

Annual report 2017

upstream





Foreword

Defiant or against the flow?

The world appears to be in a state of increasing commotion and that has not changed for the better in 2017. Although the terrorist organization IS has been driven back, the organization's ideology is spreading like an oil slick throughout the world and it violently raises its ugly head at the most unexpected times and places. A defiant movement that elicits fear and creates chaos.

The consequences of Trump's politics do not appear to be bringing the world in to calmer waters either. His statements and opinions run contrary to other opinions and observable facts. Also defiant. But then by denying that the world operates in the way it does.

Come what may, Woord en Daad does not want to be defiant. That causes unnecessary tension in the chain and then the weak links can break.

We are happy to go against the flow, as we do not want to be swayed by the crowd. In a world in confusion, we want to bring hope, where anxiety prevails, new courage, where people are downhearted, new strength and where they can no longer see the way, a new opening. By continuing to go against the flow we want to stay close to the source so that we can continue to draw upon it to do our work. Our source is the Bible. The Bible guides and inspires us in our work, which goes against the flow.

And this is apparent from many examples in our work. A revolutionary thought that arose from water in Tigray, Ethiopia where we not only work on water but where people also see each other through different eyes and learn to work together. Releasing children from slavery by providing education that challenges the Haitian culture in this area. Visiting young people in Colombia and Guatemala whom society has snubbed. New

and inspired communities in Samar, the Philippines where thanks to the effort of our partners the consequences of the disaster are now providing new perspectives for its survivors. Thanks to our Job Booster programme, young people who were previously left by the wayside now have a chance of work. Going against the flow but staying close to the source. Now in 2017 our work is living proof of this. We are continuing in the spirit of our pioneer and founder Ivo 't Lam who died in 2017. In establishing Woord en Daad, he went against the flow but remained close to the Source.

You can never achieve that alone, as the counter current is too strong. We experience God's strength in what we do. And we also experience the strength of connecting with others in both time and place. If we connect with each other, then together we are strong enough to go against the flow. And connecting people is one of our key principles. Both here and there. Here with there. Our project-based approach has proven to be an outstanding platform for that. Along the road, it is bringing people together who would otherwise never have connected and who can now enrich each other. It mobilizes companies and family and capital funds that would otherwise not have become involved in our work. In that sense AD 2017 was also a fantastic year. We want to share that with you in this annual report. We want to make you a part of working against the flow, to stay close to the Source.

Executive Board
Jan Lock and Rina Molenaar



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reading time: 5 minutes

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The world of Woord en Daad

Programmes

Education



Water, Sanitation and Hygiene (WASH)

Job Booster



Inclusive agribusiness development

Emergency relief and rehabilitation



Housing construction

Policy influencing North



Awareness raising

Policy influencing South



HARA

€ 2.334.632

Children at school 7.603

Young people with a job 176



LARA

€ 2.823.826

Children at school 11.501

Young people with a job 958

Farmers / entrepreneurs trained 313



Woord en Daad collaborated in alliances in the following regions: Asian Regional Alliance in Asia (ARA), Haitian Regional Alliance (HARA) in French-speaking Latin America, Latin American Regional Alliance (LARA) in Spanish-speaking Latin America, and West African Regional Alliance (WARA) in West Africa. In Ethiopia and Uganda partner organizations also work together. The alliance SARA (Southern African Regional Alliance) has reorganized itself into a South African Learning and Transformation alliance, SALT.

Netherlands

€ 742.165



Middle-East

€ 166.485



South Sudan

€ 128.000



Chad

BurkinaFaso

Benin

Sierra Leone

WARA

€ 12.808.036

Children at school 6.711

Young people with a job 747

Farmers / entrepreneurs trained 11.673

Number of people trained / reached through awareness raising on water, sanitation, and hygiene 4.523



Mozambique



South-Africa

Zambia

€ 75.841

Farmers / entrepreneurs trained 500



SALT

€ 249.116



Nepal

Bangladesh

India

Sri Lanka

Thailand

Philippines

Ethiopia

€ 3.426.077

Children at school 3.718

Young people with a job 408

Farmers / entrepreneurs trained 3.464

Number of people trained / reached through awareness raising on water, sanitation, and hygiene 4.450



Uganda

€ 840.299

Young people with a job 96

Farmers / entrepreneurs trained 2.812



Madagaskar

€ 2.800



ARA

€ 3.785.984

Children at school 8.252

Young people with a job 1.438

Farmers / entrepreneurs trained 1.616

Number of people trained / reached through awareness raising on water, sanitation, and hygiene 23.805

Number of houses built 650





Summary

Woord en Daad's catchment area: sparkling with new approaches

In 2017, we articulated new ambitions. These concern not just bigger results but also higher quality. Thanks in part to a new, project-based approach we can realize our new, stronger ambitions. However, that process is not without setbacks and we are learning from those as well. You can also read more about that in this annual report.

Following a start-up phase in 2016, the education network INCE took off in 2017. In Burkina Faso and Nepal we work on improving the quality of education. In the same way we will form a network in ten other countries over the coming years, so that children and young people can develop thanks to skilled teachers. The Job Booster programme wants to have helped more than 100,000 young people find a job in five years' time. This cannot be realized using the old approach of vocational college programmes. It requires a new, market-focused way, also for our partners. Indeed, the market-focused approach is a common thread in all of our programmes. That is also abundantly clear from the programme IAD (Inclusive Agribusiness Development), with a water programme like 'Drops for crops'. In this programme, farmers realize a higher income through drip irrigation powered by solar energy. This is not just productive but sustainable too.

Specific attention is paid to sustainability in our Housing Construction programme, with its revolving loan system. Next to that, the programme 'Let's eat!' raises awareness of the issue of food wastage. Lifestyle makes a difference, also in the Netherlands. That is why we have opened new second-hand shops where items, and people, are given a second chance.

In addition, this is also why we lobby at the highest level for the Sustainable Development Goals (SDGs) and we managed to motivate 24 members of the Dutch House of Representatives to adopt an SDG. And we will keep them to their word!

Who?

In a broken world scarred by poverty and injustice, Woord en Daad tries to make the signs of God's coming Kingdom visible. The Christian perspective of justice and compassion motivates us to contribute each day to a sustainable change for people in both the North and the South.

What?

Woord en Daad works on the themes:

- Christian education
- technical vocational education training and job placement
- food security, agribusiness and business development
- water, sanitation and hygiene
- emergency relief and rehabilitation

In the Netherlands, Woord en Daad wants to make individuals, companies and the government aware of their responsibilities with respect to worldwide poverty.

Where

Woord en Daad is active in:

- Europe: the Netherlands, Belgium
- Africa: Benin, Burkina Faso, Chad, Ethiopia, Madagascar, Mozambique, Sierra Leone, South Africa, South Sudan, Uganda and Zambia
- Asia: Bangladesh, India, Iraq, Jordan, Nepal, the Philippines, Sri Lanka and Thailand
- The Caribbean and Latin America: Colombia, Guatemala, Haiti and Nicaragua
- North-America: United States of America

Working areas

Together with local partners and actors from the relevant sectors, Woord en Daad connects people worldwide and in doing so increasingly plays an enabling role. Woord en Daad works with a project-based approach that covers four aspects:

Sustainably changing people's lives

In the continents of Africa, Asia, and the Caribbean and Latin America we are thoroughly tackling poverty with the partner organizations by working on the aforementioned themes. Furthermore, Woord en Daad is active in the provision of emergency relief.

Awareness raising

Together with our supporters in the Netherlands, we reflect on questions concerning poverty and wealth and everybody's personal responsibility in relation to this.

Civil society strengthening in the South

Woord en Daad works together with its partners on a strong societal embedding of the work. This ensures that the work is widely known about and has an extensive effect.

Policy influencing

Working with others in the Netherlands and Europe to lobby for the interests of the poorest of the poor. When necessary we raise awareness about the position of the poorest of the poor among politicians, the press and the commercial sector.

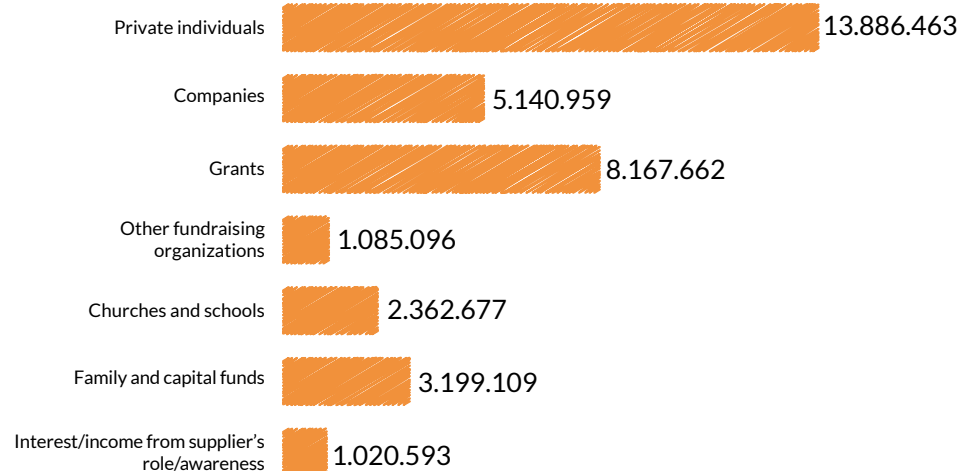
Woord en Daad has the Dutch charitable status (ANBI), has the CBF seal and is ISO 9001:2015 certified.



2017 core figures

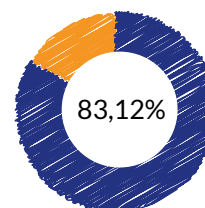
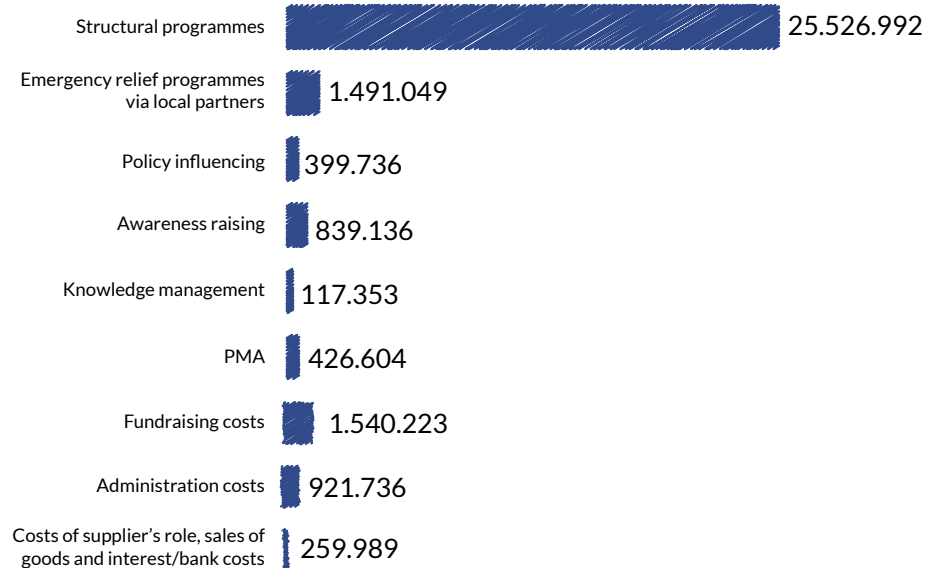
Income 2017 in €

34.862.559

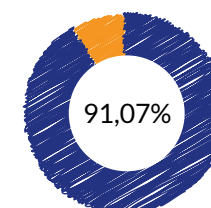


Expenditure 2017 in €

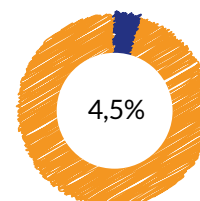
31.680.305



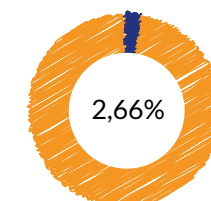
Target expenditure ratio (expenditure on targets with regard to the total income)



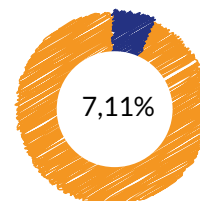
Target expenditure ratio (expenditure on targets with regard to the total expenditure)



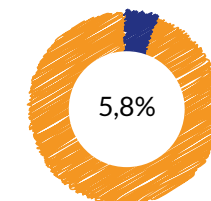
Costs own fundraising with regard to proceeds from own fundraising (CBF (Central Bureau for Fundraising) standard 25%)



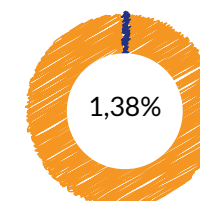
Woord en Daad standard for management and administration (max. 3.1%)



Woord en Daad overheads standard (max. 7.5%)



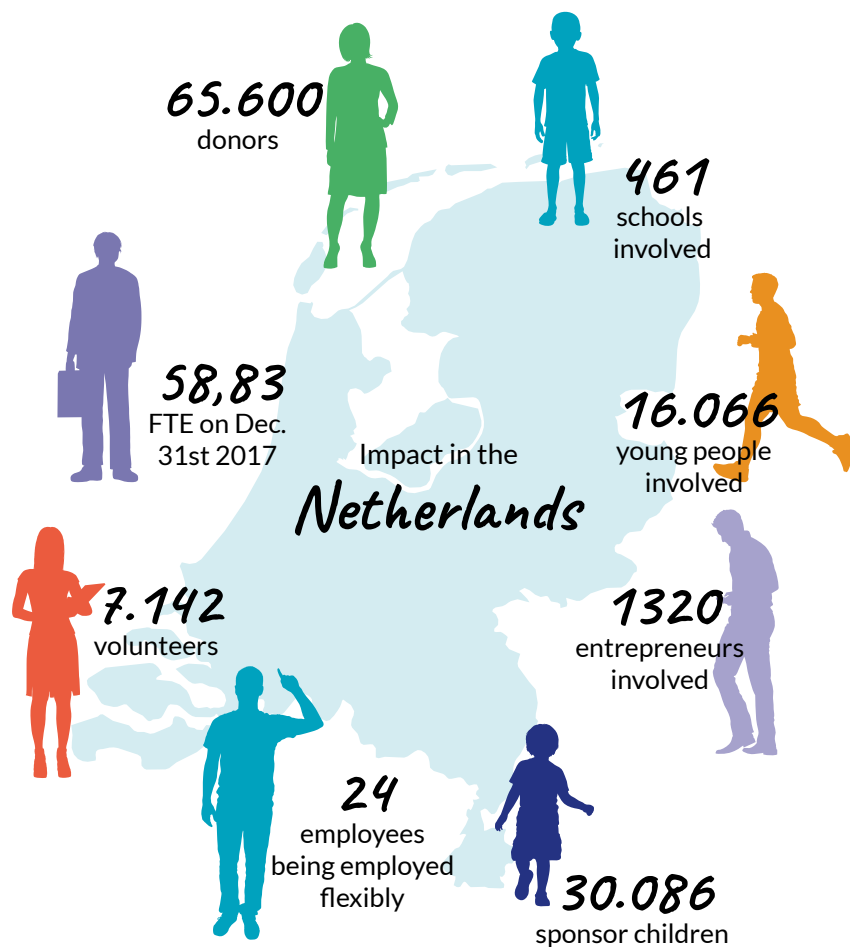
Woord en Daad standard for costs own fundraising compared to benefits of own fundraising (max. 6%)



Woord en Daad standard fundraising costs not own fundraising compared to benefits of not own fundraising (max. 2.5%)



2017 core figures



36
partner-
organisations



3.823
young people
with a job



20.378
farmers / entre-
preneurs trained



32.778
people trained /
reached through
awareness raising on
water, sanitation and
hygiene



1 Strategy, vision and policy: the watercourse

2017
upstream



Mission

In a broken world full of poverty and injustice Woord en Daad tries to make the signs of God's coming Kingdom visible. Each day the Christian perspective of justice and compassion motivates us to contribute to a sustainable change for people in both the North and the South.

Vision

Vision: As a Dutch Christian foundation, Woord en Daad, together with local partners and actors from relevant sectors, connects people worldwide. This is how we want to assume responsibility for realizing a dignified existence for both the poor and the rich and to create hope and opportunities for overcoming poverty.

Core values

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

Co-responsibility

Responsible for yourself, your neighbour and creation

Fellow creature

Creature of God, equal and unique

Compassion

Close to and alongside people who suffer

Stewardship

Treating human beings, resources and the environment with care

Interdependence

Independent in choices, dependent in collaboration

1.1. Upstream you gradually get closer to the source

New networks, new challenges

Rina: 'Back to the source is what we convey in our vision, mission and core values, and I wholeheartedly agree with that. That is also how we view our work and our networks. In that area, we took new steps in 2017. Looking back on last year that is what I would like to emphasize.'

Woord en Daad now participates in many networks and initiates many new partnerships. That yields a lot. Jan: 'An unprecedented expansion of our field of view. New knowledge and expertise and the expansion of our work terrain.' For a long time, Woord en Daad has worked with many partners on the basis of a shared identity. Rina: 'We have always said that our partner network remains the basis. That is not something you simply let go of. At the same time we discovered in 2017 that this expansion posed new challenges for us.'

Jan: 'We came up against the fact that our partner network is not entirely in sync with our way of working and with the context demands. For example, if an employee from a partner organization is seconded to a project then at such a moment he is jointly responsible for it. However, if he fails to realize that then that makes things more complex for us. You need partners who think the same way and act accordingly.'

Identity remains the basis: an extra mile

Rina emphasizes that existing partners can learn from new partners. 'In particular, I mean that entrepreneurial aspect, thinking with the outcome as a starting point. Jan is therefore making extra visits to certain partners to coach them in a project-based approach to working.'

Jan: 'Organization experts often say: in collaboration, mentality makes all the difference and identity is not relevant. However our attitude is: we do not set to work in that way. For us identity forms the basis.

Rina: 'Still, this implies walking that extra mile. As executive board we need to be closely involved. Because identity is so important to us, we need to make that extra effort. We no longer look at the countries through the eyes of the partners. That is what we used to do. Haiti, for example, was P&A and AMG. Now we use the partners as a point of entry to achieve something in the country. And at the same time we also take them with us in this development, as equal partners. If necessary we will even walk a second mile with them. That is also going against the flow but it brings us back to the bedrock.'

1.2. Vision for the future, Organization and Governance: the delta works

Collaboration in the region

Collaboration in the region. That starts at the source: collaborating on the sustainable change of people worldwide. You cannot do that alone. You need to work together with dedicated and skilled people embedded in professional organizations. You could say that 2016 was the year in which we practised a project-based approach to working, carefully sowing and tasting the initial fruits. In 2017, we developed this approach further and could gradually harvest more.

We want to increasingly apply the project-based structure within our regional collaboration. Are we as the directors and board of Woord en Daad always on the same wavelength as the traditional partner organizations? Do we

understand each other's approach? In recent years, we have asked ourselves such questions increasingly more often. Certainly now that we work in a project-based manner, an approach that many of our partners are not familiar with.

Sander Verduijn (regional coordinator) about Haitian American Regional Alliance (HARA): 'A fantastic opportunity for a grant application came our way and at such a moment you do not solely turn to your existing network. At the same time, that was a sort of wake-up call for our traditional partners as they noticed the importance of demonstrating their added value if they wanted to continue being involved.'

Woord en Daad initiated a process in which the coaching of partners and their boards can play a role. At Hope Enterprise, alliance member of the Greater Horn of Africa Alliance (GHARA), we started four project teams in 2017 with employees from Hope and from Woord en Daad. One of the project teams is explicitly focusing on governance issues. For example, we organized webinars about operational management with several directors from partners in India.

Collaboration in the Netherlands

We think it is important to raise awareness about sustainability, both in our projects and in the Netherlands. The success of the Woord en Daad Shops (see Box) shows how we can express that in a very practical way. At Woord en Daad we consider corporate social responsibility at every level of our organization to be important. We shape our corporate social responsibility policy in accordance with the ISO 26000 standard. It is an international, comprehensive guideline that distinguishes principles and themes, such as environment or honest business practices.



Woord en Daad shops in rapids

The Woord en Daad Shops concept fits within the vision of Woord en Daad that sustainability is a commission and an opportunity close to home in the Netherlands, says Arco Sturm (manager Woord en Daad Shops). 'With the shops we offer our supporter base a concrete possibility to prevent wastage. In addition, it is great that we can offer an opportunity for a different type of voluntary work. We are noticing that it appeals to many young people.' In 2017, we've had 16 Woord en Daad Shops, we opened new second-hand shops in the following places: Barneveld; Vaassen; Waddinxveen; Middelharnis; Dordrecht (in collaboration with Wartburg College); Harderwijk (in collaboration with stichting Ontmoeting)

In Harderwijk, 'Homeless people from the Ontmoeting's (Encounter foundation's) network help to run the shop. They start in the warehouse and develop further until they can work behind the till. Ontmoeting runs the drop-in centre and we run the shop. This means we can both do what

we are good at.' In Dordrecht the concept works in a similar manner but then with pupils from Wartburg College. 'The shop is run entirely by pupils. They make displays, sell, learn how to style a shop, and keep track of the stock.' Similar initiatives are planned for 2018.

And further the turnover was €1,008,146 the profit was €412,333 and 608 volunteers were active in the shops.



2

Dynamics in the work field: downstream and upstream

2017
upstream

Making a difference around the world - Sustainable Development Goals

In 2015, the world signed up to the Sustainable Development Goals, SDGs. These are 17 goals for poverty alleviation and sustainable development; they must have been realized by 2030. Woord en Daad is actively involved in making these goals a success.

- No Poverty (SDG 1)
- Gender Equality (SDG 5)
- Reduced Inequalities (SDG 10)
- Partnerships for the Goals (SDG 17)

All of our programmes contribute to these four SDGs. But per programme we also work on other SDGs. Therefore in the following sections you can read about how our work contributed to the realization of one or more Sustainable Development Goals. In Section 2.8 Policy influencing and lobbying we tell you more about our efforts for the SDGs.

2.1. Education: towards better schools

In 2017, children took centre stage at 21 partners in 11 countries. 32,859 children like Tracy (see next page) went to school and/or followed after-school education with an important place for faith and Christian identity.

Girls and boys learn to take their place in society as good and productive citizens.

With this we contribute to SDG 4: Quality education.



Contours

With the International Network for Christian Education (INCE), our programme for education improvement, we strengthen teacher trainings, set up an educational advisory service, and seek a constructive collaboration with governments. We started work in Burkina Faso and Nepal under the names ICE and INTENT, respectively. For Guatemala, Benin and South Africa plans are at an advanced stage. In Benin and Sierra Leone 'language scans' revealed the relevance of INCE for teacher training and education quality.

Sponsor programme

Thanks to the sponsor trip to Guatemala in June 2017, Woord en Daad has 16 new ambassadors. Also, the sponsorship programme has become better digitally facilitated. Sponsors more regularly receive updates about the foster child, its country, and their mail. In 2017, 30,086 children received direct support from a personal sponsor in the Netherlands. More than 250 sponsors positively assessed the sponsor programme in an online survey.

Child slaves

'Child slavery is too complex for us to solve it alone, so we collaborate on this new theme. Many Haitian children do tasks that we in the Netherlands would regard as abuse and exploitation. It is more difficult than it seems to get everybody in Haiti in on our approach', says project leader Marike Spruyt. In Haiti and on the Philippines we made plans and helped 50 children straightaway. Plus, we designed the Sport4Others event to raise funds for this issue by climbing Mont Ventoux in France in 2018.

Child protection

Woord en Daad has a child protection policy and local partner organizations are also required to

Impact Story



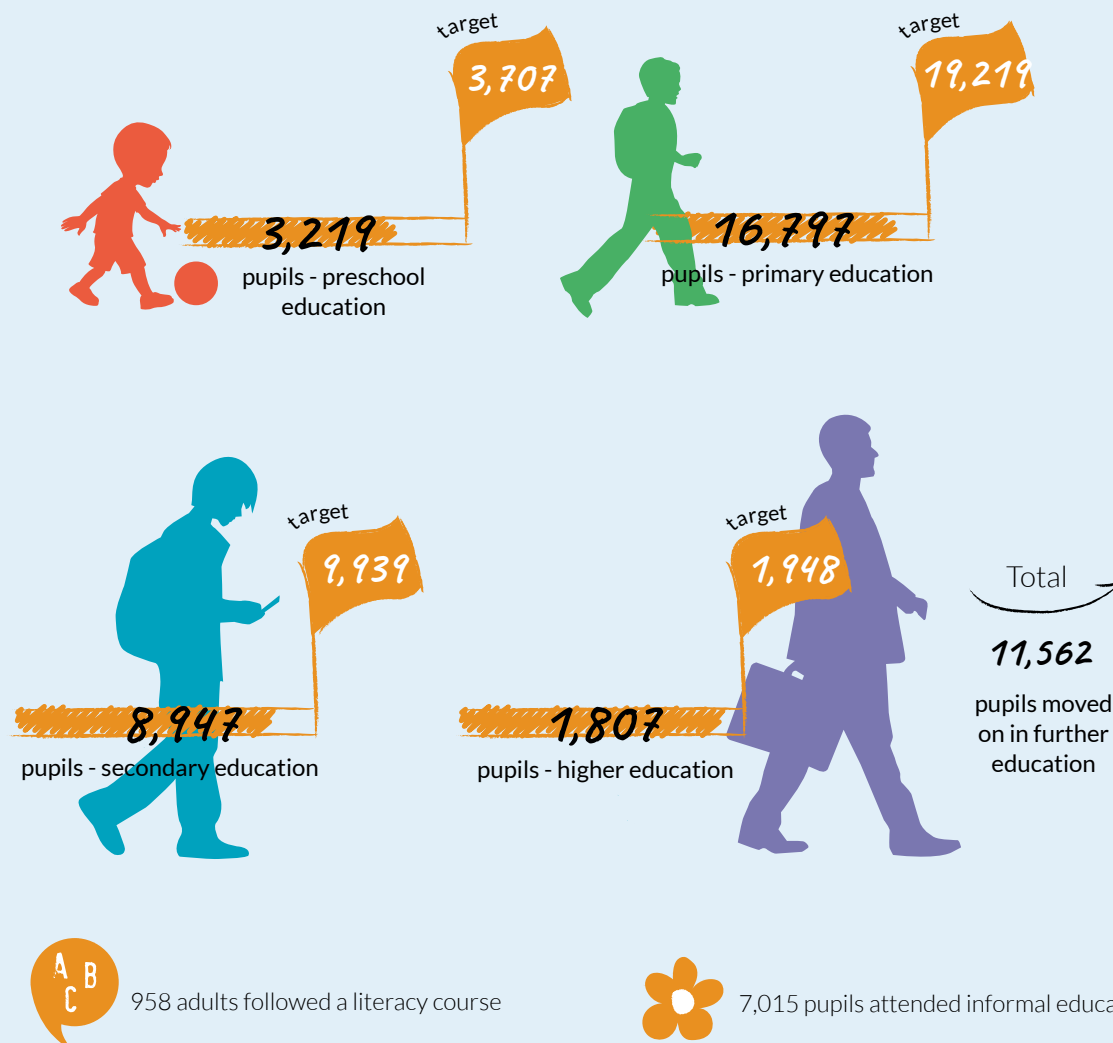
Tracy from
Haiti

'I like school and especially my teacher'

Early in the morning, Tracy and her friends walk to school over a narrow and dusty road. At exactly eight o'clock, the school bell rings at Joseph Casséus Institute. The lessons start. 'Where are the bones in your body', asks the teacher. Tracy jumps up and immediately calls out 'In my arms, miss.' 'Very good', the teacher responds. Natural sciences are one subject given at Haitian schools. It combines biology, physics, and chemistry. Our partner CRECH develops associated teaching materials. 'Textbooks from CRECH are very popular among pupils and teachers', says Tracy's teacher. 'The method makes it easier to teach. Books are available for every level and class. Children can even use them at home.' Tracy is just like the other girls of her age. Young and playful. She finds it hard to say which subject she likes most. 'Actually, I like everything. I like school and especially my teacher. She is so kind!'

Education	Budget 2017	Realisation 2017
Total	€ 12,337,781	€ 8,848,625

Results Education



Note: these results are based on 14 partners' reported results and 7 partners' plannings for 2017



Job Booster

*New perspectives
on job growth*



'Training for a profession with a grant in your pocket'. For many years this was a catchphrase within Woord en Daad. With the new Job Booster programme we still train young people for a profession, but always with the prospect of a job. In five years we want to help at least 100,000 people find a job. An entirely new perspective, described by Marc de Leeuw (project leader).

What is Job Booster?

What's in a name? We want to give a boost to jobs. So that we can permanently change people's lives, give the local employment market a boost, and create employment in each Job Booster country. We realize Job Booster in collaboration with local partners. The starting point is always the market. We explore the market and discuss concrete issues with companies: which people do they need? We subsequently adapt education and training at our vocational colleges, connect with other colleges, and link jobseekers to the jobs identified. Whereas up until now Woord en Daad helped about 4000 young people per year to find work, with Job Booster this will increase to 20,000 young people per year, a fivefold increase.

But Woord en Daad did this work already?

Yes and no. Our approach has changed from 'training as many people as possible and then helping them to find work' to 'helping as many people as possible to find work and if needs be training them'. Up until now we tried to help young people find work via the existing vocational colleges of our current partners. With Job Booster, the training will become more efficient because companies will give us feedback about the education. For example, an Ethiopian furniture maker informed us that he imports materials from Asia because our vocational colleges did not provide the skilled people that he needed. That was confrontational, but not a reason to give up.

And what about the vocational colleges?

Job Booster does not replace the vocational colleges but it adds to what they do. The programme that we have started in Burkina Faso, thanks to a large grant from the Norwegian government, is being done with twenty vocational colleges, for example, including the colleges of our partners CREDO and AEAD.

How does the Job Booster work in India?

Besides our work in Burkina Faso and Ethiopia, we also started with the Job Booster approach in India in 2017. We met Punitha Gibson, somebody who has built up an impressive track record in the HRM sector. With her considerable commercial network,

she has become an important link in the success of the Job Booster programme. One of her relations was looking for a lot of new people for courier services. Via the network of partner WDI, we recruited young people for in-company training. The first one hundred are already working and soon it is likely that several hundred more will follow in their tracks. What makes this approach so fantastic is that it costs us next to nothing because the companies pay the costs themselves. The example shows just how diversely the Job Booster concept is applied. In Burkina Faso, we are seeking collaboration with twenty vocational colleges and in India we are achieving successes through training via companies. And in India we might also enter into new collaborations.

AIMS

In five years' time 100,000 people have a job. Including:



Impact Story

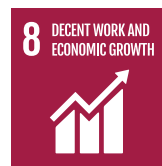


From migrant to entrepreneur

Alamu (27) is a hairdresser in Addis Ababa, Ethiopia. He proudly shows us his salon. A few years ago, Alamu planned to migrate to Saudi Arabia, like many of his friends. However, leaving entailed a major disadvantage for him: he would no longer see his sister's children. They depend on him since his sister died. Nevertheless, he says: 'It was dying here or living elsewhere.' At that moment, an EYE partner offered him a vocational training. Alamu seized the opportunity with both hands. First, he trained to be a hairdresser and then followed a course in economics. That gave him a good enough basis to start his own business. Alamu started out with items he received. About 18 months ago he could use the money he had earned to buy more equipment, such as a new hood hairdryer. Alamu: 'In the past I constantly worried about my income. Now I have a business and I can care for my sister's children,' he says with satisfaction. 'I wanted to leave but now I want to take my responsibility here.'

2.2. Job Booster: setting to work

Listening to the market and to what companies need in terms of personnel. Based on that knowledge engaging vocational colleges to provide the necessary training. By doing this we prepare young people like Alamu for their role in society with the Job Booster programme (see also page 13).

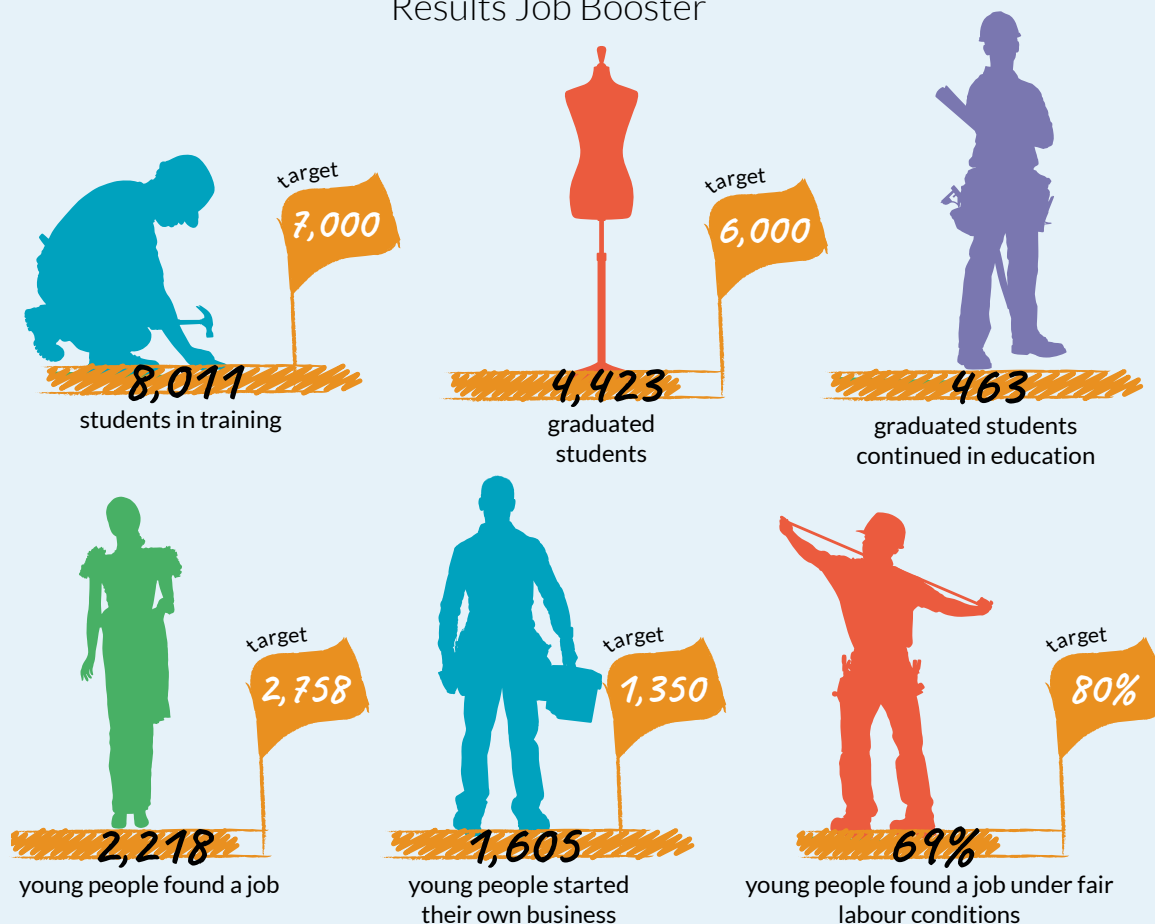


With this we are contributing to SDG 4: Quality Education and SDG 8: Decent Work and Economic Growth.

Contours

- The Employable Youth in Ethiopia (EYE) programme offers young people the chance of a job in a region where many young people are leaving. A greater chance of work removes the stimulus to migrate. Hundreds of young people started a training course and some have already found a job.
- The Norwegian government (Norad) has granted us funds to set up the Job Booster programme in Burkina Faso on a large scale. Aim: 15,000 young people acquire a job in the next four years.
- Compassion at a distance: 'The little bit you can do can change a lot in the life of a child in Burkina Faso', is how Kabore Dieu-

Results Job Booster



donne of partner organization Credo encouraged young people in the Christian Reformed Churches. Their campaign for Job Booster raised € 90,849

Employable Youth in Ethiopia (EYE)

EYE programme partner Mkele University investigates migration dynamics and has a permit to make policy recommendations to the government. 'High-level government officials attended the EYE launch meeting: 'A fine gesture of commitment,' says Eddie Krooneman (project leader). Read more via www.woordendaad.com.

PerspActive for young people on the job market

PerspActive is a cooperation of Dutch organizations for increasing youth employment in developing countries. 'PerspActive provides opportunities with concrete projects and lobby with the Dutch government', says Evert-Jan Brouwer (political adviser).

Towards a better existence

On 10 June 2017, the Woord en Daad World Day titled 'Towards a better existence' was held in Barneveld. This unforgettable day with contributions from Gor Khatchikyan (medical doctor, writer, speaker, and former refugee) and Daniel Jean-Louis (director Haitian partner organization) was visited by over 800 adults and 120 children.

Job Booster (TVET/JB)	Budget 2017	Realisation 2017
Total	€ 6,519,865	€ 7,653,387

Own income partner organizations



2.3. Inclusive Agribusiness Development (IAD): to the market

Agriculture and livestock farming form at least half of the 'national income' in the countries where we work. Therefore, investing in the agricultural sector is without a shadow of doubt a top priority for us. We do this from a market-oriented, commercial perspective, while working on the entire chain.

By doing this we contribute to SDG 2: Zero Hunger, SDG 12: Responsible Consumption and Production and SDG 15: Life on Land.



Contours

- We trained 20,378 entrepreneurs like Djikolmbaye Elias
- We work in the following value chains: Cashew (Burkina Faso, Benin); Cacao (the Philippines Nicaragua, Sierra Leone); Fruit and Vegetables (Sierra Leone, Bangladesh, Burkina Faso, Guatemala, Colombia, Ethiopia, Zambia); Honey (Uganda, Ethiopia); Dairy products (Ethiopia, Uganda)
- Drops4Crops, an innovative project for agricultural irrigation in Burkina Faso. Read more in Section 2.5 Water, Sanitation and Hygiene (WASH);
- Woord en Daad joins the NABC (Netherlands-African Business Council). Our team presented Drops4Crops Burkina Faso, a concept that generated a lot of interest;
- In West Africa, we are actively lobbying for more access to agricultural inputs, such as young plants for nurseries (Benin) and strengthening the cashew chain (Burkina Faso). Funding comes from the Dutch government via ICCO, and via companies and individual sponsors.

Honey Matching Facility Uganda

In 2017, we were involved in the further development of the honey sector in northern Uganda. We discovered many small-scale improvement initiatives with honey and became involved in these. Since 2017, entrepreneurs with good business plans have been eligible for investment capital and further

supervision via our 'Honey Matching Facility'. The entrepreneurs must have an impact on job opportunities, marketing and production. The concept has been supported by private entrepreneurs in the Netherlands as well as by the European Union who support this initiative for 50%.

Agribusiness Booster: SME development to feed the world

Woord en Daad is seeking the best companies in the most favourable (sales) markets so that the regions profit most. In Bangladesh, the Agribusiness Booster links farmers and clients via a stronger SME sector. In Nicaragua, Agribusiness Booster is contributing ideas to how the milk monopoly can be broken up. Read more at www.woordendaad.com.

IAD	Budget 2017	Realisation 2017
Total	6,352,000	2,380,978

Impact Story

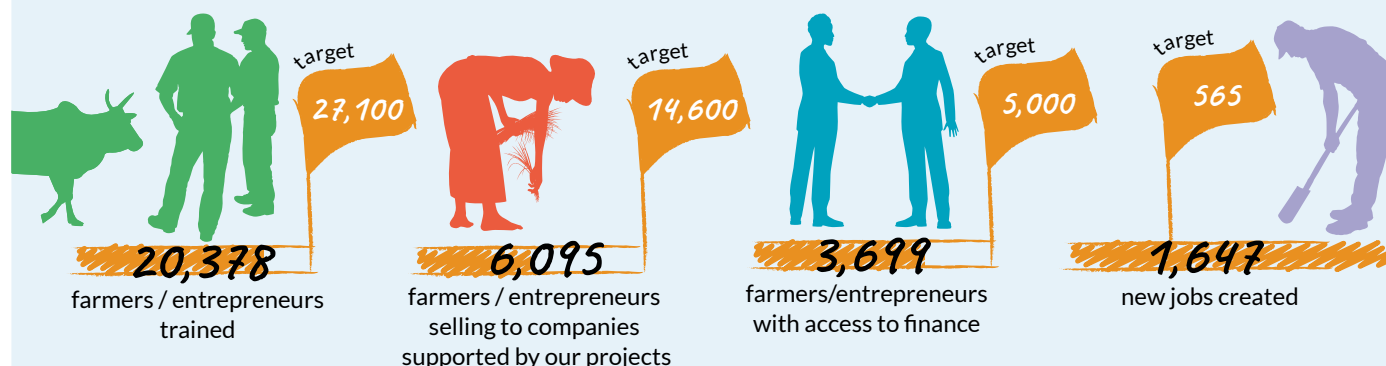
The story of Djikolmbaye Elias



Djikolmbaye Elias (26) from Chad

Djikolmbaye Elias is my name. I live in Potrock, I'm 26 years old and the father of three children. Despite the repeated damage caused by elephants in our village, I work with considerable pleasure as a farmer. I have recently added beekeeping to my activities. I did this because the presence of bees is positive for the harvest and keeps the elephants away. I received training in positioning the hives, the development and growth of bee swarms, and how to run a beekeeping company. This training gave me all the knowledge I needed to get things up and running. My ambition is to develop this further and produce honey. I'm very pleased with the training I have received via PCAR and would like to express my sincere gratitude to the donors. It really does mean an improvement for us.

Results Inclusive Agribusiness Development (IAD)



network (personnel and infrastructure) of existing financial institutions. Participants also contribute an amount.

- Duration six years with a repayment score of 100 percent.

The secret of housing construction in Bangladesh

The Inclusive Home Solutions (IHS) approach is unique. 'Microcredits are usually given for one year,' says Maarten van Middelkoop (project leader). 'We have opted for a period of six years. There is not a single bank or institution that dares to do things in this way. We hope microfinance institutions whom we collaborate with will also take this step.' IHS offers high-quality supervision and visits four times during the construction process. And we have an eye for ecological construction. IHS is financially healthy. The loans' income and interest can cover all operational costs. With its 5 million euro 'revolving fund', in the coming years, IHS builds further without any additional fundraising.

Jubilee edition Cycle for a House yields 823 storm-proof houses

For the fifth year in a row, the Col du Galibier assumed a blue colour. Dressed in blue Cycle for a House T-shirts, 580 participants climbed to the top of 2646-metre-high mountain pass the Col du Galibier,

Impact Story

Escaping the vicious circle of poverty

Shahana (35)
from
Bangladesh

Shahana (now 35 years) was taken away from school at age 10 years, married through arrangement at 14, and mother with three children before 20. She is now a strong and ambitious woman who has built up a better existence for herself and her family. In 2002, she joined a microcredit group and purchased her first calf. That was the start of her profitable company. With her husband and three children, Shahana lived in an old dilapidated house. Then she heard she could obtain a loan of € 1500 from Inclusive Home Solutions. With the loan she built a beautiful large house: after years of working so hard Shahana escaped the vicious circle of poverty. She has a beautiful home, access to safe drinking water, manages more than 15,000 m2 of land, has a large herd of cattle, and her three children go to school. Her experience has made Shahana resilient. After extreme rainfall in April 2017, she could rebuild all relatively soon. With her head held high she moves on, even against the flow.

2.4. Living: Housing Construction

2017 was crucial for the Housing Construction programme of Woord en Daad in Bangladesh. In September, the last large-scale campaign took place in France: Cycling for a House. The 'revolving fund' for microcredit now contains almost 5 million euros. So we have every reason to be satisfied, proud and thankful.



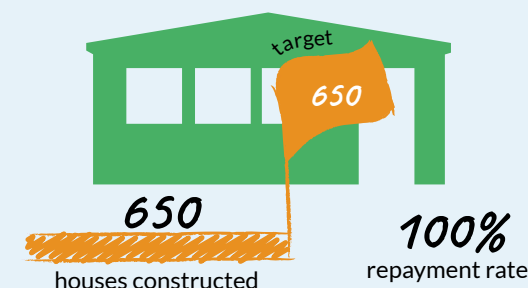
With this we are contributing to SDG 9: Industry, Innovation and Infrastructure

and SDG 11: Sustainable Cities and Communities.

Contours

- From 2007 to 2011, direct collaboration with CSS. A total of 1650 houses constructed for people such as Shahana and their families.
- Since 2012 via IHS, a social enterprise in which Woord en Daad (via our social investment organization Includvest) is a joint shareholder. A total of 3050 houses up until the end of 2017.
- Housing construction based on microcredits via the

Results Housing construction



by cycling, walking, running or kickbiking. They battled through the cold and rain and due to the imminent snow they had to make the ascent rapidly. Despite the poor weather, the participants reached the summit, some of them in tears. On 27 May 2017, the fourth Posbank Event took place in Rheden. For various participants it was a fantastic training opportunity in preparation for Cycle for a House. The event raised more than € 14,000.

Housing construction	Budget 2017	Realisation 2017
Total	1,000,000	572,359

2.5. Water, Sanitation and Hygiene (WASH)

Water and sanitation: clean and affordable

Water is life, water is precious and so water is not free. We therefore work on water programmes that are affordable. We could help 95,013 people due to innovative water and sanitation programmes.



With this we are contributing to SDG 3: Good Health and Well-being and SDG 6: Clean Water and Sanitation.

Contours

- Aim: an increase from 7 to 315 entrepreneurs like Fuad Kazi who are active in that area;
- Business meeting 'Water for food': guest speakers from Burkina Faso and employees of Woord en Daad told those present about their daily life in this really dry country and how we want to make a difference with 'Drops4Crops';
- WASH-in-Schools links sanitary facilities to the

schools of our partners in Ethiopia and Haiti. In three years we want to reach 6000 children, 4500 parents and 500 members of staff with hygiene education and practical help.

Inspiring Water Entrepreneurship in Tigray (iWET)

The project Inspiring Water Entrepreneurship in Tigray (iWET) was scaled up in 2017 thanks to a new commitment of support by the AFAS Foundation. It is now a project of € 900,000 euros per year and with almost 1 million people in Tigray who we want to reach in a period of five years.

A 'prepaid' water system in Uganda

In Uganda, farmers can make use of an innovative pipework system based on a prepaid system. 'The alternative to hand pumps is a small-scale pipework system at the level of the village water well,' explains Jacob-Jan Vreugdenhil (project leader). 'It can be expanded to your own home or compound. So this is two revolutions in one; the new technology that Practica and Living Water International designed for us can now also be managed sustainably, because it is linked to the prepaid system.'

Irrigation: Drops4Crops

'Water is life'. Drop by drop a stream of blessings arises. At Woord en Daad that it is called Drops for Crops. The project started in Burkina Faso, after we had received a major grant in the spring of 2017. It is an innovative programme for drip irrigation powered by solar energy. Woord en Daad wants to set up a similar project in Benin. In 2017, we did not manage to obtain any funding for this. However, Woord en Daad is convinced about the concept and is preparing for new opportunities in 2018.

Water, sanitation and hygiene	Budget 2017	Realisation 2017
Total	5,007,000	3,957,112



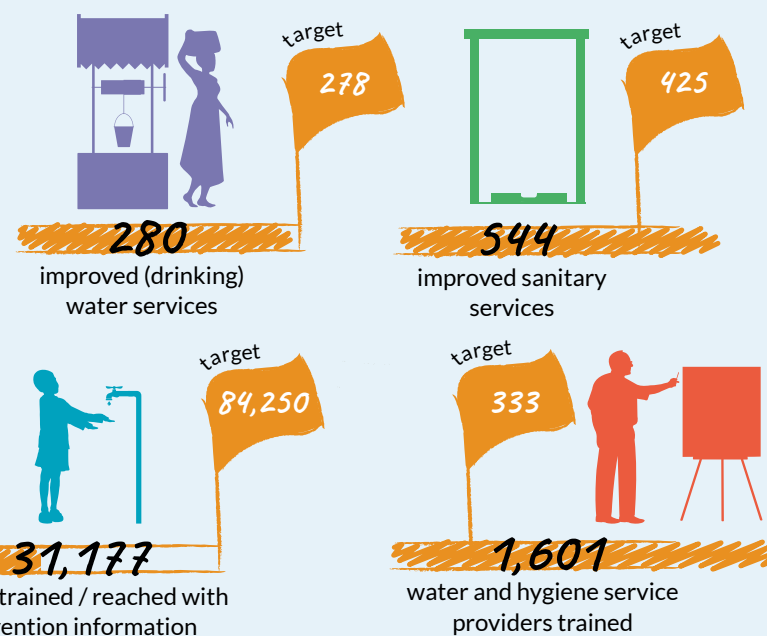
Fuad Kazi (35)
from
Bangladesh

Impact Story

How Fuad changed the situation in his village

Fuad Kazi (35) from Bengal, Bangladesh is an entrepreneur. He started a sanitation shop in 2012 but he did not sell much until 2016. Then, he followed a social entrepreneurship course in CSS' WASH project. He says: 'During the course I learned how to develop my company. I also learned how I could not only make a profit, but also do something for my village with my shop. So now I tell people about the advantages of having an own toilet, for example that toilets lead to a healthier living environment. Slowly the demand for toilets started to rise and my village has changed drastically. I currently enjoy a good relationship with my fellow villagers and sales are good. And I can see that people's lives are changing: people are ill less often and more optimistic!'

Results Water, Sanitation, and Hygiene (WASH)



2.6. Emergency Relief: practical help, complex reality

If our neighbour is in need, we help them. We will do our best to support a request from our partner organization for practical aid. However complex the reality sometimes proves to be. Reconstruction is a vital next step after the emergency relief.



Below we show you how many people we have actually supported.

With this we are contributing to SDG 16: Peace, Justice and Strong Institutions.

Contours

In 2017, we provided emergency relief to people like Gina Bonita in response to the following natural disasters:

- Floods in Asia (Bangladesh, Nepal and India) in August 2017
- Landslide in the capital of Sierra Leone (Freetown) in August 2017
- Mud flows after heavy rainfall in Colombia in April
- Drought in East Africa since the start of 2016
- Hurricane Matthew in Haiti, since 2015
- Housing construction programme in Nepal after the earthquake in 2015
- Typhoon Haiyan on the Philippines, since 2013

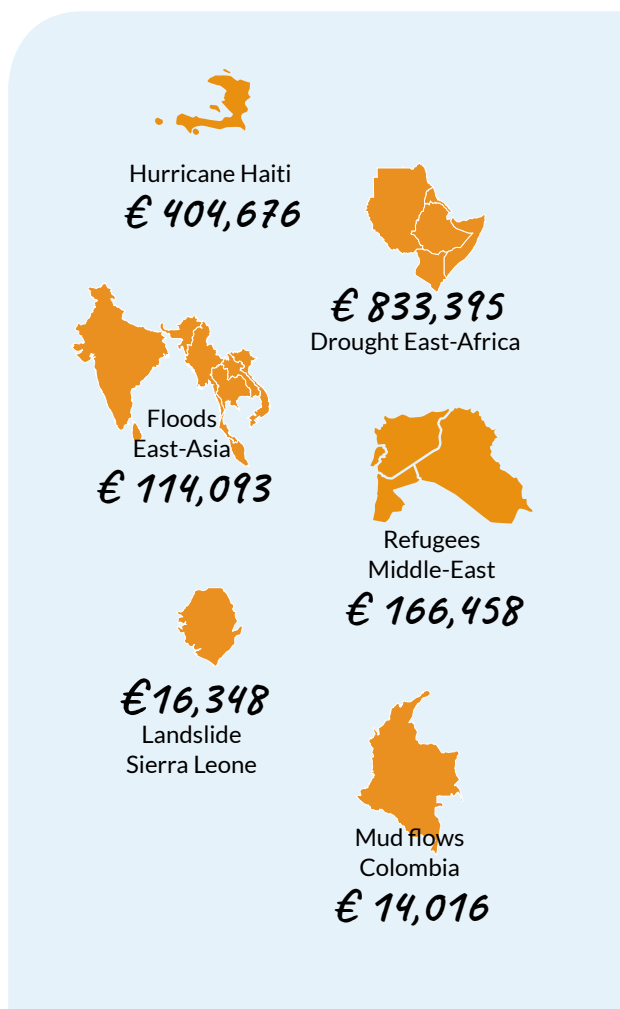
How to prevent a disaster?

Disaster Risk Reduction is a recurring theme. In 2017, we officially agreed for the first time about how we can tangibly realise this in emergency relief and reconstruction programmes. 'What do we want to achieve in the villages and how can our partners prepare for this? This is really the most important thing of all', explains Tineke Morren (project leader). 'For us the agreed upon core values (Empowerment, Innovation and investment, Integrated approach and Preparedness) had been the starting point for a long time. How these are communicated to the partners is far more important. We need to ensure that they base their projects on these core values right from the outset.'

A fantastic example from the Philippines illustrates that we have been working on this for longer. 'After typhoon Haiyan in 2013, we constructed new houses on the island of East Samar in 2014. Back then, we took the vigorous measure of completely

relocating the village of Dolores to a higher location. Last December, a typhoon struck again. We were grateful to see that these houses were spared, whereas the former location was once again flooded. That is a concrete example of how we can apply policy in the field', says Tineke Morren.

Emergency relief	Budget 2017	Realisation 2017
Total	1,100,000	1,491,049



Impact Story



Gina Bonita from the Philippines

Creating opportunities for our future livelihood

Gina Bonita Lives in Northern Samar. In 2013 Haiyan hit her home and living area, starting a tough but renewing period for Gina Bonita and her neighbours. Gina Bonita: 'I thank the Lord, because the Barangay Maravilla cooperation [started by partner AMG Philippines] teaches us not only how we should make ends meet at the end of the day, but also what is the best way to run a business.' Cooperation members attend entrepreneurial skills training, including administration, client relation management, and customer care. The Barangay Maravilla cooperation is officially registered with the Philippine Chamber of Commerce. Gina: 'The registration takes time. At first, many of us did not like that. But I have good hopes the registration will help us even more in our life sustenance. I thank God for all people who are serving to make the project successful, especially AMG Philippines staff. They create opportunities we will enjoy long after!'

2.7. Awareness Raising: lifestyle makes a difference

What the government does is important and what we do counts just as much. Woord en



Daad seeks to make its supporter base aware of that. With this we are contributing to SDG 12: Responsible Consumption and Production.

Let's eat!

Lifestyle makes a difference. That is the basic message of the awareness campaign 'Let's eat! Making waste visible', because we believe that we should treat creation and our fellow human beings with due care and respect. The campaign includes an inspirational email every fortnight that encourages people to change certain elements in their lifestyle.

'Every year the average Dutch person throws away about 40 to 50 kg of food that is intended for consumption', Nienke Boone (expert awareness raising) explains. 'At the same time, one in eight people in the world go to bed hungry. Our Western lifestyle impacts the rest of the world. For example, think about the depletion of natural resources, deforestation, climate change, et cetera. It is mainly the poor people on this world who experience the negative effects of this.'

In terms of the Biblical principles of stewardship and justice, Woord en Daad believes it is good to reflect on these issues. A striking campaign? Nienke: 'Most people respond positively. They are particularly pleased that Woord en Daad has picked up on this theme. I recently heard that somebody had said: I have decided not to eat meat every day from now on.'

Awareness	Budget 2017	Realisation 2017
Totaal	898,862	839,136

Impact Story

Start with your own lifestyle

How does the production of this item affect the mountain of waste and can we do something about this? Can we continue to consume unlimited amounts in our relative wealth or does our wealth entail responsibility? We have had a lot of contact with our supporter base about this.

Aline Huiting (participant) mailed us:

In Oene, an evening was organized about sustainable consumption. That really got us thinking. Together with several other ladies we came up with the idea of doing something with our excess, namely our clothes: we collected good used clothes, hung these up and sold them during two evenings. That raised a tidy sum of 425 euros! The idea was warmly received and we therefore want to do it more often. We would like to donate the proceeds to an education project.'

Raising awareness begins with your own lifestyle. It is fantastic to see individual approaches to this!

2.8. Policy Influencing and Lobbying: building on change

We mentioned the sustainable development goals (SDGs) at the start of this chapter. We try to realize these in our own programmes. However, Woord en Daad does far more than that. In the programme Policy Influencing and Lobbying we try to exert an influence at the level of government and politics.

Building Change: 'Adopt an SDG' and SDG assessment

Together with its partners, Woord en Daad succeeded in forming a large lobby coalition (Building Change). We hold the opinion that the SDGs should also be objectives of political parties and government. Around the time of the Dutch general election campaign in March 2017, we directly called upon the political parties to do just that. We subsequently saw the SDGs appear in

most election manifestos. Stronger still: in the coalition agreement the first paragraph in the section about Foreign Trade and Development Cooperation immediately refers to the SDGs.

To keep our parliamentarians involved, we launched the campaign 'Adopt an SDG'. So far, we have persuaded 24 members of parliament to adopt one or more SDGs, whether that is access to clean drinking water, the chance of decent work, or empowering women and girls. Members of parliament from eight different parties are taking part, including three parties in government. In personal contacts and via social media we remind them of their promised effort for 'their' goals. Elbert Dijkgraaf, Dutch Member of Parliament for the SGP party, has adopted SDG2 'Zero hunger'. Dijkgraaf: 'I also want to help rid the world of poverty. Poverty causes an awful lot of misery'. The SGP is motivated to contribute to various parliamentary committees for this goal.

In addition, legislation currently under development should be assessed for the 'SDG level' right from the start. At the Dutch House of Representatives we campaigned for such an SDG assessment; and with success because in the spring of 2018 the Minister for Foreign Trade and Development Cooperation (Siegrid Kaag) will publish a concrete proposal. We have done the same at the European Commission but so far with less result, because in Brussels there is still no strategy in place two years after the goals were agreed upon.

Policy influencing	Budget 2017	Realisation 2017
Total	411,415	399,736

Impact Story

Adopt an SDG

In 2015, the United Nations formulated 17 Sustainable Development Goals (SDGs). These must have been achieved by 2030. The Netherlands is also a signatory to the goals. What exactly do these goals entail? In a nutshell, the 17 goals are about eliminating poverty and reducing inequality. But they also concern sustainable energy, access to education and tackling food wastage. Woord en Daad is working together with other organizations to ensure sufficient attention for these goals within Dutch politics. Because they are vitally important and an awful lot still needs to happen if these goals are to be achieved by 2030! We therefore started the campaign 'Adopt an SDG'. No less than 23 members of the Dutch House of Representatives have chosen one or more SDGs and will make efforts to ensure that these are considered during debates in the Dutch parliament.



3

Collaboration in the regions: from alliances to consortia

2017
upstream



Collaboration in the regions: from alliances to consortia

Collaboration in the region. That starts at the source: collaborating on the sustainable change of people worldwide. You cannot do that alone. You need to do it together with dedicated and skilled people who are embedded in professional organizations. You could say that 2016 was the year in which we practised a project-based approach to working, carefully sowing and tasting the initial fruits. In 2017, we developed this approach further and could gradually harvest more. What are the benefits of the project-based approach for Woord en Daad?

Woord en Daad in the alliances

Cees Oosterhuis, Sander Verduijn and Arnold van Willigen helped to establish the alliances on the three continents. Later Samuel Nirmal from India joined them. As regional coordinators they have seen how the river of collaboration has chosen its own course in each of the regions in recent years. Some alliances disappeared but new collaborations also arose. The project-based consortia are now growing and blossoming. In the Latin American Regional Alliance (LARA) we took leave of INDEF in Nicaragua; the Indian partners joined the Asian Regional Alliance (ARA). In many regions the focus is shifting towards consortia, temporary collaboration in the context of a project. Due to the new, project-based approach this trend is rapidly spreading. West African Regional Alliance (WARA) is now a formal entity with a head office Ouagadougou, Burkina Faso and its members bear all of the costs.

Grant applications and family and capital funds

'2017 was a good year for us', says Pascal Ooms (grant adviser) with satisfaction. By 'Good' I mean the results achieved and the people we

can reach. In that sense it was a good year. The applications to Norad, Fund Sustainable Water (FDW) and the European Union were successful. At the start of 2018 we received good news from the Inter-American Development Bank. 'Grant application procedures are becoming increasingly more complex, larger and involve more partners', says Pascal. And disappointments are a part of that. But even then the work contributes to the development of concepts. Pascal: 'In Benin we can help so many poor farmers. Now we are focusing our efforts on another private partner and in 2018 we will resubmit the grant application.'

'Our biggest achievement was the agreement with AFAS Foundation for scaling up our water project in Tigray, Ethiopia. We received € 900,000, an exceptional investment!' A fantastic outcome that was the result of teamwork within Woord en Daad, says Wim Hasselman. He manages the relations with the family and capital funds. Many of the activities have been continued. Years of investing in relationships are now bearing fruit. A new focus area is the fledgling branch of Woord en Daad in the United States, Word2Act. 'In 2017, we devoted a lot of attention to appointing the executive board of the new organization. And the first contracts are already in.' In 2017, Word2Act received pledges for fantastic amounts from Living Waters, the Micah Foundation and Amway. The fourth contract has almost been agreed upon. Local ambassadors represent our work in four regions in the United States. They do local fundraising and contribute some of their time to building up Word2Act's network. 'The prospects for 2018 are good', says Wim. 'We are engaged in many activities and we are doing are best to pluck the fruits of these.'



4

Learning and Innovation: a fruitful current

2017
upstream



High-quality documentation

Specialist knowledge is increasingly important for donors. Wim Blok (knowledge strategist) confirms that the demand for specialist knowledge is growing. 'People want to see high-quality data, stronger "evidence" and better supporting arguments for our plans.' A strong example from 2017 was the household studies in Benin. Woord en Daad carried out research in the context of the Sinendé project, supported by the Marejan Foundation. The need arose for more insight into people's lives. How do they live and where do they obtain their income from? We obtained fantastic results with mobile data collection', says Wim. 'We will certainly apply this in more projects.' In 2017, the demand for research also resulted in a collaboration with The Broker.

SWOT analysis (North and South):

The analysis of strengths and weaknesses versus opportunities and threats led to the following strategic observations. The strengths provide a firm foundation and show that Woord en Daad is on the right track with its project-based approach to working. Therefore, this approach should be continued and further strengthened with external expertise. Woord en Daad will tackle the weak points listed to remain successful, continue utilizing opportunities and counteract threats. In addition, Woord en Daad works with a strategic learning agenda in which the issues are listed according to priority.

SWOT analysis

Strong

- A loyal and diverse supporter base offers stability and risk spreading in fundraising
- Woord en Daad's employee base is loyal, is strongly motivated and has relevant knowledge and expertise
- Due to the project-based approach to working, Woord en Daad's teams are effective, efficient result-oriented and independent
- Woord en Daad's project portfolio covers a broad range of countries and thematic areas offering opportunities for integral approaches and spreading risks
- Woord en Daad has proven to be competitive and successful in fundraising with a diverse range of donors
- Woord en Daad has the image of a professional organization for donors and (potential) collaboration partners

Weak

- Woord en Daad's database of private donors can be strengthened by adding data on gender and age
- Data on the effectiveness and impact of Woord en Daad should be presented more effectively
- We have not yet found the right balance between implementation projects and business development projects, resulting in frequent and high peaks in workload for some colleagues
- Project administration procedures and systems are complex and do not offer easily accessible information about project portfolios and about progress and results, especially for multi-stakeholder projects

Opportunities

- The use of relevant, high-quality expertise from Woord en Daad's pool of internal and external experts can be optimized further by categorization and more detailed screening of competences
- The access to a broad, diverse base of potential donors can be better utilized by combining various forms of finance
- Funding for knowledge generation can increasingly be accessed by NGOs
- Various forms of online communication and fundraising offer opportunities to intensify the involvement of existing constituency groups and attract new ones, especially young people
- Increased use of shared services offers opportunities to increase organizational efficiency

Threats

- To meet the demands of funding calls, projects increasingly need broad consortia with additional project partners. It is therefore increasingly difficult to safeguard the Christian identity. Accordingly, Woord en Daad's challenge is to maintain a strong profile
- Woord en Daad has no local presence, which makes it harder to access local funds and find capable local partners
- The current sponsorship products and forms of constituency involvement and communication strategy increasingly fail to appeal to the younger part of Woord en Daad's supporter base in particular and do not suffice to motivate a broader supporter group
- Unrest and insecurity in intervention areas can hinder or prevent the implementation of programmes



5 Financial accountability: hydropower

2017
upstream



5.1 Explanation of the annual accounts

Woord en Daad interventions are primarily enabled by the Lord our God. Practically, a healthy financial account powers these activities.

Income

In 2017, the total income rose by 0.6% compared to 2016. Individuals, companies and family and capital funds exhibited a healthy growth, whereas income from institutional donors and income from other fundraising organizations was somewhat lower than the year previously. Nevertheless, clear successes were realized in the area of grants, such as a new grant from the Netherlands Enterprise Agency for Drops4Crops in Burkina Faso, the Norwegian government (NORAD) for Job Booster in Burkina Faso, and the EU for Bee Diverse in Uganda. These grants for long-term projects are in line with the strategy established in 2016 for entirely responsible income and have also been pledged to the associated consortia that are responsible for realizing the projects. The pipeline to 2018 looks very promising and for this Woord en Daad can make use of a good track record in various programmes.

Income from individuals grew by 8%. This was especially due to the higher income from sponsoring (2017 was the first year in which the increased contribution counted for the entire year), higher income for emergency relief, and considerably higher income from legacies. Besides this growth from individuals, the Woord en Daad Shops made a substantial contribution of nearly 500,000 euros to the income of Woord en Daad. The rollout of new second-hand shops proceeded apace in 2017 and several new locations are planned for 2018.

Income from companies grew by 15.6%. If the own contribution from consortium partners in projects is excluded then there was actually a growth of 48.6%. Targeted acquisition with innovative concepts such as Job Booster, the connection with Incluvest BV, and the current economic situation have led to this fantastic result, and these donors have often pledged their support for the entire duration of the programme. The income from family and capital funds also grew and contracts have now been concluded in the USA via Word2Act.

Expenditure

The total expenditure was somewhat lower than in 2016 and this was largely due to the multiannual awards to partners linked to grants. As a result of this, the expenditure for WASH is far higher and that for IAD far lower. Emergency relief expenditure was slightly lower than in 2016. Several large emergency relief programmes were carried out in East Asia, Sierra Leone and East Africa. The INCE concept for quality improvement in the Education programme, which Woord en Daad realizes together with Driestar Christian University for Teacher Education, was rolled out in Nepal and Burkina Faso. In addition to this, various semi-finished products were developed that can be used in several countries. In 2017, we realized all of our work via the project-based approach in which project leaders are integrally responsible for both the expenditure and fundraising of their project. This created a lot of entrepreneurship and ownership at both Woord en Daad and its partners. ProjectConnect, a web-based tool that supports the monitoring and reporting, played an important role in this. Further investments were made in this software in 2017 so that more complex projects with several parties could also be properly supported.

The vast majority of the expenditure concerned structural programmes related to poverty alleviation and emergency relief in the South (93.8%). In addition, Woord en Daad believes it is important that the poorest of the poor are also given a voice and face in political circles and that poverty alleviation acquires a place in the lives of people in the Netherlands. That is why awareness and policy influencing in the Netherlands and Europe account for 4.4% of the expenditure on targets. Further Woord en Daad strives to realize high-quality programmes in which expenditure is very carefully monitored and lessons learned from everyday practice are incorporated in new projects. That is why Woord en Daad has invested 1.8% of the expenditure in knowledge management and audits.

Reserves and funds

The total reserve position of Woord en Daad considerably improved in 2017. The recovery plan for the general fund received a lot of attention in the financial year. This resulted in a positive general fund that satisfies the standard. The sponsor funds also increased considerably and in 2018 part of this balance will be spent on a strategic quality improvement programme at partner organizations. INCE funds have been filled from sponsor money and in the coming years these will also be used for quality improvement in education projects. The exchange rate reserve is well filled and provides a buffer for any exchange losses not included in the exploitation but that are covered by this reserve.

In 2017, the fund matchers have, in close consultation with project leaders and fundraisers, sought to realize an optimal match of income and expenditure. The other earmarked funds grew, especially in relation to Housing

Construction Bangladesh (where a new contracting will take place in 2018), child aid (from several earmarked legacies) and the year theme Cracking the Nut, which will be used in 2018 for cashew and macadamia projects.

The results from companies/foundations that Woord en Daad participates in 'participations' are accounted for via the reserve, as these cannot be influenced by the direct exploitation and management of Woord en Daad.

Liquidity

The liquidity position of Woord en Daad strongly improved last year. This was due to the positive result of the balance of income and expenditure that led to an increased size of the reserves and funds. The recovery plan realized for the general reserve and a number of advance payments received from institutional donors have also had a positive influence on the liquidity.

Cost percentages/ratios

Woord en Daad manages strictly on the basis of cost percentages. This management is based on four standard percentages. The first is the standard for 'management and administration' (M&A). Woord en Daad follows the advice from Goede Doelen Nederland and the model, as included in the guideline on reporting RJ 650. According to Woord en Daad's standard, the maximum percentage for management and administration may be no more than 3.1%. In 2017, the percentage was 2.66%. The total cost of fundraising versus the total income acquired was 5.8%, which is traditionally considerably lower than the maximum CBF percentage of 25%. The percentage of costs for fundraising grants versus income from grants was with 1.38% also far lower than the maximum standard of 2.5%.

The total overheads (fundraising costs and management and administration) may, according to Woord en Daad's own standard, be no more than 7.5% of the total costs. In 2017, this figure was 7.11% for Woord en Daad and was mainly due to savings in the structural personnel costs. We increasingly operate via a flexible shell if specific expertise is needed or in the case of peaks with respect to grant applications.

Target expenditure ratio (expenditure on objectives divided by total expenditure) increased to 91.07% (2016, 89.83%).

These standard percentages apply to Woord en Daad and are based on the non-consolidated annual accounts of Woord en Daad. Other foundations that are involved in the consolidation such as Woord en Daad Shops have their own earning model and so different standards apply to them.

5.2 Annual accounts 2017

Consolidated balance sheet per 31 December (after result allocation)

ASSETS		2017 (€)	2016(€)
Fixed assets		16,055,752	9,866,649
Intangible fixed assets (1)		1,437,334	1,615,478
Activation of website/software development in the course of business			
Tangible fixed assets (2) In the course of business		295,968	258,581
Financial fixed assets (3)		14,322,450	7,992,590
Loans /equities/ other receivables	2,653,054		2,078,162
Receivables from income contracts in the course of the target	11,669,397		5,914,428
Current assets		10,057,700	8,243,455
Stocks (4)		523,787	862,551
Goods supply in the course of business			
Receivables (5)		4,328,603	4,257,859
Liquid assets (6)		5,205,310	3,123,046
Total assets		26,113,452	18,110,105
LIABILITIES			
Reserves and funds		6,282,913	3,258,142
Reserves (7)		3,187,490	1,914,869
Foundation capital	272		272
Continuity reserve	2,404,413		2,446,868
Specific reserves			
- Exchange reserve sponsor programme	593,851		522,301
- Exchange reserve other projects	127,487		-151,618
General reserve			
Reserve participating results realized	-112,604		-29,481
Funds (8)		3,095,420	1,343,273
Sponsor funds	641,587		14,979
INCE funds	249,587		
Guarantee funds	2,269		6,258
Designated funds for emergency relief	746,308		514,809
Other designated funds	1,455,668		807,227
Provisions		0	0
Long-term debts (10)		11,487,270	7,927,048
Short-term debts (11)		8,343,269	6,924,914
Projects and programmes	6,306,920		4,572,436
Deferred sponsor funds	765,309		771,328
Other debts and accrued expenses	1,271,041		1,581,150
Total liabilities		26,113,452	18,110,105

Consolidated statement of income and expenses for 2017

	Current financial year (€)	Estimated financial year (€)	Prior financial year (€)
Income			
Income from private individuals (12)			
-collections	144,688	200,000	250,800
-legacies	1,266,250	1,200,000	640,707
-sponsor programme	9,191,540	9,607,000	8,618,087
-other donations *	3,283,985	3,549,050	3,359,955
Total Income from private individuals	13,886,463	14,556,050	12,869,549
Income from companies (13) *	5,140,959	4,790,000	4,445,615
Income from government grants (14)	8,167,662	10,338,355	10,169,082
Income from other non-profit organizations (15) *	6,646,882	10,170,904	6,677,893
Total income acquired	33,841,967	39,855,309	34,162,139
Income from the provision of products and services (16)			
Income from supplier's role and awareness raising	384,837	350,000	453,989
Gross profit sale of goods	635,756	1,040,000	49,838
Total income*: 	34,862,559	41,245,309	34,665,965
Expenditure			
Expenditure on targets:			
Structurele programma's (17)	25,526,992	33,968,864	28,513,990
Education (EDU)	8,848,626	12,337,781	8,825,591
Agricultural Vocational Education and Training (AVET)	7,653,387	6,519,865	8,258,815
Inclusive Agribusiness Development (IAD)	2,380,978	6,352,000	8,103,417
Water, Sanitation and Hygiene (WASH)	3,957,113	5,007,000	432,098
Health programme (HEALTH)	-9,203	0	57,960
House Construction p+A58rogramme (LCH)	572,359	1,000,000	545,894
Policy Influencing (PI)	80,628	237,000	0
Capacity Building (SPN)	20,853	243,004	152,699
Innovation programme	22,182	150,000	25,691
Regional Alliances	71,781	48,000	64,830
PMEL (2016: incl, Knowledge management)	0	0	90,855
Other	230,414	214,506	317,897
Partner role in the Netherlands (2016: incl, Knowledge management)	1,697,874	1,859,708	1,638,243
Emergency relief(18)			
-support provided through organizations/local agencies	1,491,049	1,100,000	1,374,143
Lobby (19)	399,736	411,415	367,746
Awareness raising (20)	839,136	898,861	966,850
Knowledge management (21)	117,353	167,523	0
PMA (22)	426,604	472,803	408,856
Release provision for loans (23)	0	0	-1,184,012
Total expenditure on targets	28,800,869	37,019,466	30,447,573

	Lopend boekjaar (€)	Begroot boek- jaar (€)	Voorafgaand boekjaar (€)
Expenditure (continuation)			
Acquisition of income: ((24) and Appendix 3)	1,540,223	1,722,818	1,730,378
Costs of own fundraising	1,401,128	1,509,056	1,457,437
Costs other organizations without profit motives ****	4,877	54,063	59,159
Costs of grants from governments	134,218	159,699	213,782
Costs supplier's role (23)	220,731	199,492	236,579
Costs of sales of goods (16)	196,745	258,882	64,445
Management & Administration costs (26)	921,736	810,331	962,285
Total expenses	31,680,305	40,010,991	33,441,260
Balance of income and expenses	3,182,254	1,234,318	1,224,705
Balance of financial income and expenses (27)	-14,323	5,000	4,836
Balance of results from organizations participated in (28)	-143,164	0	30,560
Balance of income and expenses **	3,024,768	1,239,318	1,260,101
Designation balance income and expenses:			
Transfer to or from:			
-Continuity reserve	-42,455	0	245,429
-General reserve	1,047,544	875,000	149,316
-Exchange reserve sponsor programme	71,551	200,000	372,433
-Exchange reserve other projects	279,104	100,000	139,150
-Sponsor funds	626,608	50,000	14,339
-INCE funds	249,587	0	0
-Designated funds emergency relief***	231,499	0	229,765
- Guarantee funds enterprise development	-3,989	0	-58,221
- Reserve provisions	-83,123	0	-29,481
-Other designated funds	648,441	14,318	197,371
	3,024,768	1,239,318	1,260,101

* for which total income emergency relief in 2017 € 2,218,237 (Budget € 1,600,000; 2016: € 1,789,495), accounted for under donations from individuals, companies and other non-profit organizations

** see Appendix 7 for an analysis of the balance of income and expenses compared to the budget

*** see also designated funds emergency relief (8)

****excluding family and capital funds and donors as these are included in costs own fundraising

Consolidated cash flow for 2017

	2017 (€)	2016 (€)
Cash flow operational activities		
Balance income and expenses:	3,024,768	1,260,101
<i>Adjustments concerning:</i>		
Amortization intangible fixed assets (1)	271,907	260,399
Depreciation material fixed assets (2)	75,110	81,734
Change provision of loans(3)	1,162,573	-1,082,677
Wrting off loan u/g (3)	-1,185,874	0
Result provisions(3)	143,164	-30,560
<i>Adjustment changes in operational capital:</i>		
Changes in stocks (4)	338,763	-57,422
Long-term receivables from funding agencies (3)	-5,754,969	-5,914,428
Changes in receivables (5)	-70,743	-1,804,140
Long-term project obligations (10)	3,581,948	7,779,131
Changes in short-term project obligations (11)	1,734,484	2,226,969
Changes in sponsor funds received in advance (11)	-6,020	30,803
Changes in other debts and costs yet to be paid (11)	-310,109	-194,592
Cash flow from operational activities (A)	3,005,003	2,555,318
Cash flow from investment activities		
Investments in intangible material fixed assets(1)	-93,763	-208,693
Investments in tangible fixed assets(2)	-112,498	-142,811
Cash flow from investment activities (B)	-206,261	-351,505
Cash flow from funding activities		
Provision of loans to partner organizations etc, (3)	-515,000	-295,787
Payments received from loans issued (3)	70,245	63,692
Change unrealized exchange rate result loans provided (3)	7	-143
Loans provided to /input in participations(3)	-250,000	-382,787
Long-term liabilities received (10)	3,274	53,274
Repayment long-term debts (10)	-25,000	-25,500
Cash flow from funding activities (C)	-716,474	-587,251
Change liquid assets (A + B + C)	2,082,264	1,616,561
Liquid assets per 1 January	3,123,046	1,506,485
Liquid assets per 31 December	5,205,310	3,123,046
Change liquid assets	2,082,264	1,616,561

- Since 2013 the depreciation is on activated costs for software development since the end of 2012. In the software development after 2013 the depreciation will be realized in such a manner that the entire investment is written off by the end of 2024.
- The receivables on funds from income contracts and the obligations to partner organizations have both strongly increased and are divided into amounts with a short-term and a long-term character, as a consequence of multi-annual income contracts and multi-annual pledges to partner organizations.
- The liquid assets have increased compared to 2016, which can amongst other things be explained by a grant disbursement for the EYE programme that has been received in advance.

Consolidated model cost allocation in €

Cost type	Cost carriers														
	Objective					Supplier's role	Acquisition of income					Management & administration costs			
	Partner role / PMEL	Lobby	Awareness	Knowledge management	PMA		Own fundraising	Third party campaigns	Grants	Subtotal Acquisition of income*	Sale of goods (WD-shops)		Total financial year	Estimated financial year	Accounts 2016
Education (EDU)	8,665,484	183,141											8,848,626	12,337,781	8,825,591
Job Booster (TVET/JB)	7,358,373	295,014											7,653,387	6,519,865	8,258,815
Inclusive Agribusiness Development (IAD)	2,318,651	62,327											2,380,978	6,352,000	8,103,417
Water, Sanitation and Hygiene (WASH)	3,950,751	6,362											3,957,113	5,007,000	432,098
Health programme (HEALTH)	-7,340	-1,863											-9,203	0	57,960
Housing Construction programme (LCH)	572,359												572,359	1,000,000	545,894
Policy Influencing (PI)		80,628											80,628	237,000	0
Capacity Building (SPN)	20,853												20,853	243,004	152,699
Emergency Relief (R&R)	1,491,049												1,491,049	1,100,000	1,374,143
Innovation programme	22,182												22,182	150,000	25,691
Regional Alliances	71,781												71,781	48,000	64,830
Knowledge Management (2016: incl. PMEL)				50,859									50,859	104,500	90,855
Other (e.g. ICT for Alliances)	230,414												230,414	214,506	317,897
PMA					62,792								62,792	60,000	22,735
Lobby North		41,950											41,950	105,500	66,848
Awareness raising			350,765										350,765	439,663	372,730
Release provision of loans													0	0	-1,184,012
Subtotal project expenditure	24,694,557	667,561	350,765	50,859	62,792	0	0	0	0	0	0	0	25,826,533	33,918,819	27,528,191
Salaries and social premiums	1,180,897	240,531	328,078	48,030	249,819	150,121	606,193	3,305	89,244	698,742	126,628	619,125	3,641,971	3,889,380	3,578,515
Pension premiums	108,897	25,113	33,825	5,596	26,861	14,451	61,273	344	9,012	70,629	8,292	66,272	359,937	383,362	375,215
Travel and accommodation expenses	23,128	11,441	13,236	1,416	4,846	4,040	17,614	108	3,062	20,784	12,704	18,791	110,386	114,000	123,957
Costs hiring in personnel	68,701	5,352	10,851	1,030	5,339	10,767	24,130	71	1,776	25,977		13,851	141,869	0	123,850
Other personnel costs	33,765	8,200	11,271	-3,802	7,919	4,082	22,655	113	2,958	25,725	8,230	21,208	116,599	130,900	160,331
Total personnel costs	1,415,389	290,637	397,262	52,271	294,785	183,461	731,865	3,941	106,051	841,857	155,854	739,247	4,370,762	4,517,642	4,361,868
Publicity & communication							497,784		3,746	501,530			501,530	680,938	589,854
Accommodation costs	70,617	16,612	23,219	3,272	16,997	9,184	43,063	239	6,324	49,626		43,139	232,666	229,292	162,878
Office costs (excl. depreciations)	106,077	25,335	33,334	6,010	26,067	13,757	62,837	352	9,112	72,300		64,294	347,174	290,800	436,081
Costs Supervisory Board	4,049	1,058	1,392	188	974	582	2,634	12	316	2,962		2,667	13,874	8,500	26,749
Costs for work visits Executive Board												9,002	9,002	7,500	4,625
Other general costs	43,896	10,499	14,400	2,042	10,708	6,111	26,301	139	3,588	30,029	32,807	27,524	178,015	102,500	132,143
Depreciation assets	57,847	13,644	18,764	2,711	14,280	7,637	36,644	193	5,081	41,918	8,084	35,864	200,749	255,000	198,871
Subtotal organization costs	1,697,874	357,786	488,371	66,494	363,812	220,731	1,401,128	4,877	134,218	1,540,223	196,745	921,736	5,853,772	6,092,172	5,913,070

Cost type	Cost carriers														
	Objective					Supplier's role		Acquisition of income				Management & administration costs			
	Partner role / PMEL	Lobby	Awareness	Knowledge management	PMA		Own fundraising	Third party campaigns	Grants	Subtotal Acquisition of income*	Sale of goods (WD-shops)		Totaal financial year	Estimated financial year	Accounts 2016
Total 2017	26,392,431	1,025,346	839,136	117,353	426,604	220,731	1,401,128	4,877	134,218	1,540,223	196,745	921,736	31,680,305	40,010,991	33,441,261
Estimated 2017	34,831,864	648,415	898,861	167,523	472,803	199,492	1,509,056	54,063	159,699	1,722,818	258,882	810,331			
Realization of the previous financial year*	27,974,919	1,096,948	966,850		408,856	236,579	1,457,437	59,159	213,782	1,730,378	64,445	962,285			

* In 2016 the cost carrier partner's role included Knowledge management (which was a part of PMEL). Since 2017, knowledge management is a separate cost carrier. Since 2017, PMEL has been a part of the programme expenditure.

** Including programme solar energy (SOLAR). For 2017, this was budgeted at € 50,000. The budget realized was € 2,322.

Allocation keys:

- The allocation of personnel costs between cost units is based on the average time allocation.
- The VFI's opinion was followed in allocating personnel costs. This means that the Management Board is fully covered by Management & Administration.
- The general staff positions are fully covered by Management & Administration; HRM and ICT are allocated pro rata to the number of FTEs per cost unit. The Finance & Control department partly falls under PMA as well.
- The indirect costs are allocated based on the allocation of the personnel costs with the exception of monitoring and evaluation.
- The work visits of the Executive Board fall completely under Management & Administration.

5.3 Auditor's statement



INDEPENDENT AUDITOR'S REPORT

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

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 December 2017, the summary statements of comprehensive income, changes in cash flow for the year then ended and related notes, are derived from the audited financial statements of Stichting Reformatorische Hulpaktie Woord en Daad for the year ended 31 December 2017. We expressed an unqualified audit opinion on those financial statements in our report dated 16 March 2018.

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

Board's responsibility

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

Auditor's responsibility

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

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of Stichting Reformatorische Hulpaktie Woord en Daad for the year ended 31 December 2017 are consistent, in all material respects, with those financial statements, in accordance with the general notes to the financial statements.

Amsterdam, 16 March 2018

Dubois & Co. Registeraccountants

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

5.4 Internal Financial Control

Part of the manual Administrative Organization is the procedure 'Assessing Internal Financial Control' (procedure 9.3.1). Every six months, the internal financial controller of the Finance and Control (F&C) unit assesses the functioning of the internal management measures to redress to an acceptable level processes that are relevant for the items in the annual accounts.

The assessment framework of the internal control focuses on the key processes of income processing, recording and settling obligations, the domestic and foreign payments, the processing of sponsor income, and the reminder and debt collection process, the processing and management of the income from the local Woord en Daad volunteer groups, sale of postage stamps, and the management of master data from creditors. The substitution of sponsored children, application of Dutch Chamber of Commerce mandates, and CBF regulations are also considered.

Both data-oriented and system-oriented checks take place via random samples or integral assessment. This involves authorizations and mandates as recorded in the software package. During the assessment it is examined whether the established procedures have been clearly and fully applied by the authorized persons and recorded and documented in systems.

The internal financial controller reports about this to the Executive Board. As this person is also involved in a number of processes, an independent employee PMA does several additional random checks and reports about the outcomes of these. The external accountant makes use of these reports and any possible actions linked to these when assessing the functioning of the internal financial control system. They also issue

an Assurance report from which it is clear that the internal financial control assessment has taken place in accordance with the procedure.

Two assessments were performed during 2017. Both of these led to the conclusion that there were no notable deviations with respect to the recorded procedures and mandates. However, several points for improvement were implemented with respect to the procedure for starting and finishing an employment contract, the access rights in the systems, and adjusting the integrity policy to project-based work.

In the management letter from the external accountant it was stated that Woord en Daad Shops did not perform the monthly internal financial control on the turnover accountability and the transactions on time because the second-hand shops were still being started up. At the start of 2018 this was done in retrospect and since then it has been part of the monthly activities. During 2017 various other internal financial control measures were applied, which will be further structured and assessed in 2018. This also applies to the authorization of hours to projects. In 2018, a software adjustment will be realized so that project leaders can also directly approve these hours without the need to go via the project secretary (as was the case in 2017). Of course, both issues will be included in the internal financial control assessment in 2018.

Chief Executive Officer
Jan Lock

Gorinchem, 31 December 2017



See the annual report online at

www.woordendaad.com

CREDITS

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

Design and production

deelstraendejong.nl

Photography

Woord en Daad, Voskuil Fotografie

