en Daad. The remaining copies are distributed by other organisations



**2,750**

**Intercom**, for volunteers, 2 issues per year

In 2025, a new CSR policy was developed, integrating both international CSR (IMVO) and CSR frameworks. This policy defines objectives across environmental, social and governance (ESG) dimensions. From 2026 onwards, this policy will be implemented and complemented by a voluntary sustainability report alongside the annual report. This report will provide further insight into progress towards sustainability goals. The CSR policy follows ISO 26000 guidelines and reports through the GRI framework (Global Reporting Initiative), a widely accepted standard for sustainability reporting. The GRI table can be accessed via the QR code.



← View the GRI-table here

#### **4.2.5 ICT**

In 2025, efforts focused on developing a future-oriented ICT infrastructure. ICT systems are designed to support operations effectively, while enabling innovation through flexibility and robustness. Several steps were taken:

##### *ICT strategy 2026–2031*

The application landscape was reassessed in 2025, and policy choices were prepared for the new strategic period. Particular attention was given to supplier dependency and the balance between standard software and customised solutions. This provides direction for ICT decisions in the coming years.

##### *AI and automation*

An organisation-wide AI working group was established. This group advised on responsible use of AI applications, including error and fraud detection and automated invoice processing.

These recommendations are integrated into the future strategy. AI is applied to improve efficiency while maintaining organisational identity and authenticity.

##### *ChildConnect*

Development of ChildConnect, an ICT solution for sharing sponsorship data between Woord en Daad and partner organisations, has been ongoing for several years. This development took longer than expected and did not deliver the expected results. It was therefore decided to write off the investment in the new software in full. The experiences from this project have led to an exploration of alternative solutions and to stricter requirements for new ICT projects.

##### *Data-analysis*

A new data model for reporting was developed in 2025. This enables faster access to insights on projects and donations, supporting more informed decision-making.

##### *Data security and protection*

Woord en Daad places strong emphasis on system and data security. In 2025, continuous attention was given to safeguarding systems and ensuring compliance with privacy regulations.



# 5. Financial accountability: sustained support

**“Never before in the history of Woord en Daad have our revenues been this high. In 2025 we received nearly €38 million to combat poverty and injustice,” says Finance Director Arnold van Willigen.**

This outcome was not anticipated. “Government funding has become more restrained and public support for international cooperation is declining. We indeed received fewer government subsidies, yet our income from private fundraising increased significantly. This reflects the strong commitment and loyalty of our constituency.” That engagement extends beyond financial contributions. “It is also visible in participation in events such as Sport for Others, attendance at our annual World Day event, and the time people give as volunteers.”

### **Southern leadership**

Van Willigen highlights the dedication of southern partners. The context in which they operate has become more challenging. “In many countries, space for civil society organisations is shrinking, and insecurity is increasing.” At the same time, partner organisations have grown stronger and more independent. “The strength of Woord en Daad has always been its partnerships. These are increasingly characterised by equality. Strengthening southern leadership remains a priority.”

### **Shared Resource Centre**

In Uganda, Woord en Daad and partner organisation TUNADO established a Shared Resource Centre (SRC) as a social enterprise. “It provides services ranging from financial management and business development to policy influencing. In addition to organisations involved in the LEAD programme, others can also use these services. The SRC strengthens southern leadership and improves efficiency, while reducing the need for staff from the Netherlands.” A similar centre is being developed in Benin, building on earlier positive experience within the Benkadi programme.

### **Growth in private fundraising**

Total income in 2025 reached nearly €38 million, a 2% increase compared to 2024. “The expected decline in government funding was offset by strong growth in private fundraising. Contributions from individuals increased by 10%, companies by 22%, and churches and schools by 18%. The number of emergency appeals remained limited.” The largest share of income from individuals comes through child sponsorship, amounting to nearly €10.5 million in 2025. This reflects a willingness to commit long-term. There was also a notable increase in large individual donations. “People are increasingly choosing to give part of their wealth during their lifetime, often for a specific purpose.” Income from legacies remained stable.

### **Thriving volunteer engagement**

Volunteer engagement continues to grow. The 90 sales points and 51 volunteer groups, involving 309 volunteers, raised approximately €689,000 in 2025, an increase of 35%. “There is strong momentum within our volunteer groups. This is also visible in our thrift stores, which generated a net €2.75 million through the efforts of more than 1,800 volunteers across 31 shops. A new shop opened in Dinteloord.” These shops contribute to fundraising, social cohesion and sustainability through reuse and the involvement of volunteers and people distanced from the labour market.

### **Results orientation**

Interest from both large companies and SMEs continues to grow. Income from businesses increased from €4.8 million in 2024 to over €5.5 million in 2025. “Companies are willing to share what they earn. They connect with Woord en Daad because of our results-oriented approach. Our roots lie in entrepreneurship, and that mindset remains embedded in the organisation.” Businesses link their engagement to CSR policies and employee engagement. A notable activity was the event “Letting go without hassle” on business succession, organised with Bunt Groep and BVD Advocaten. “This created a natural opportunity to present our work. During transitions, entrepreneurs reflect on how to allocate their wealth.”





### **Institutional funds and subsidies**

Philanthropic funds remain a stable source of income, contributing nearly €2.3 million in 2025. “Growth is limited, yet relationships deepen. These are long-term partnerships, and some funds engage at a strategic level.”

Government subsidies decreased from approximately €8.5 million in 2024 to €7.9 million in 2025.

“Available budgets are smaller and competition is high. We submitted a strong portfolio of applications, yet only a limited number were approved.” Government funding now represents 20% of total income, well within the organisation’s ceiling of 30%.

### **Exchange gains and general reserve**

A positive exchange result of €760,000 was realised. “This is linked to inflation in the countries where we operate. These gains are reinvested in our programmes.” Significant progress was made in reducing the negative general project reserve through a recovery plan. Due to underperformance of an ICT system and the decision to switch to a new supplier, a substantial write-off was made on existing software.

Overhead costs amounted to 7.72% in 2025. “We continue to maintain low overhead levels and aim to remain around 7.5%.”



### **Building entrepreneurship in agriculture**

Agrijob Booster Chad strengthens youth employment by supporting young entrepreneurs and farmers to build viable businesses in agriculture. Through training, coaching and access to markets and finance, the programme creates sustainable income opportunities in a challenging context.

*Watch the video to see how people in Chad are building their future through agriculture →*



## Consolidated Balance Sheet as at 31 December (before appropriation of result)

Assets	2025 €	2024 €
<b>FIXED ASSETS</b>	<b>3,226,772</b>	<b>5,795,485</b>
Intangible fixed assets (1) <i>(Capitalisation of website/software development for operations and objectives)</i>	708,051	2,501,701
Tangible fixed assets (2) <i>(Used in operations)</i>	582,037	496,335
Financial fixed assets (3)	1,936,684	2,797,449
<b>CURRENT ASSETS</b>	<b>10,604,593</b>	<b>10,472,430</b>
Inventories (4) <i>(Goods inventory related to objectives)</i>	467,324	740,207
Receivables and accrued assets (5)	4,872,181	5,547,690
Liquidities (6)	5,265,088	4,184,533
<b>Total assets</b>	<b>13,831,365</b>	<b>16,267,915</b>

Liabilities	2025 €	2024 €
<b>RESERVES AND FUNDS</b>	<b>7,597,121</b>	<b>7,235,342</b>
Reserves (7)	2,830,775	3,794,258
Foundation capital	272	272
Continuity reserve	2,276,765	3,844,173
Currency reserve	500,000	500,000
Reserve business development	-	350,000
Reserve participations	94,569	-
General projects reserve	40,395-	900,188-
Funds (8)	4,766,347	3,441,084
Provisions (9)	-	-
Long-term debts (10)	186,752	655,316
Short-term debts (11)	6,047,492	8,377,255
<b>Total liabilities</b>	<b>13,831,365</b>	<b>16,267,915</b>

## Income trend over the past 10 years



## Consolidated statement of income and expenses for 2025

Baten	Current financial year €	Budget financial year €	Prior financial year €
Income from private individuals			
- Collections	111,010	100,000	112,366
- Sponsor programme	10,146,673	10,480,000	10,181,506
- Legacies	1,517,169	1,400,000	1,564,414
- Other donations	5,078,197	3,915,000	3,483,606
<b>Total income from private individuals</b>	<b>16,853,049</b>	<b>15,895,000</b>	<b>15,341,892</b>
Income from companies	6,234,275	5,262,500	4,919,913
Income from government subsidies	7,060,971	6,534,079	8,588,191
Income from other non-profit organisations	4,776,481	5,906,528	5,303,812
<b>Total income fundraising</b>	<b>34,924,776</b>	<b>33,598,107</b>	<b>34,153,808</b>
Income from the provision of products and services			
Income from supplier's role and awareness raising*	78,097	225,000	252,437
Gross profit sale of goods	2,965,347	3,500,000	2,835,715
<b>Sum of the income generated from services provided</b>	<b>3,043,444</b>	<b>3,725,000</b>	<b>3,088,152</b>
<b>Total income</b>	<b>37,968,220</b>	<b>37,323,107</b>	<b>37,241,960</b>

Expenditure	Current financial year €	Budget financial year €	Prior financial year €
<b>EXPENDITURE ON TARGETS</b>			
Structural programmes	29,517,078	29,299,718	33,665,032
Education and sponsoring (EDU)	14,934,513	14,864,225	15,801,758
Policy influencing South (Benkadi)	3,213,067	3,850,246	5,080,602
Employment & Training / Job Booster (JB)	1,876,648	2,013,926	2,450,469
Inclusive Agribusiness (IA)	5,029,607	4,035,081	5,549,620
Sustainable Water (DW)	2,692,405	3,119,115	2,014,371
House construction programme (LCH)	-	-	1,949
Resilience (RES)	438,692	774,973	763,592
Other	475,091	331,160	826,659
Partner role in the Netherlands	857,055	310,992	1,176,011
Emergency relief			
- granted support via local organisations	284,183	1,306,900	149,274
Advocacy	416,539	514,570	297,250

Expenditure	Current financial year €	Budget financial year €	Prior financial year €
<b>EXPENDITURE ON TARGETS</b>			
Awareness raising	970,142	1,132,157	966,216
Knowledge management	397,982	485,276	331,826
PQA	203,954	197,068	190,552
<b>Total spent on objectives</b>	<b>31,789,878</b>	<b>32,935,689</b>	<b>35,600,149</b>
<b>Fundraising costs</b>	<b>2,120,903</b>	<b>2,279,322</b>	<b>2,027,337</b>
Costs of own fundraising	2,120,903	2,279,322	2,027,337
Supplier role costs*	0	198,400	157,937
Management & Administration costs – Shops	471,228	465,000	443,699
Management & Administration costs	774,441	915,077	863,051
<b>Total expenses</b>	<b>35,156,451</b>	<b>36,793,488</b>	<b>39,092,173</b>
<b>Balance of financial income and expenses</b>	<b>2,811,769</b>	<b>529,619</b>	<b>1,850,213-</b>
Net financial income and expenses	971,953-	45,000-	271,618-
Balance of results from organisations participated in	98,142-	-	33,826-
Special impairment of intangible fixed assets	1,372,521-	-	-
<b>Net result (income minus expenditure)</b>	<b>369,184</b>	<b>484,620</b>	<b>2,155,657-</b>



\* See note for an explanation of the 2025 figures compared with the 2025 budget and the year 2024.

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

### 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 48–71).

## ANNEX 1 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 the management of revenues from volunteer groups, stamp sales, and creditor master data. Additional 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 applied, either through sampling or full assessments. Authorisations and mandates, as defined within the software systems and online banking environment, are also examined. The assessment includes random sample checks to verify whether established procedures are correctly and fully followed by authorised personnel, with documentation properly recorded in the systems. Additionally, automated alerts are used to monitor changes in high-level user permissions, ensuring their justification. This includes, for instance, payment authorisations, contract approvals, and 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 in accordance with procedure.

In 2025, two internal control assessments were carried out, including a comprehensive mid-year review 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 been implemented. The assessment process is now largely system-driven, focusing on mandates, changes in user groups, and system-enforced workflows.

In recent years, Woord en Daad has increasingly focused on cybersecurity and system access risks. After conducting several penetration tests in previous years, a more comprehensive assessment was carried out in 2025, with additional attention given to staff awareness. Recommendations from the assessment report focused, among other things, on documenting policy decisions and clarifying accountability within data processing chains. Discussions with partners on integrity and cybersecurity remain a continuous priority. These conversations are explicitly linked to identity and shared values and are also held internally, under the responsibility of internal operations.

With the development of an Internal Control Policy and an Internal Control Plan, both to be implemented in 2026, a renewed focus on internal control was established in 2025. The Internal Control Plan consolidates the key internal control assessments through which Woord en Daad periodically evaluates whether processes, systems, and partnerships function effectively and whether risks are adequately managed. The plan is risk-based and is adjusted throughout the year where necessary, based on signals from the organisation, such as management reviews, audits, and other evaluations.

In 2025, Organisational Standards Assessments, Financial Management Assessments, and reflection sessions were conducted with various partner organisations to assess project and organisational capacity and to identify targeted improvements in leadership, governance, and organisational resilience. Increasingly, Organisational Standards Assessments are combined with capacity reflection sessions, strengthening awareness and ownership among partner organisations. In addition, exit reviews were conducted for the Job Booster Burkina Faso project and the Benkadi programme, including an additional compliance check on grant conditions, allowing findings to be incorporated into project progress discussions.

Before entering into contracts with new partner organisations, a due diligence assessment is conducted. In 2025, a total of 11 due diligence assessments were carried out.

The risk policy was updated (see also Chapter 4). Given the project-based and adaptive nature of Woord en Daad's operations, risk identification and management take place in an organic and continuous manner.

Internal process descriptions were updated where necessary in 2025. In addition to workflows with clear process owners and role segregation, a risk analysis was conducted, resulting in a risk matrix covering both financial and reputational risks. This risk matrix directly informs the internal control policy and the resulting Internal Control Plan.

In summary, Woord en Daad has a current and robust risk management system. Internal control measures are properly implemented while accounting for the dynamic environment in which the organisation operates.

*December 2025*

Signed in Gorinchem

Rina Molenaar MSc  
Chair of the Board of Directors

J.J. Vreugdenhil MSc  
Programme Director

## ANNEX 2 Report of the independent auditor



### REPORT OF THE INDEPENDENT AUDITOR

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

#### Our opinion

The summary financial statements 2025 (hereinafter: 'the summary financial statements') of Stichting Reformatorische Hulpactie Woord en Daad, based in Gorinchem, the Netherlands, is derived from the audited financial statements 2025 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 2025 of Stichting Reformatorische Hulpactie Woord en Daad on the basis described in note valuation principles on page 47.

The summary financial statements comprise:

1. the summary statement of financial position at 31 December 2025;
2. the following statements over 2025:
  - the summary statement of comprehensive income, changes in equity and cash flows; and
  - the related explanatory information.

#### 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 Hulpactie 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 25 March 2026.

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

We expressed an unmodified audit opinion on the audited financial statements 2025 of Stichting Reformatorische Hulpactie Woord en Daad in our auditor's report of 25 March 2026.

#### 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 47.

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

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#### 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, 1 May 2026

Dubois & Co. Registeraccountants

A.P. Buteijn RA

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Woord en Daad is a registered charity (ANBI) under Dutch law. For legacies, our address is Stichting Reformatorische Hulpactie Woord en Daad, Gorinchem.

Our charity is registered under number 41118168 at the Dutch Chamber of Commerce in Utrecht and our finances are audited by a registered accountant.

We bank with the Rabobank: account number NL64 RABO 0385 487088, account holder Woord en Daad, Gorinchem.

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