

Annual Report 2021

# **MOVING FORWARD WITH THE WIND IN THE SAILS**



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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 a sustainable change that benefits all people.

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## Foreword

# Storm and calm

A sailing ship never fails to capture my imagination. Although I am not a keen sailor, I can really enjoy the spectacle of sailing ships passing by. Such ships regularly glide past my home on the Dordtse Kil. If it is quiet and calm on the water, it amazes me to see how the sails still manage to catch enough wind for the ship to continue on its way. On such days, the sails are calmly hoisted, and the activities on deck often remain hidden from view. However, if it is wild and stormy on the water, then it is all hands on deck and you can clearly see what is happening. Real teamwork is needed to ensure the ship stays on course. There is just one similarity between the two scenes: the ship goes forwards in both cases!

Woord en Daad sailed into 2021 on relatively calm waters. We energetically set to work with our new policy plan: *Reach far, be near – navigating towards the future using a biblical compass!* We were eager to achieve a lot but without losing sight of each individual who benefits from our work. With the image of the sailing ship firmly in our minds, we cruised into 2021. The set goals floated like beacons on the sea. We knew where we were

“We look back with considerable gratitude and are humbled by the strength of our local partners.”

heading, although the course we would need to map out to get there was not entirely clear. With the experience from 2020 still fresh in our minds, we were keenly aware that the only way we could do our work well was to navigate carefully and adjust our course where possible and as needed.

During the first month of the year, the waters were calm because the lockdown in the Netherlands imposed that tranquillity on us. However, we soon entered more turbulent waters. Violence and natural disasters ravaged Ethiopia, Haiti, Chad, Burkina Faso and the Sahel, putting our work under pressure. However, it was encouraging to see that our local partners continued their work despite these challenges.

One of the many messages from Ethiopia made a deep impression on me: entrepreneurs from the small water companies in the Tigray region continued to work in the heat of the battle. They entered the war zone on their scooters to repair water pumps. And they did that without any guarantees that they would be paid. In Burkina Faso, we reached 5,282 young people with our Employment and Training programme, which was realized in partnership with various parties including the Dutch Embassy. And that happened in an area where the violence is increasing! However, these young people refused to choose the path of violence and instead decided to pursue an education and a paid job. They took their responsibility within the chaotic context where they live. In Guatemala, we worked on large-scale educational improvement in collaboration with the Ministry of Education. Around 30,000 teachers were trained, eager to return to their classrooms as more expert teachers. These were the welcome gusts of wind in our sails that brought us closer to our goals. In West Africa, we started a large strategic partnership with the Dutch Ministry of Foreign Trade and Development Cooperation in the area of climate resilience, with the Southern partners at the helm.

Many supporters worked with us during all of these moments in 2021. Contrary to our expectations, we received major pledges from entrepreneurs at the start of the year. After the online

World Day event, generous private individuals showed that their hearts are in the right place. They joined awareness campaigns and subsequently decided to make different lifestyle choices. After months of closure, the Woord en Daad thrift shops reopened, and they brimmed with more activity than ever before.

We look back at 2021 with considerable gratitude and are humbled by the strength of the local partners in the countries where we work. We are very grateful for our incredibly loyal supporter base, who surprised us with their willingness to continue to give. And we realize more than ever that there is only One who commands the wind! It is with this awareness that we place our work in the hands of God who continues to protect our turbulent world.



**Rina Molenaar,**  
CEO





# Woord en Daad in short

Moving forward with  
the wind in the sails

## Strategy

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

- **Sustainably changing lives**

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

- **System change in the Global South**

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

- **Sustainable change in the Global North**

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

## Mission

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

## Vision

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

## Core values

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

- **Co-responsibility**

Responsible for yourself, your neighbour and creation

- **Fellow creature**

Creature of God, equal and unique

- **Compassion**

Close to and alongside people who suffer

- **Stewardship**

Treating human beings, resources and the environment with care

- **Interdependence**

Independent in choices, dependent in collaboration

## Sustainable Development Goals

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

### Inclusive Agribusiness



### Education and Sponsoring



### Sustainable Water



### Employment and Training





# The world of Woord en Daad

## Results programmes



### Emergency Relief and Resilience

**14,846**

Households reached with emergency relief



### Sustainable Water

**87,486**

People reached with sustainable water



**29**

Partner organizations



### Employment and Training

**5,480**

People with work (after 6 months)



### Inclusive Agribusiness

**11,859**

Farmers/entrepreneurs trained



### Education

**30,282**

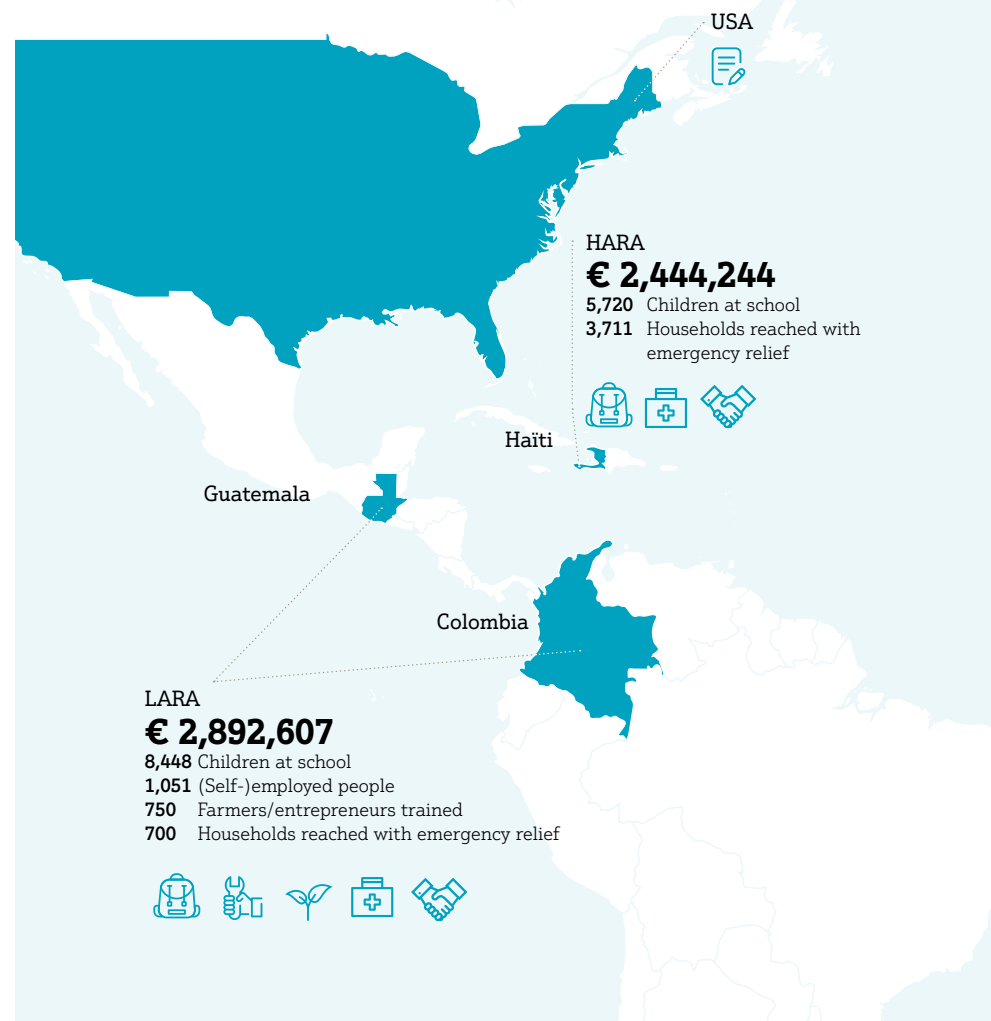
Education and Sponsoring



### Whereof

**29,844**

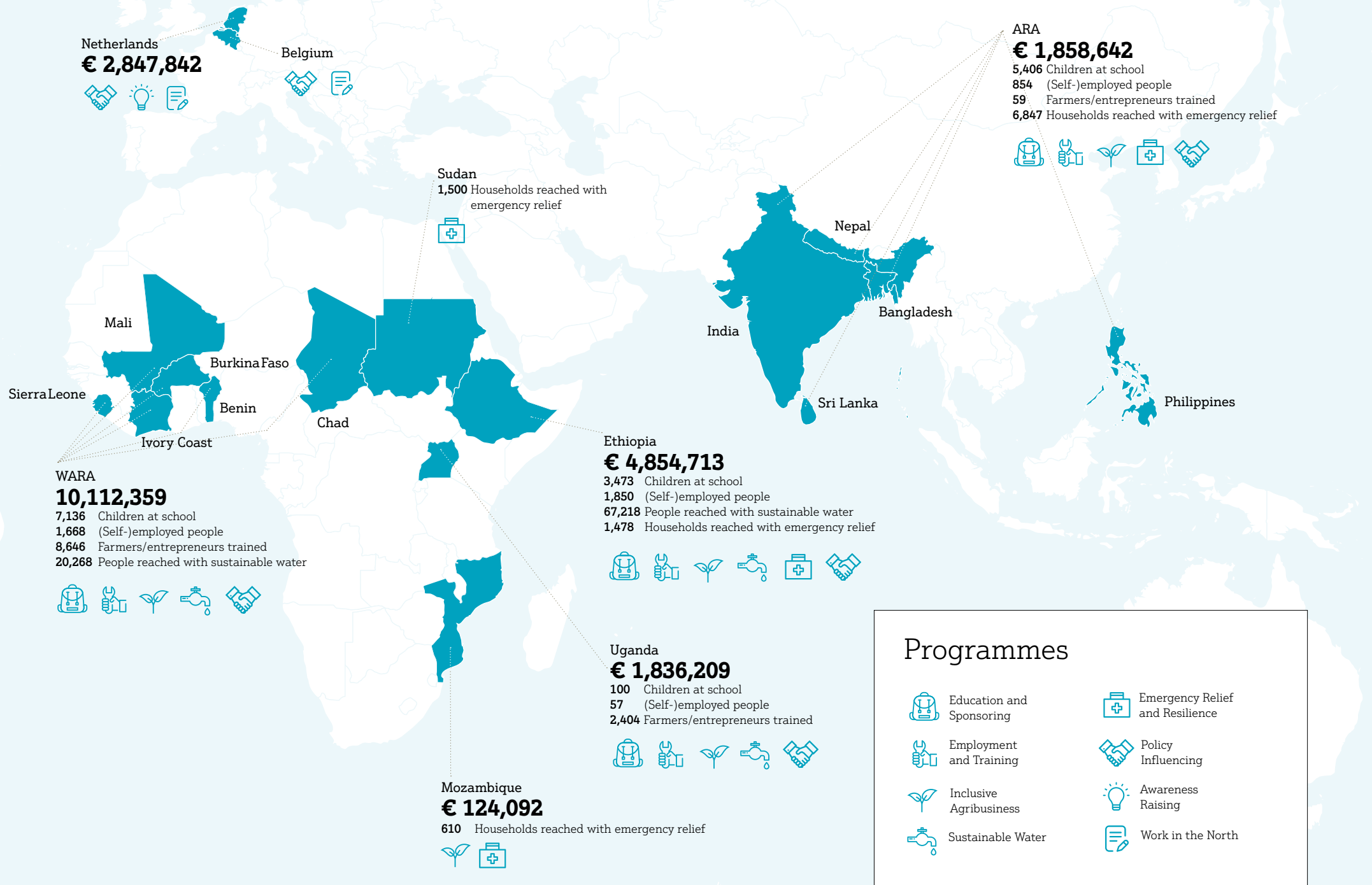
Children sponsored



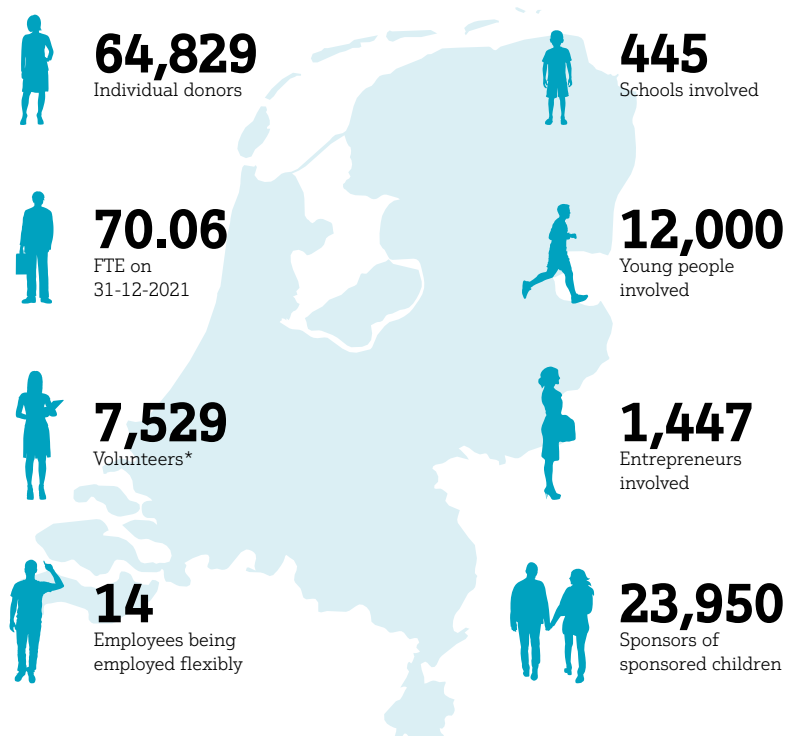
## Regional cooperation

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.





## Key figures

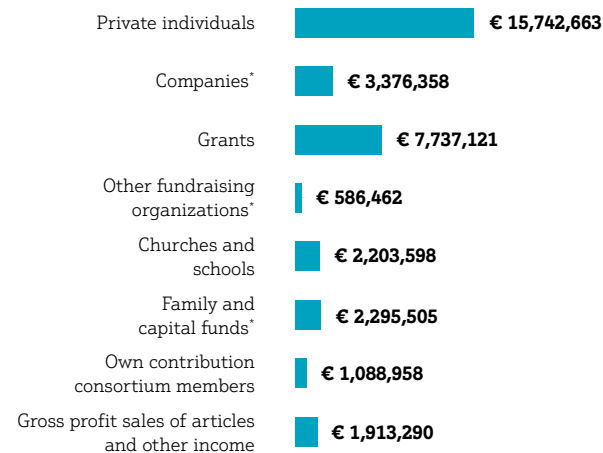


These figures give an impression of the social support of Woord en Daad in the Netherlands. The total number of donors increased as well as the average amount given per donor, which is reflected in increased donations by private individuals. The total number of

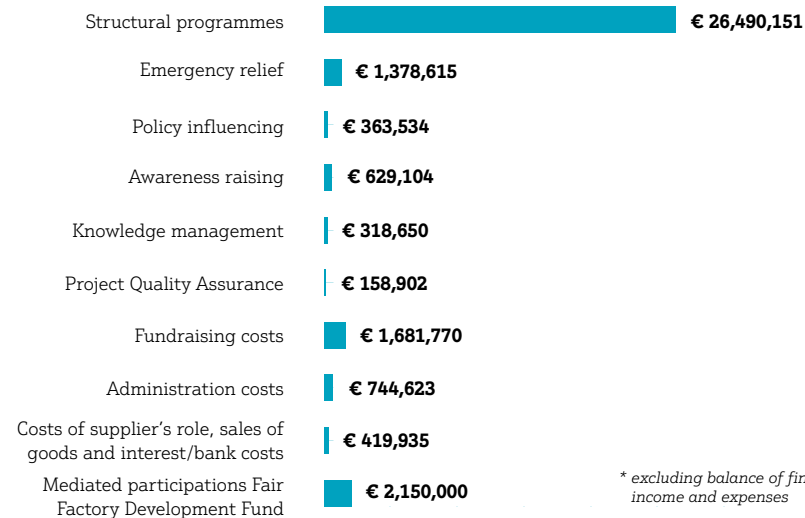
sponsored children increased. The number of entrepreneurs involved slightly decreased, but there was an overall increase of donations from entrepreneurs. The increased involvement of churches and schools also resulted in increased donations from this group.

\* This concerns volunteers in the office, volunteers in committees and linked to committees, and volunteers in Woord en Daad shops.

## Income € 34,943,955

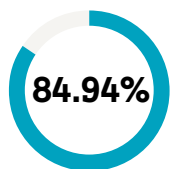


## Expenditure\* € 32,185,284

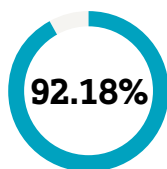


\* excluding balance of financial income and expenses

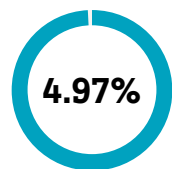
## Norms and ratios



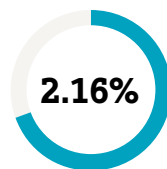
Target expenditure ratio  
(expenditure on targets with  
regard to the total income)



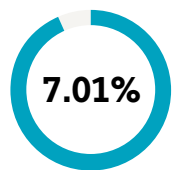
Target expenditure ratio  
(expenditure on targets  
with regard to the total  
expenditure)



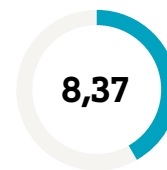
Costs own fundraising with  
regard to proceeds from own  
fundraising



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



Woord en Daad overheads  
standard (max. 7.5%)



Woord en Daad norm Result  
on Investment grants (min. 20)

# Summary

The new policy plan for 2021 – 2025 started this year: *Reach far, be near – navigating towards the future using a biblical compass*. We will navigate our plans and programmes through this rapidly changing world, and adjust these where necessary. The Bible will continue to be the compass by which Woord en Daad sets its course.

In 2021, all project leaders energetically set to work on the three policy themes that form the basis of the current policy plan: *Reaching the unreachable*, *Pro-poor climate resilience* and *Value-based systemic change*.

### Pro-poor climate resilience | Policy theme 1

The increase in natural disasters driven by climate change has shown us just how important it is to work on climate resilience. In West Africa, the project *Benkadi* began under the inspiring leadership of our partners from the Global South, and the first steps were taken towards policy that contributes to climate resilience. A case in point was the training that was part of the programme *Inclusive Agribusiness*, during which climate resilience received a lot of attention. And fantastic new partnerships were set up, such as those with the Fair Factory in Sierra Leone and India.

### Reaching the unreachable | Policy theme 2

In addition, Woord en Daad championed the policy theme *Reaching the unreachable*. For example, scans were developed to identify excluded and marginalized target groups in various contexts. In the education programme, we saw that the group 'invisible' children grew as a result of the pandemic. Once the protection of school disappears, children will more often become the victim of exploitation or abuse. In Ethiopia, a large project started in 2021 that seeks to eradicate modern slavery among children.

### Value-based systemic change | Policy theme 3

The policy theme *Value-based systemic change* also proved to be of great worth in 2021. That is because our choice to work on sector solutions in large partnerships provided Woord en Daad with many notable opportunities this year. We were invited to

meetings where we were not invited previously, such as meetings at government ministries. In Guatemala, we trained 30,000 teachers in collaboration with the government. In Burkina Faso, 10,000 young people started a job, and in response to this, the Minister for Youth Employment challenged us to help write the national policy. The programme Employment and Training equally achieved significant results in India, Bangladesh and Chad. Thanks to contracts with large multinationals, many young people obtained a job or were supported in their business ideas.

### Violence and disasters

After an excellent first six months, we saw a worldwide increase in violence during and after the summer. This occurred during a worldwide pandemic, which still claimed many victims and caused unemployment to rise, and sometimes even hunger. A joint COVID-19 emergency relief campaign by the Christian Emergency Relief Cluster was necessary. We also provided emergency relief after the earthquake in Haiti. And in Ethiopia, we maintained our presence on the ground with our water programme in the northern Tigray region, where amidst a civil war, we provided emergency relief in refugee camps too. The programme *Sustainable Water* continued with large projects in Uganda, Ethiopia, Burkina Faso and Benin. With faithful partners and new investors, very good results were achieved. In the Netherlands, Brussels and our project countries, our policy influencers remained active.

### Loyal

In 2021, the work of Woord en Daad continued to garner the loyal backing of our supporter base. That was often realized in different ways than usual. Woord en Daad Shops sold their products on the Dutch online trading site *Marktplaats*, the World Day was organized online and *Sport for Others* was held in the Netherlands this year. Woord en Daad was surprised and grateful that the income we received in 2021 was, across the board, higher than the previous year. Thanks to the contributions from many companies, sponsors, churches and investors, we were able to continue our work.





# 1.Strategy, vision and policy: roadmap and compass

**H**opeful, surprising and challenging. According to director Rina Molenaar, these three words provide a good summary of the year 2021. It was a year in which we witnessed the strength and flexibility of our partners and supporter base. And a year in which the collaboration within various projects developed into partnerships for long-term collaboration. But it was also a year in which turmoil, violence and disasters increased as well, also in countries that used to be relatively peaceful. And it was also a year in which the strategic choices we made for our policy plan 2021-2025 were validated.

'With the tailwind of 2020 in our sails, we set out for 2021 full of hope', says Rina, looking back. 'Despite the changes because of COVID-19, we had experienced a great year. Our feelings of hope were immediately confirmed during the first few months of 2021. Projects in the pipeline could now be realized, and we received the signatures from entrepreneurs, who had to put their activities on hold in 2020. With the start of a new policy plan, the Woord en Daad sailing ship set out on its voyage.' The new policy plan for 2021 – 2025 was given the title: Reach far, be near – navigating towards the future using a biblical compass. 'In a rapidly changing world, you cannot make a static plan for the next five years, and not even for the next five months', is how Rina had previously explained this choice during the policy conference in 2019. 'We will set a course and continuously adjust this, and we will let ourselves be guided by our biblical compass.' And so our ship set sail with the crew in good spirits. However, on the world ocean, the wind was at times taken out of our sails.

### Our compass

'After a fine first six months, there were moments during and after the summer period when we were briefly left speechless. For example, when the president of Chad was shot and died from his injuries. Or when the civil war in Ethiopia intensified and became even bloodier still. And in Haiti, the president was murdered and the country experienced yet another earthquake.

The violence in Burkina Faso increased and claimed even more victims. Would this tumult of violence and suffering ever stop?' Rina is silent for a brief moment. 'Back then, I often thought: what on earth is happening in the world? All of these disasters and the never-ending pandemic. At such times we may sometimes feel rudderless. But fortunately, that does not have to be the case. Because although it seems we are being pulled in all directions, we know that ultimately everything is heading in a single direction: He will come! Jesus will come back to the world and make it whole again. And that gives us a compass that we can use to set our course. At unexpected moments, partners also encouraged me with these very words.'

People thought a lot about that compass in 2021. During online workshops, Woord en Daad trained partners in the themes of identity and integrity. Rina: 'These themes lie very close to the heart of our work. And not just to the heart of our work, but also that of our partners. We initiated a dialogue about these themes more often within Woord en Daad, and they played a role in the discussions about the annual plan 2022.'

### Policy themes

In addition to this cross-cutting theme, all project leaders set out to work on the three policy themes that form the basis of the current policy plan: Reaching the unreachable, Pro-poor climate resilience and Value-based systemic change. Rina: 'The increase in natural disasters driven by climate change has shown us how vitally important it is to work on climate resilience. Of course, we are pleased that the Dutch government is paying attention to the climate problem, but in addition to that, we find it extremely important not to lose sight of the individuals in the countries where we work. Because ultimately, we work for that one farmer who also wants to irrigate his or her land this year.' This aspect is strongly correlated with another policy theme: Reaching the unreachable. Woord en Daad has always focused on the poor, but in recent years we have seen that behind these poor people, there is actually another group of "invisible poor people". This year, we set out to discover and describe who are the people in

our projects that we fail to notice but would like to see? And how will we ensure that we actually see them? We will use the outcomes from that study to focus on interventions that make those invisible people truly visible.'

Our value-based systemic change also proved its worth in 2021. For, the choice we made to work in large partnerships on sector solutions gave Woord en Daad many fantastic opportunities this year. Rina: 'We were invited to meetings that we previously did not attend, such as at government ministries. For example, the Burkinabe Minister for Education challenged us to elaborate our



plans for education there because he saw that our systemic approach had added value in his country.'

← Take a look at the results on the policy themes for 2021.

### Resilience

The various conflicts and crises that Rina mentioned at the start of this chapter led to the necessary changes being made to projects. 'Adaptive management, also a recurring theme in our policy plan, often proved to be necessary. We navigated and changed course based on the information available to us and thanks to the strength of our local partners who demonstrated their resilience and flexibility.' Many examples of this are provided in Chapter 2.

# Value creation model

## Woord en Daad

### Resources

#### Capacity per 31-12

- Projects 45.67 fte
- Funds 9.50 fte
- Support 13.89 fte
- Executive Board 1.00 fte
- Flexible pool 1.30 fte
- Office volunteers 18 persons

#### Finances

- Private individuals € 15,742,663
- Companies € 3,376,358
- Grants € 7,737,121
- Other fundraising organizations € 586,462
- Churches and schools € 2,203,598
- Family and capital funds € 2,295,505
- Own contribution consortiumpartners € 1,088,958
- Supplier's role and gross profit sales of articles € 1,913,290
- Total: € 34,943,955

#### External capacity

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

#### Knowledge

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

### Approach

#### Mission

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

#### Core values

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

#### Development principles

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

#### Key activities

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

### Aim

#### Long-term objective

Integration and sustainable transformation of poor and marginalized people.

#### Through:

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

#### In order to:

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

### Results



## 14,846

Households reached with emergency relief



## 87,486

People reached with sustainable water



## 5,480

(Self-)employed people



## 11,859

Farmers/entrepreneurs trained



## 30,282

Children at school



A photograph of four young girls walking along a dirt path in a rural setting. They are carrying water containers: two girls carry yellow jerrycans on their heads, and two girls carry blue plastic buckets on their heads. They are dressed in colorful, patterned traditional clothing. The background shows lush green trees and vegetation under a clear sky.

## 2. Dynamics in the work field: full steam ahead



## 2.1 Inclusive Agribusiness

**'Thanks to my higher yield, I could now buy a boat.'** This quote from Sounthirarasa, a 32-year-old fisherman from Sri Lanka, not only chimes beautifully with the title of this annual report but it also typifies the approach of the *Inclusive Agribusiness* programme. Antonie Treuren, programme leader Inclusive Agribusiness: **'We want to help farmers, their families and communities flourish and enable them to grow as entrepreneurs. Whether this concerns a fisherman in Sri Lanka, an abaca farmer in the Philippines or a beekeeper in Uganda.'**

'We could call 2021 a year of sowing. Or in nautical terms, a year of readying the ship for departure', says Antonie smiling. 'Together with many new colleagues, we worked hard on expanding and strengthening our partnerships and tapping into new technical knowledge. That is indispensable in a world where we can see increasing changes in nature, upon which farmers depend heavily.'

### Climate resilience

The policy theme *Pro-poor climate resilience* therefore seamlessly aligns with this programme. Antonie: 'The closer you live to nature, the more vulnerable you are to any changes in it. For example, we can clearly see that among farmers in our projects who depend upon the rainy season. Of course, this applies to farmers worldwide, but many farmers in the countries where we work scarcely have any buffer and no safety net. What if you invested all of your savings in the seeds that have now been sown in your field, but the rains fail? Then you have no food on the table. That is why this policy theme is so high on our agenda'. In 2021, Woord en Daad started to carry out Climate Risk Assessments with its partners. Antonie: 'For this, we take a very practical look at which changes in the climate are already visible in that country and what the consequences of these are. The assessments are now being carried out in Sri Lanka and Sierra Leone, and will be undertaken in other countries in 2022. Although we still need to wait for all of the results to come, we can already cautiously state that, in particular, the unpredictability of the climate has a considerable

impact. If you know that a drought is expected, then you can make appropriate investments before it arrives. However, if that drought is unexpected, as mentioned in the above example, then that is an entirely different story. Therefore, it is vitally important that farmers learn to spread and reduce these risks.'

Donald Smart, director of the rice processing company Mountain Lion in Sierra Leone, daily witnesses the consequences of climate change in his country and the need to adapt. 'Due to climate change, we are now confronted with irregular and unpredictable rainfall patterns. Rain in the dry season and torrential rainfall in months when we do not expect that, which in turn causes floods. During the dry season, we experience intense heat that causes acute water shortages and results in very poor harvests.' Fortunately, Donald sees good opportunities to tackle these problems. 'We will have to try to gain more

control over the situation. For this reason, we now work together with local authorities to forbid the so-called "wildfires" by law. These are fires caused by people setting their fields alight so that they can use the fertile ash to grow grass again for their cattle. We are also adjusting our existing agricultural calendars. If we were to continue following the old calendars, the outcome would be a poorer harvest or even a complete crop failure. Furthermore, local farmers help us in training more farmers to learn how to deal with our changing living environment.'

Across the world, there is much attention for sustainability and how we should treat the earth. Changes in the climate are also providing opportunities for farmers in Africa. As climate change attracts considerable international attention, there is much interest and willingness to invest in sustainable solutions.



Abaca farmer Antonio Eskeluna

### Impact story

#### Sustainable fibres

In the Philippines, the project *Fibres for the future* was started. Thanks in part to a grant from the Netherlands Enterprise Agency, Woord en Daad can train 5000 abaca farmers on the island of Mindanao in the coming years so that they produce high-quality abaca. Abaca is a sustainable and strong fibre used to produce paper money, clothing or ships' ropes, for example.

Partner Kennemer purchases the fibres for a fair and good price. The 70-year-old abaca farmer Antonio Eskeluna loves his job but also sees that young people are scarcely interested in it. He thinks he can help by conveying his enthusiasm to young people and in this way help to overcome the high unemployment rates among young people. Therefore on his farm, he teaches the young people how to produce good quality abaca. 'I consider it to be my legacy for them.'

## Results Inclusive Agribusiness

Examples are the growing solar panel sector in Burkina Faso, where many young people are finding a job through our Job Booster project.

### Inclusive value chain

Within this programme, Woord en Daad is working on an inclusive and well-organized value chain so that every farmer can build up a dignified existence. A local processing factory is an important link in an inclusive value chain. That is why Woord en Daad works together with the Fair Factory Development Fund. This fund invests in the development of factories that produce products and goods from the harvests of groups of small-scale farmers. The farmers obtain a stable sales channel and a fair price for their products. Woord en Daad subsequently ensures that the farmers are trained in sustainable cultivation methods. As a result of this, the harvest is increased and the costs reduced. There were excellent collaborations in Benin and Burkina Faso, where the partnership *Cracking the nut*, partly financed by the Netherlands Enterprise Agency, was concluded after five successful years. In that period, more than 5000 cashew farmers received support. They were trained in the production of high-quality cashews, which provided a higher and more stable income. As the farmers have united in cooperatives, their position has become stronger and they are able to learn from each other. Some of these farmer groups are working so professionally that they have assumed responsibility for training their members. They have also managed to offset the training costs in the sale price for the cashews. The factory is happy to pay this higher price if the quality, volume and continuity of the cashews is guaranteed: clearly a win-win situation!



In Sierra Leone, the project *Cashing in on Cashew* recently started with funding from the EU and the Anton Jurgens Fonds. The title says it all: this project is about ensuring that farmers obtain more income from farming cashew. And in 2021, that

already led to much better figures: the total turnover of the farmers was 14,782 euros, whereas in 2020, it was 3,508 euros. Slightly further up in Sierra Leone, the Mountain Lion factory also had a good year. A total of 1,020 farmers were trained, and they subsequently sold their rice to the factory. Mountain Lion purchased no less than 721 tonnes of rice from the farmers in the project, and this provided them with a stable income.

Expenditures Inclusive Agribusiness		in €
Benin		214,559
Burkina Faso		197,730
Philippines		104,661
Ethiopia		30,674
Guatemala		17,754
India		14,704
Mozambique		7,474
Netherlands		50,445
Sierra Leone		462,776
Sri Lanka		83,264
Chad		4,713
Uganda		1,690,142
<b>Total</b>		<b>2,878,896</b>



# 11,859

Farmers/entrepreneurs trained



16,769  
target 2021



# 13,677

Farmers/entrepreneurs selling to companies supported by our projects



18,245  
target 2021



# 8,062

Farmers/entrepreneurs with access to finance because of project interventions



9,986  
target 2021

**Explanation:** In 2021, we reached fewer farmers than planned. That was partly due to COVID-19, as a result of which training courses for farmers groups could not go ahead and had to be postponed. Furthermore, a relatively large number of projects started in 2021, and for some of those projects, the start-up phase took more time than anticipated. For these projects, we expect that we will be able to reach the planned number of farmers in 2022.





## 2.2 Education and Sponsoring

'Schools remained a safe place for children in 2021,' says Jaco Ottevanger, programme leader *Education and Sponsoring*. With its education programme, Woord en Daad seeks to provide a hopeful future for children and young people. People in the Netherlands can contribute to education for children who live in poverty by contributing to the sponsorship programme, for instance. Fortunately, this programme could continue to operate in all countries last year despite the challenges that occurred and the necessary adjustments in response to these. 'Children, in particular, are vulnerable in this period of a pandemic and increasing violence. We are therefore pleased that so many sponsors are willing to contribute to a sustainable change for these children.'

In 2021, Woord en Daad also worked at various levels on quality education for the poorest of the poor. Our sponsor programme gave children the opportunity to go to school. At the same time, we worked together at a larger scale with various partners on improving education systems, for example in Guatemala, Burkina Faso and Nepal. 'In all of the countries we work in, the education sector was hit particularly hard by the pandemic', says Jaco. 'But this does not mean that the children, teachers and partners sat around aimlessly. On the contrary, schools set to work with innovative ways of providing home-based education, tens of thousands of teachers were trained in Guatemala, and we started a large-scale project against child exploitation in Ethiopia.'

## Sponsoring

The gap between rich and poor once again grew in the past year because children from families who could afford to pay for good education continued to receive schooling, whereas the rest did not. Jaco sees harrowing situations as a result of that widening divide. 'Families in need sometimes see no other option than to use their children as a source of income. In the Philippines, online sexual exploitation has tripled since the start of the pandemic. The barrier to placing a child in front of a webcam has become far lower because there is less social

## Combatting Modern Slavery – tackling the root causes of child slavery in Ethiopia

In 2021, the project Combatting Modern Slavery was launched. This project is funded by the Norwegian government and supported by four Ethiopian partners. It focuses on preventing child slavery by creating awareness in the community and by supporting (vulnerable) families. Ephrem Shiferaw, senior programme adviser: 'Each of the partners is selected on the basis of their added value and role in the programme. A diversity of partners in the consortium is vitally important for tackling the complex and multidimensional problem of child slavery.' Ephrem is convinced that we can achieve our joint ambition and dream of making Ethiopia a safer place for children. In this project, more than 6000 children and about 200,000 family members and the people in their social circle are reached. We are working together with the Ethiopian government to further develop legislation concerning this theme

control. Education has a protecting function because it safeguards children from many different forms of violence and exploitation. Despite the restrictions due to COVID-19, we are doing everything possible with our partners to keep in touch with all sponsor children in our programme, for example by making home visits. Thanks to our sponsor programme, our partners know all of the children individually. Especially during times like these, this personal approach is worth its weight in gold because that enables us to keep a better eye on the children. We are therefore particularly thankful that our sponsor programme has grown for the second year in a row with a net increase of 176 extra sponsors.'

### Quality of education | INCE

However, the quality of education in the longer term is a point

of concern, according to Jaco. 'In some countries, teachers have not taught a class for more than a year. Some of them did not continue to receive their salary and were therefore forced to find other work. In Uganda, it is feared that one-quarter of teachers will not return to the classroom. How will that influence the children for whom they were role models? This requires an approach in which we tackle the root causes of poverty. In 2021, Woord en Daad further developed the partnerships in INCE (International Network of Christian Education). In collaboration with the government, consortia focused on strengthening the education systems. In Guatemala, we achieved a fantastic result with the training of tens of thousands of teachers. A larger curriculum was developed throughout the year for these training courses, and next year we hope to train 60,000 teachers.' The Ministry of Education in Guatemala stated that a milestone has been achieved with the rolling out of the new curriculum. 'Ultimately, our dream is to serve the entire education sector through value-driven education', said the Minister of Education. Another example is Nepal, where a bachelor's programme for teachers is being developed in collaboration with a university, something which is completely new in Nepal.

Besides these projects, teachers have been trained in four countries in collaboration with Driestar Christian University; Ethiopia, Sierra Leone, India and Nepal. The teachers received the training course *Teaching from a Christian perspective*. During this training course, teachers learn to continue to teach on the basis of their Christian values and motivation even when the circumstances are challenging (enormous classes, lack of safety or a lot of absenteeism).

### Child exploitation

Worldwide, children who fall off the radar due to schools being closed have become a pressing issue. Jaco notes that the exploitation of children has been taking place for far longer, of course. Due to the increase in numbers of children that are being exploited, the subject fortunately receives extra attention

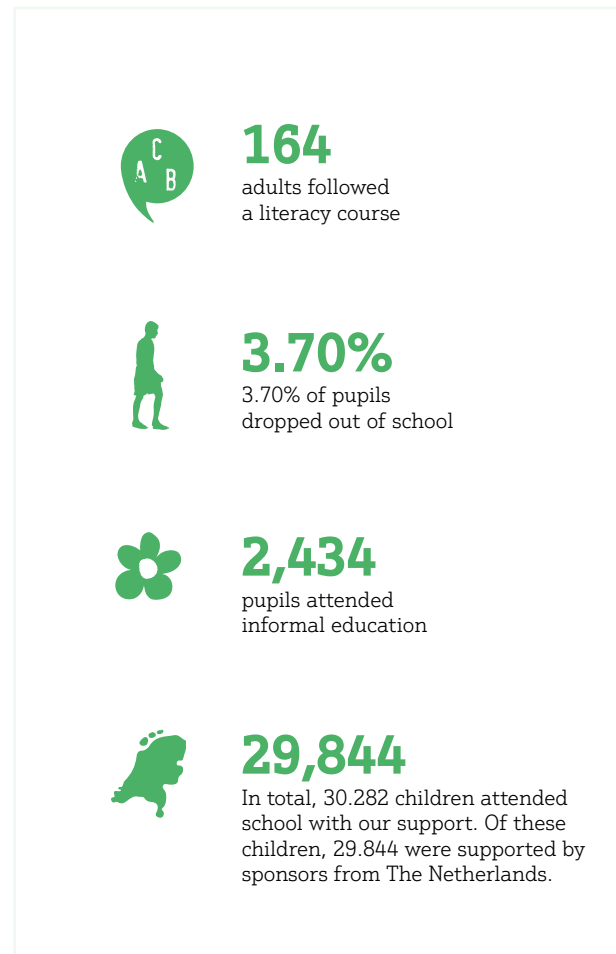
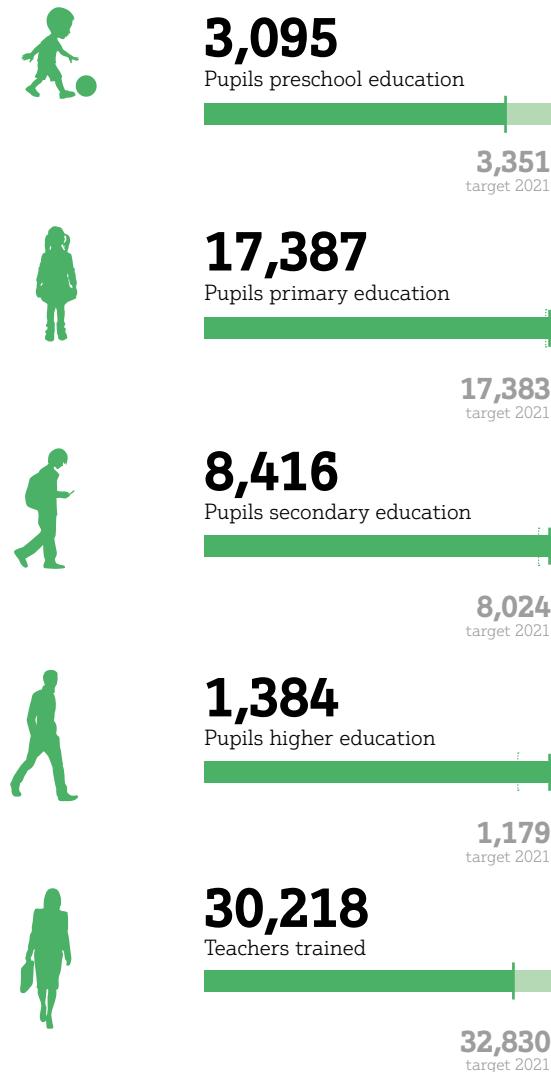
now. 'Woord en Daad has had a specific focus on these often invisible and unreachable children for several years now. We observed that in various cultures it is considered quite normal for children to work as servants. One such example is Ethiopia, where children are picked up from the streets by traders and subsequently sold. In conversations, you then hear people saying: 'Surely it's better for those children to work than to live on the street, so what's wrong with that?' That's when you know that you need to do more than simply find those children and give them the opportunity of a loving home and a decent education. You need to tackle the system in which child servitude is considered to be normal. Together with many partners, we started a large project in Ethiopia this year to tackle this problem.'

### Expenditures Education and Sponsoring

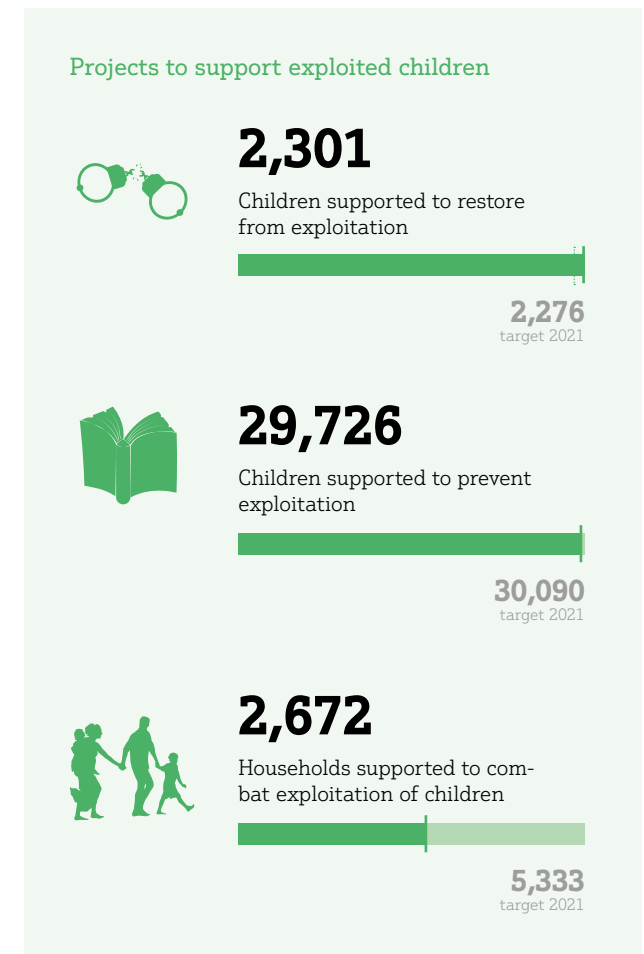
in €

Bangladesh	199,135
Benin	409,395
Burkina Faso	1,461,412
Colombia	891,809
Philippines	1,112,644
Ethiopia	2,503,191
Guatemala	1,716,422
Haïti	2,444,244
India	668,608
Netherlands	541,181
Nepal	115,400
Sierra Leone	524,952
Chad	370,548
Uganda	36,038
<b>Total</b>	<b>12,994,979</b>

## Results Education and Sponsoring



**Explanation:** Due to COVID-19, many children were not able to attend school often. Some partners compensated for this with online education, whereas other partners gave the children homework supervision at home or in small groups at school. It was expected that many children would drop out but, fortunately, that was largely not the case. That was partly due to the dedication of our partners, who supported the children and their families in many different ways. We are able to reach many teachers through the INCE programme. This is especially true of a large project that we carried out together with the government in Guatemala, during which 30,000



teachers were trained. In the coming years, we will establish such training programmes in more countries so that we can structurally improve education on a large scale. Within the projects aimed at stopping child exploitation, we have more or less achieved the objectives with respect to supporting victims, helping them process their trauma, and preventing the exploitation of children in a risk group. However, we have not achieved the goal with respect to involving families. This is due to a project with street children in Ethiopia where the results were disappointing as a result of political instability, inflation and COVID-19.





## 2.3 Employment and Training

They have one thing in common: all three\* of them spotted a gap in the market. Chad has gained a considerable number of innovative entrepreneurs in 2021, including start-ups in biological crop protection, affordable slippers or cakes. And this not only applies to Chad. In other countries in Africa, Latin America and Asia, young people were trained, graduated trainees found jobs and starting entrepreneurs were coached as well. Programme leader *Employment and Training*, Bertine Vermeer: 'A lot of hard and creative work was done to help as many young people as possible in finding dignified work.'

*\*Please read the stories from entrepreneurs Albertine, Alida and Prosper in the text box on the next page.*

'Worldwide, thousands of young people have no income or do poorly paid work. This new generation nevertheless has the potential, dreams and ambition to build up a future. We sometimes faced considerable challenges in 2021', says Bertine, looking back. 'In Burkina Faso, we saw an ongoing rise in violence. The political unrest in Colombia increased, and the pandemic continued to make matters worse. No matter which form threats take, they put the brakes on the economy, and companies were forced to close their doors. Eventually, however, new demands emerge, and then creativity comes to the forefront. I like the example of the increasing demand for nursing personnel in Sri Lanka. The healthcare system could not cope with the demand, and due to the lockdown, some people became unemployed. And so the local vocational training adapted to the situation by training people for nursing jobs.'

India is another country where the pandemic hit hard, but great steps have been taken. 'The Job Booster entity in India was established this year and has already concluded major contracts with McDonalds and Taco Bells. Through these large chains, we hope that many young people can find a job. In this process, good working circumstances and conditions are always our guiding principles, of course.'

### Remote and marginalized

Bangladesh is another country where outstanding contracts have been concluded. The factory Classical Handmade Products (CHP) is located in one of the poorest parts of the world, namely the rural north of Bangladesh. The company sustainably produces carpets, baskets and home accessories made from natural materials. The company landed a large contract with IKEA in 2021. Via Job Booster Bangladesh, underprivileged women can follow a training course and then work at CHP. Tauhid Bin Abdus Salam, director of CHP: 'Many of our employees live close to the factory, but were previously unemployed and invisible. The money they now earn remains

### What is a Job Booster entity?

In 2021, four Job Booster entities were established, namely in India, the Philippines, Burkina Faso and Chad. These countries often had a Job Booster project already. However, as projects depend on external funding, they are always temporary in nature. Therefore entities have been established in several countries to ensure that vulnerable young people will have access to a job in the long term as well. These entities are social enterprises, in other words, they operate on a not-for-profit basis. Because it is an enterprise, the Indian Job Booster entity can bridge the gap between large companies (such as McDonalds) and organizations that train young people (Woord en Daad partners that provide vocational training courses). Thanks to the contracts that the entity concludes, young people from the vocational training courses can more easily obtain a job and the companies connected with the entity are guaranteed qualified personnel.

here in the community so that their earnings contribute to more welfare in this region.'

### New opportunities

The entrepreneur Aïchatou Sanou from Burkina Faso used to be invisible and excluded too. She became blind when she was six years old. In Burkina Faso, little is done for disabled people like Aïchatou. For example, no teaching materials were available for her, and so she did not go to school. Via the Job Booster project in Burkina Faso, she gained the opportunity to follow a training, and she took it with both hands. Bertine: 'In recent years, we have coached many young people like Aïchatou towards a job in western Burkina Faso thanks to the support of large partners like NORAD and the Turing Foundation. Our goal was to help 15,000 young people find work within five years, but we had already achieved that goal in three years. It is an amazing result, which in turn opens up new opportunities. This year, the government ministry in Burkina Faso responsible for youth affairs asked us to help them write a long-term plan for youth employment. That gives us the opportunity to influence policies at a high level in the education and employment system; issues that could hinder young people or reduce their chances of finding a job.' Romaric Tarpaga, project manager of Job Booster agrees with this. She works in eastern Burkina Faso where a new project has started in collaboration with the Dutch Embassy. 'The Job Booster approach is innovative because we work from the perspective of the market. In addition, we also try to ensure a good working climate for young people and starting entrepreneurs. Business start-ups often have difficulties in securing a loan to finance their investments. Job Booster enters into talks with banks so that young people do get an opportunity to invest.'



### Dignified work

Ultimately, our goal is that all these different young people obtain dignified work. Bertine: 'Dignified work is, of course, a

loaded term. Because, how do you establish whether work is dignified? Or whether you can do your work under fair conditions? Whether you are paid enough? And then, who defines what is enough? We always keep a sharp eye on what constitutes dignified work, and we discuss this with organizations and companies.'

In 2021, the study *Does TVET make a difference?* was completed. TVET stands for Technical and Vocational Training. Bertine: 'Over a period of five years, we monitored young people in various countries to examine whether the vocational training they had followed did, in fact, continue to positively impact

them in the long run. Fortunately, the answer frequently turns out to be: 'yes'. At the same time, the research results also show that some young people continue to experience difficulties finding a job. This once again confirms our choice for the Job Booster approach, as it can help this group too' (see Box). Bertine continues: 'During our TVETs, we train our students in entrepreneurship and a market-focused approach so that they can continue to respond to the needs in the market. As travelling was difficult this year, we held the training courses online. We did everything we could to ensure that ambitious young people will find a good job as quickly as possible.'

### Impact story

## A gap in the market in Chad

Albertine Assem is the only person who sells cakes in her neighbourhood in N'djamena. Alida Yanyam saw that slippers were so expensive in Chad because they always had to be imported, and so she decided to produce them herself. Prosper Dinmgammad saw an opportunity for sustainable products and introduced biological crop protection to the market. These three entrepreneurs managed to realize their dreams with the help of Job Booster Chad. Hyacinthe Ndjolenodji, project manager of Job Booster Chad, tells us more

about the programme: 'There are thousands of young people like Albertine, Alida and Prosper, and it is a challenge to coach them all towards a job. But in the context of widespread poverty, like the situation in Chad, nothing is more important than work. With work, you are not only able to tackle poverty, but its underlying causes as well. Time and time again, I see how work helps to sustainably improve the living conditions of families.'



## Results Employment and Training

### Expenditures Employment and Training

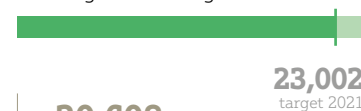
in €

Bangladesh	135,704
Benin	62,203
Burkina Faso	407,684
Colombia	266,621
Philippines	24,792
Ethiopia	338,470
India	86,304
Netherlands	126,252
Sierra Leone	20,677
Sri Lanka	57,114
Chad	179,468
Uganda	78,942
<b>Total</b>	<b>1,784,231</b>



# 21,787

People started an education, training or coaching



## 20,608

Short education  
(<3 months)

## 344

Intermediate education  
(>3 months <1 year)

## 835

Long education  
(>1 year)



# 18,907

People finished an education, training or coaching successfully



## 18,429

Short education  
(<3 months)

## 260

Intermediate education  
(>3 months <1 year)

## 218

Long education  
(>1 year)



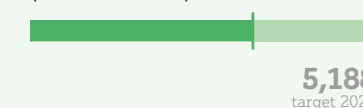
# 2,229

People with a wage job  
(after 6 months)



# 3,251

Self-employed entrepreneurs  
(after 6 months)



# 440

Youth received a loan through  
Job Booster



**Explanation:** In 2021, a total of 14,824 people were assisted in finding a job. We believe that it is crucial that people continue to have work. During the present policy period, we are therefore measuring the number of people who still have a job or whose company is still in business after six months. 2021 is the first year in which we evaluated the sustainability of employment in this manner (we previously did that after three months). Consequently, this annual report only reflects the number of people who found work in the last quarter of 2020 and those who were placed during the first six months of 2021. Out of this group of people, 5569 still have a job or business. The majority of young people were placed in the second half of 2021 and will be included in the figures for next year.



## 2.4 Sustainable Water

**Pressing on in the heat of the battle.** These are the words that Jacob Jan Vreugdenhil, programme leader sustainable water, uses for the steadfast work realized over the past year in this programme. 'There was no guarantee that our projects would continue in countries like Ethiopia, where many water projects are located. Nobody would have been surprised if everything had stopped. However, that did not happen: our partners continued their work, albeit with the necessary adjustments. Their courage is admirable.'

### The ultimate test

As the drought periods are becoming more severe, the pressure on water supplies is also increasing. Woord en Daad, together with companies, governments and local water Boards, works on good water management in the *Sustainable Water* programme, so that the available water is fairly distributed and efficiently used. Jacob Jan: 'We are working on an entire system that often needs changing. Take, for example, the north of Ethiopia (Tigray region), where there are many water points but limited access to water. That is because no maintenance has been carried out for many years, so the water points are unusable. By involving local entrepreneurs in restoring these water points so that they provide water in a profitable manner, we not only ensure the current water supply but also safeguard the supply for years to come.' When civil war broke out in Tigray in November 2020, large numbers of people were internally displaced. All of Tigray became a war zone. It looked like the entire project would come to a standstill. Jacob Jan: 'But, amazingly, our partners continued. They literally pressed on in the heat of the battle. Eventually, in 2021, we managed to reach people in all 12 districts where we work. Although the outcomes were far less than we had originally intended, the work did manage to continue. This is probably the ultimate test for our approach: can it be sustained during a crisis?'

Woord en Daad's large network of partners proved to be particularly valuable during the crisis. 'Of course, we had to do

something for the thousands of internally displaced people. Together with the Dutch international relief and recovery organization ZOA, we provided emergency relief in the area.' Would you like additional information about this emergency relief? Please read more about this in Chapter 2.5.1.

### Along the River Awash

Another large-scale water project in Ethiopia is located along the River Awash. The catchment area regularly experiences heavy floods as well as periods of drought. As a result of this, harvests are lost, and the local population is leaving. Woord en Daad is working with six consortium partners on integral water management for families and agriculture. For these kinds of projects, the rule "measurement is the key to knowledge" applies, and so a study was conducted at 20 monitoring locations in 2021. Also, in the context of the *Young Expert Programme* (YEP) a "young expert" was trained in installing and

using the soil moisture equipment. Unfortunately, this equipment could not yet be sent to the area in 2021, and the knowledge transfer incurred delays due to the travel restrictions associated with COVID-19 as well. These activities are now planned for 2022.

### WaterTime Uganda

In rural Uganda, 50% of the water pumps do not work. Therefore, people need to travel long distances with their jerry cans or run the risk of becoming ill due to drinking polluted water close to home. In the *WaterTime* project, Woord en Daad is therefore working on reliable water supplies in villages. We do this by introducing *WaterTime*: a new system that makes good and timely maintenance possible. Jacob Jan: 'In June 2021, we successfully completed the pilot of this project. A total of three water towers and 15 water points are now working in two villages. Villagers can now obtain clean water



Ouedraogo Azeta

### Impact story

#### 'Which child should you choose?'

'In the past, I used to give all our crops water using metal trays. That took many hours each day. When I came home, I was too tired to care for my family properly. That filled me often with so much despair.' Ouedraogo Azeta is a farmer in Baobané, a village in the north of Burkina Faso. She is the proud mother of four children. 'In the past, only two of my children could go to school. I could not pay the school fees for the others. But which child should you choose?'

She has benefited a lot from the Drops 4 Crops project. Now she needs to do less work because the crops are irrigated automatically, and her income has also increased. As a result of which, she can help her husband, buy clothes for herself and pay the school fees for all of her children. 'Now I no longer need to choose!'



## Results Sustainable Water

using a prepaid system that works on solar energy. The small contribution they pay ensures that entrepreneurs can maintain the towers and water points.' Now that the pilot has been completed, Woord en Daad wants to realize 20 water towers for 11,000 people and a training course for maintenance engineers. Woord en Daad attracted new partners to invest in this project via a webinar held in November 2021.

### Drops 4 Crops Burkina Faso and Benin

In the dry Sahel region, we are focusing on integral water management with *Drops 4 Crops*, a project partly funded by the Dutch Ministry of Foreign Affairs. In 2021, good results were achieved in both Benin and Burkina Faso.

In Benin, the project's inception phase has been completed and seven demonstration fields have been prepared. Farmers will be given training courses in irrigation techniques on these fields in 2022. In addition, a cooperative has been set up to facilitate collaboration and to provide the farmers with better access to financing.

The project in Burkina Faso has been operating very successfully for several years. Good results were also achieved in 2021: for example, more than 10,000 trees were planted to enrich the soil and to counteract the runoff of water. A new reservoir with a capacity of 7200 m<sup>3</sup> provides enough water for 44 farmers to grow onions or potatoes in the dry season. And that proved rewarding again in 2021: the harvest amounted to 1857 tonnes of onions and 505 tonnes of potatoes. This fantastic yield is often harvested by women who are frequently in a vulnerable position. Through the training courses they receive and the land contracts drawn up in this project, these women have more rights and income. That enables them to build a better future for their family. One such example is farmer Ouedraogo Azeta. She says: 'Now, I no longer have to choose which child may go to school because they all have a place in the classroom.'

Expenditures Sustainable Water		in €
Benin	129,461	
Burkina Faso	265,385	
Ethiopia	791,580	
Netherlands	51,987	
Uganda	21,218	
<b>Total</b>	<b>1,259,631</b>	



# 87,486

People reached with sustainable water



**257,942**  
target 2021



# 381

Improved water services (drinking water and irrigation water)



**1,206**  
target 2021



# 1,631

Water and hygiene service providers trained



**2,413**  
target 2021

**Explanation:** We reached 87,486 people with sustainable water facilities in 2021. That is a large group of people, but unfortunately, fewer than we had planned. This was mainly caused by the conflict in the north of Ethiopia, where the largest (potable) water project is being realized. During the fighting, it was impossible to offer drinking water facilities or provide training courses. The effect of this conflict and the COVID-19 pandemic was also visible in other projects (in Ethiopia), leading to fewer results that were achieved. We are increasing our efforts to bring about more efficient water use, and we expect to achieve more results in this area in 2022. In addition, 2021 was a year in which two projects were completed in Benin and Uganda. In these countries, no new people were reached, but we did accomplish a good conclusion of the project so that the people we had reached previously continue to have access to drinking water and irrigation water in the longer term.

## Results Awareness Raising

### 2.5 Our three strategies

#### 2.5.1 Awareness Raising

Together with our supporter base, we want to deploy our *Awareness* strategy to become more conscious about the impact of our Dutch lifestyle on the people and their environment in the countries where Woord en Daad works. Janneke Witzier, project leader Awareness: 'We have reached many people online with the message that our choices can have an impact.'

#### Climate change – a remote problem or an issue close to home?

Through our *Awareness* strategy, we want to make Dutch people aware of pro-poor climate resilience. This is one of the policy themes in the period 2021 to 2025. So what does climate change look like in the lives of vulnerable people? People who depend on the rainy season for their income, people without a well-built house or people with a plot of land that is increasingly flooded? Janneke: 'This year, we had several good initiatives that drew attention to these issues. The March issue of the Woord en Daad magazine *Werelddelen* [Continents], for example, focused on the theme of climate resilience.'

#### Presentations and information meetings

Besides the specific campaigns that received a lot of attention through (social) media, the information meetings at (primary) schools and clubs also continued. Janneke: 'We sought new ways of reaching our target group, like an exciting children's programme, which we presented at the online World Day and was watched by thousands of children. Following that memorable success, we sought a follow-up, and we started filming *kidskwartiertjes* [15 minutes for kids]. With these videos, we introduce children to the world of their far-away peers in a way they can understand.'

#### Inside out – a fresh look at possessions

During the *Week of Sustainability* (4 to 9 October), the *Awareness* team launched the campaign 'Inside out – a fresh look at possessions.' Janneke: 'All of the things we own have been

produced by somebody somewhere. During the campaign, we posed various questions about the things we have in our homes: were these things produced in a fair manner? What happens with all of the things that are unnecessarily thrown away?' The campaign will continue in 2022 with the organization of a 'rid yourself of stuff' challenge and an issue of the magazine *Werelddelen* dedicated to this theme.

#### 2.5.2 Emergency Relief and Resilience

Together with its partners, Woord en Daad has worked on resilience in the face of disasters for many years. The line of thought behind this approach goes further than reducing the damage following a disaster. Renate Bode, project leader of *Emergency Relief and Resilience* projects: 'Resilience is a concept with many implications. It means something like: being able to withstand, being able to deal with, being able to defend yourself against, et cetera, but this is only part of the meaning. Ultimately, it is about your perspective on life and about nurturing hope. It implies that you know how to combat the continuous vulnerability that prevents you from growing.' In 2021, Woord en Daad took more steps to elaborate this strategy of being resilient, not just in the aftermath of a disaster, but beforehand as well.

At first glance, changing systems (one of Woord en Daad's policy themes) and providing emergency relief after a disaster may seem to have little in common. However, nothing could be further from the truth. The system exerts an influence that prevents people from getting up on their feet again after a disaster, and resilience is about rectifying that problem according to Renate. 'It is important we do this from the perspective of our core value that every person is valuable and equal. This means we believe that sustainable change must be sought in connection and not in dependence.'

'Dependence can easily arise after a disaster', states Renate. For example, if people have no food or no roof above their head and they are offered goods, they quickly get used to that. And



5,776

People reached with online events



0

target 2021



1,500

Students reached



2,250

target 2021



2,985

Pupils reached



4,000

target 2021

**Explanation:** Due to COVID-19, far fewer presentations could be given at schools. However, the presentations were highly valued and scored 8 out of 10 on average. The sample revealed that the majority of young people (91%) had more knowledge about the conditions in other countries after a presentation, and 83% stated that they wanted to empathize more with their contemporaries worldwide.

that is definitely the case if disasters follow one after another, such as in vulnerable countries like Haiti or the Philippines. Renate: 'But it is possible to take a different approach. A great example of that is the project *Fital* located to the north of Addis Ababa in Ethiopia. This area has many widows and orphans who are cared for by their community when the harvest is good but who have scarcely anything to fall back on if the harvest is poor. When that happens, widows and orphans are among the first to receive less, which means that they remain dependent. Our local partner Bright Future Ethiopia helps these people to become self-supporting, by giving them chickens and seeds. They also train people in taking care of poultry and growing their own crops so that ultimately the partner's aid becomes superfluous.'

### Tigray

There was acute need this year in the north of Ethiopia. Renate: 'Last year, the unrest in the region of Tigray started. We have had a water project there for many years and we have tried to connect with the existing system as much as possible in our emergency relief approach.' (For more about this, please see Chapter 2.3: Sustainable Water.) In November 2021, the conflict escalated into neighbouring parts of Ethiopia as well. At schools in Dessie, where children normally receive lessons and young people are trained, refugees are now housed. Renate: 'It is fantastic to see that local partners were immediately available to provide emergency relief. Whereas foreign organizations immediately withdrew their colleagues from this conflict area (and for very understandable reasons), our partners remained available for their fellow citizens. That is an act of courage.'

### Water for Shalla

A project that received much attention in the communication was *Water for Shalla*. Renate: 'A major step was taken this year with the involvement of a water partner from the Netherlands: World Waternet from Amsterdam. They trained the local water company in Ethiopia to set up a good maintenance structure.

This involves more than just ensuring that the water company has the necessary technical knowledge to maintain the water systems, and encompasses questions like: how do you ensure that this knowledge becomes embedded in the community so that people in Senbete Shalla still have access to clean drinking water a few years from now? Because that is how you can make people resilient towards extreme drought.'

### Haiti

Woord en Daad also wants to make the population of Haiti more resilient in the face of setbacks. Renate: 'If there is one country where that is needed, then it is Haiti. Both politically and economically, the country was already in chaos when, in August, it was hit by an earthquake and a hurricane, which left a trail of devastation in the south of the country. It is often difficult to keep on thinking in terms of possibilities in a country like Haiti because it faces so many challenges. Our supporter base donated a fantastic amount to support the people and we wanted to use those funds in a sustainable manner. In addition to the initial help that we immediately offered via our partners (for example, supplying food, water and shelter) we are now looking at the longer term. We want to invest in the accessibility of education so that after a disaster, children are not quickly taken out of school to work at home (which often results in a form of child exploitation). In addition, we are examining water systems that are resilient to disasters and we are looking into ways to establish warning and supply systems so that people can quickly be brought to safety when a disaster threatens.'

### Emergency relief COVID-19

Finally, Woord en Daad and its partners in the Christian Emergency Relief Alliance carried out an emergency relief campaign in 2021 to combat the impact of COVID-19 worldwide. 'In Asia and Latin America, in particular, we saw that the infection rate was high and that the healthcare system was completely inadequate to tackle this. For example, there was a considerable shortage of respiratory equipment in India, and we

could fund some of the equipment needed via this campaign. Furthermore, the funds raised were used in Sri Lanka, where neither food, nor education were available due to the lockdown. Society could continue to operate thanks to the provision of seeds and remote education.' In Colombia, Woord en Daad also tried to connect with existing projects of the partner as much as possible by, for instance, adding modules on hygiene and covid-measures to the training courses for single mothers. This allowed them to understand how to keep their families more safe and when possible continue to work to provide for the needs of their families.. Renate: 'That is what the Emergency Relief and Resilience strategy is all about: ensuring that the people in our projects are resilient in the face of disaster by changing the systems in such a way that they can provide basic

## Results Emergency Relief and Resilience



**9,341**

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



**5,505**

Households helped with initial emergency relief after a disaster

facilities like food, water and shelter themselves. That way they will be in a position to rebuild their existence and continue to develop.'

Expenditures Emergency Relief and Resilience		in €
Bangladesh		-52.904
Burkina Faso		4.572
Philippines		120
Ethiopia		1.630.359
Haiti		149.521
India		69.392
Mozambique		116.618
Netherlands		6.789
Sierra Leone		63.342
Uganda		89.663
Totaal		2.077.470

### 2.5.3 Policy Influencing

2021 was a year in which a lot happened in Dutch politics. The year brought many opportunities, but many things had to be postponed. It was, therefore, a mixed year for our policy influencing team. Political adviser Lisanne van der Steeg: 'We have sown a lot, and at times we also had to be patient but, fortunately, the end of the year brought good results.'

'Although now (spring 2022, ed.) it seems a long time ago, 2021 started as the "election year". Back then, we could not have imagined it would ultimately become the "year of forming a government". The new elections yielded good opportunities. For example, with various members of the sector organization Partos we organized "the big foreign debate". Thanks to this campaign, subjects that were possibly less prominently covered by the national media were still put on the agenda. For instance the budget for development cooperation or the importance of national legislation for international corporate social responsibility.'

### SDG test

At the end of 2021, the team achieved a great result in the area of SDGs when the Dutch House of Representatives approved the motion to incorporate the SDG test in new legislation from the five key ministries for policy coherence as a standard procedure (Foreign Affairs-Development Cooperation, Foreign Affairs, Finance, Economic Affairs and Climate, and Agriculture, Nature and Food Security). Lisanne: 'This means that the effect of new bills on developing countries will be made visible. As a result, it will be easier for us to argue against decisions that might be economically advantageous for the Netherlands, but would cause hunger in central Africa to increase.'

Another fine victory Lisanne mentions is the motion approved by the Dutch House of Representatives to increase the funding of development cooperation until it equals the earlier level of 0.7% of GDP again. At the same time, it is also important to ensure that this budget is actually spent on development cooperation. Political adviser Maarten van Nieuw Amerongen wrote an opinion piece expressing the concern of various organizations that, no matter how well-intended, the focus on sustainability and climate should not negatively affect development cooperation.

At the same time, Woord en Daad also sees many opportunities where the relationship between climate resilience and development cooperation is concerned. That is why it is one of the policy themes for the next five years. A good example of that is the project *Benkadi*, funded by the Dutch Ministry of Foreign Affairs that could start this year. Read more about this in the box/on the next page.

### ICSR Legislation

'But we have kept the best until last', continues Lisanne with a smile. 'Everything that we have been able to do and achieve is, of course, great but we have worked hard on this particular issue for many years, and now we see that it has at last been translated into action: the new Dutch government's plans include introducing a bill for international corporate social

responsibility (ICSR). That is high on our agenda because we see that many Dutch companies operate internationally, but sometimes have little insight into what happens in their value chain. Do the workers actually work under good conditions? Do they receive a fair wage? With this policy, companies would be obliged to know exactly what is going on in their value chain. That would make it easier to track down child labour, for example. With the upcoming legislation, we can see a growing interest into what ICSR actually entails. Within the collaborative covenant *Food security* that Woord en Daad also participates in, superb initiatives have been developed to provide companies with training courses about this subject. Clearly, the initial results of the upcoming legislation have already become apparent! We are very curious about this legislation, and we look forward to a new year in which policy will be made that we can advise on once again.'

### Benkadi | Strategic partnership with the Dutch Ministry of Foreign Affairs

Working together in the same direction, that is what the word Benkadi means in the Bambara language. Benkadi is the name of the strategic partnership *Power of Voices* with the Dutch Ministry of Foreign Trade and Development Cooperation that started on 15 March 2021. The Benkadi programme is an initiative of West African civil society organizations to improve the effectiveness of government policy with respect to climate change, and to limit the consequences of climate change. The leadership of this project lies in the Global South. The project focuses specifically on vulnerable groups and communities in Benin, Burkina Faso, Ivory Coast and Mali. Climate change causes different problems in each of these countries, says project leader Lourens van Bruchem: 'But there is one major similarity: everybody needs food, and that requires enough fertile soil. And for various reasons, all four of these countries face that challenge.'

In Benin, the organization PasCib is participating in this partnership. Maximin K. Djondo, director of PasCib: 'Just like the other countries in the partnership, Benin is suffering from the



severe consequences of climate change, such as rising temperatures, less rainfall, a shorter rainy season and severe periods of drought. Furthermore, floods threaten the entire country. Especially the coastal area is very vulnerable to floods and the coastal erosion they cause. The local communities in Benin are strongly dependent on natural resources for their livelihoods. A growing number of families are confronted by extreme poverty as a consequence of the changing weather conditions.'

In this project, the focus is on influencing policies that have an impact on climate change. One such example is agricultural advice about climate-resilient crops. The different parties in the partnership want to encourage and advise governments, civil society organizations and companies to formulate inclusive climate policy and to develop more concrete activities to increase the resilience of vulnerable communities. In addition, governments are advised to involve citizens in drawing up that policy. The partnership contributes by preparing local communities so that they can actually do that. Christelle Kalhoule, director of the Burkinabe organization SPONG and a partner in this project, indicates how important it is to do this in collaboration with other NGOs: 'Strengthening civil society contributes to an open society and strengthens democracy. It is increasingly important that we give civil society a voice in our countries. Only by working together can we tackle major issues such as climate change.'

In 2021, the project at first focused on recruiting local project leaders and staff. Next, the official launch took place on the 6th of May in Burkina Faso. Following the launch, 35 baseline studies were carried out into the different subjects that are at the heart of this partnership. On the one hand, this concerns technical aspects such as deforestation, pollution due to gold mining, coastal erosion and the destruction of the ecosystem. On the other hand, there are social aspects involved too, such as power relations and social structures. These baseline studies provided the foundation for the project plans for the year 2022, which the by now fully staffed team can now set to work on.





An aerial photograph of a tropical village. In the foreground, a cluster of houses with bright blue roofs is nestled among a dense forest of palm trees. A small plume of white smoke or steam rises from one of the buildings. Beyond the village, a wide river flows through a lush green landscape. In the background, rolling hills and mountains are visible under a hazy sky. The overall scene is vibrant and scenic.

# 3. Accountability, learning and innovating: beacons and figures to navigate by



In 2021, colleagues from Woord en Daad could start working with the new policy plan together with the partners. The plan focuses on three policy themes: *reaching the unreached*, *pro-poor climate resilience* and *value-based systemic change*. In 2021, the emphasis was on learning and developing on the basis of these three themes, and the new approach to evaluation and management. Knowledge strategist Wim Blok: 'Although we navigate and steer using our strategic beacons, we keep a firm eye on the harbour and, if necessary, we are able to trim our sails on time.'

'Our choice for the policy themes was confirmed in 2021', says Wim, looking back, 'but at the same time, we also saw how important it is to really bring into focus the current status of the themes within our projects. Who exactly are those marginalized people within various projects? And how exactly does the system which perpetuates poverty in a certain area work? To gain a good overview of that, we developed scans together with experts in these various themes.' For example, Anika Altaf was invited to help us develop a method to find out which groups of people have been excluded in a certain area. Anika previously gained her PhD in this subject with financial support from Woord en Daad. Her advice and that from the organizations SeeYou and MDF, was used by Woord en Daad to refine the scan for this policy theme.

As we see that women are often part of marginalized groups, two internal specialists have followed a training course at MDF to accord proper attention to this problem in the projects. Furthermore, we believe it is important to make optimal use of the expertise of our partners in this area. Therefore, this year Woord en Daad asked its partners to fill out a survey specifically focused on the subject "gender". That yielded inspiring examples, which further stimulated the discussion about the theme among the partners. Wim: 'In this way, we continue to learn, and we safeguard the quality of our projects.'

## Navigating

Realizing these policy themes, is one of the "beacons" that

Woord en Daad does not want to lose sight of. 'At the start of the year, we determined six of these beacons. We know that the strongly changing context of our work requires flexible management. For that reason, the management information available to us is vitally important, of course. We have chosen six beacons: identity, policy themes, new concepts, programmes, supporter base and employees. We organize navigation meetings during which appointed observers provide input about the six beacons so that we gain insight into the things that are going well, areas where we need to make adjustments and matters for which we need to stay on course. During the first weekly staff meeting after a navigation meeting, the CEO briefly presents the most important outcomes of this consultation to all colleagues and indicates possible actions. This is a great way of keeping the entire crew of the Woord en Daad ship on board!'

## Data

This new approach to managing immediately demonstrates the importance of relevant data that must be available in good time to serve as management information. Wim: 'Working on systemic change requires a variety of data and proper analyses with which the system as a whole comes into view and relevant trends can be followed. That makes it possible to adequately respond to changes in good time. This is what we call adaptive programming. This concerns not only quantitative data (figures) but also qualitative information.' That increased demand for data requires innovative approaches to data collection. Therefore in 2021, investments were made in new ICT structures. (Please read more about this in Chapter 4.2.6)

## Hope

An example of qualitative data that provides insight into our target group is the study that Woord en Daad carried out among 2500 sponsor children in Colombia, Guatemala, Ethiopia, Benin and the Philippines. This study was realized in collaboration with the American professor Anthony Scioli from the Keene State College, USA and with Dr Steven van den Heuvel from the Evangelical Theological Faculty (ETF) in

Louvain and measured the hope that children experienced in their lives. 'There are various aspects of hope that Prof. Scioli also distinguished in his research. The hope that you can have a hand in shaping your own future, the hope inspired by God due to a personal faith, but also hope and trust your environment and the people around you give you. A superb outcome is that the children in the sponsored projects in general experience more hope than children in the United States, where Prof. Scioli also did the same research.'

## Identity

Another learning pathway that we completed in 2021 concerned *Christian profession*, which we did together with Ede Christian University of Applied Sciences and the Christian healthcare organization Lelie zorggroep. The focus was on the programme Employment and Training. Colleagues from this programme, together with researchers from Ede Christian University of Applied Sciences and our partners, pondered the following questions: How can we best initiate a dialogue within this programme about the values that underlie our work? And how can we equip students to find Christian meaning in their work? The lessons learned from this process will also be incorporated in other programmes.



A photograph of two traditional wooden boats on a calm body of water. Each boat carries a large, conical fishing net. Several fishermen are visible on the boats, their figures silhouetted against the bright sky. The water reflects the boats and the sky.

## 4. Organization and governance: the ship's crew

# Staffing

## 4.1 Organization

### 4.1.1 Project-based working

Our organization model and project-based way of working continue to develop organically. As a result, we are able to implement changes in aspects of our organization that increase the effectiveness of our work without having to change the entire structure of our organization. In 2021, several new roles were added to the organization model. These roles (programme strategist, leaders for learning programmes and builders and developers of strategic partnerships) arose during the run-up to the policy period 2021 to 2025, and contribute to an even better collaboration with our partners, and an effective implementation of the policy themes in the projects.

### 4.1.2 Risk management

Risk management is an integral part of the Woord en Daad project-based approach. Woord en Daad considers each event that has detrimental consequences for achieving the objectives to be a risk. This approach requires constant alertness in all parts of the organization, but especially in the projects. Each year, an overview is drawn up of the most important risks at organizational level. Every type of risk receives a score (low, medium, high) to rate its chances of occurring, estimated impact and priority. For each risk, mitigating circumstances have been formulated as well. The risk table was updated in November 2021 based on recent developments and the position of Woord en Daad in relation to these.

Just like in the previous year, a SWOT analysis and confrontation matrix were produced before the year plan was written, and the results were used to formulate the priorities for the coming year. The priorities form the framework for project leaders to draw up project plans and objectives for the coming year. These are subsequently reflected upon in the management review. In each phase of the project, risks are identified and subsequently managed through daily adaptive management. During the monthly project progress meeting with the CEO, the

current risks are discussed by the project leader and thus form a natural part of the project management cycle.

In the case of collaboration with new partner organizations, a due diligence study is carried out before a contract is concluded. Interim project evaluations and exit reviews at the end of the project also play a role in safeguarding project quality and managing risks. Extensive project evaluations are incorporated in the compliance requirements of the back donor. These evaluations serve to expose risks in the project management so that these can be addressed, and to draw lessons from these risks. Several project evaluations took place last year, and the lessons learned were also incorporated in other projects.

In 2021, we focused on cyber security and system access in particular. An external party performed a penetration test to assess this. Furthermore, the Finance & Control team and the grant managers followed a training course about cyber security and anti-corruption in 2021. We transferred this knowledge to our partners via interactive webinars.

### 4.1.3 Employees

As a result of the COVID-19 pandemic, colleagues often had to work from home during 2021. Following a period from March 2020 onwards in which colleagues could no longer visit projects, various projects were only visited again for the first time in the second half of 2021. Decisions about whether or not to travel were taken carefully. Important considerations were the COVID-19 status of the country concerned and the associated restrictions concerning travel to and from the country. We look back with gratitude to the way in which colleagues continued their work with unabated passion and commitment despite the difficult circumstances.

### 4.1.4 Integrity

In view of our Christian core values, Woord en Daad believes it is vital that we do our work with absolute integrity. In our integrity policy, we describe which actions we expect from those involved, how we try to prevent misconduct and what we

### Number of employees

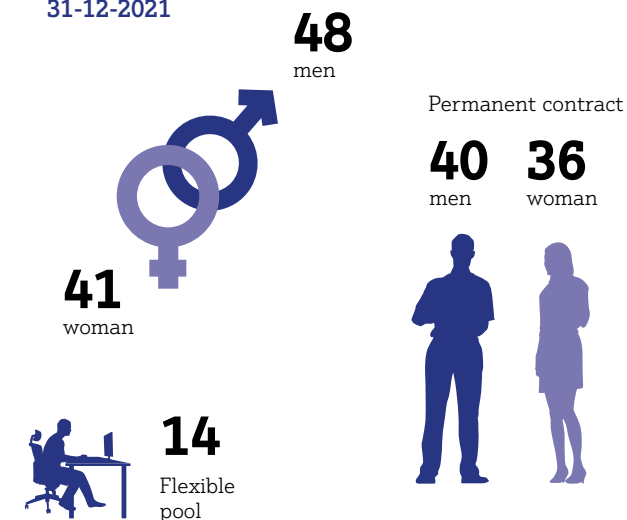
#### Start of employment in 2021

	< 30 year	30-50 year	> 50 year	Total
Men	4	2	1	7
Woman	2	4	0	6

#### Resignation in 2021

	< 30 year	30-50 year	> 50 year	Total
Men	1	2	1	4
Woman	-	2	-	2

### Workforce 31-12-2021



In addition, the Woord en Daad-Winkels Foundation employs 3 men and 2 women.

expect from our partner organizations in this regard. Furthermore, we find it important that it is clear to everyone involved how they can report a failure to act with integrity. Therefore, both the Dutch and English versions of our website state how such a report can be made. Our integrity guidelines are also published on our website, as well as the procedure to be followed for reporting a failure to act with integrity.

#### **Continuous awareness, also in 2021**

Woord en Daad seeks to ensure that everybody is continuously aware as to whether their actions and those of others comply with our guidelines for integrity. In this context, the following activities were therefore realized in 2021:

- During two (digital) sessions we talked with colleagues about the role related to integrity and identity in our work, and how we can discuss these themes with our partners. We also encouraged colleagues to keep this discussion alive within their own teams and to incorporate this in the plans for the new year.
- We have discussed sexually transgressive behaviour, and cyber fraud and corruption with all of our partners during two sessions per region. Partners shared their own cases and were open to honest and frank discussions. The sessions contributed to the mutual openness and transparency about these subjects.
- Colleagues in the Finance & Control team, supplemented by project controllers, followed a one-day training course on anti-corruption and anti-fraud.
- The internally appointed confidential advisers follow a training course about the tasks and responsibilities a confidential adviser has within the organization.
- Since mid-2021, the CEO has participated in the moral consultation group for charity directors that is organized by Partos. During this moral consultation, participants discuss moral dilemmas and reflect on how unacceptable behaviour could have been prevented.
- In 2021, we worked on an update of the integrity policy based on new experiences and insights acquired in the previous years. This update was completed at the start of 2022.

#### **Reports 2021**

During a so-called Organizational Standards Assessments our core partners were investigated for the presence and functioning of ethical codes and policy. In 2021, we received two reports of suspected unacceptable (financial) behaviour by people/parties involved in the projects of Woord en Daad. The first report concerned a fraud case in which a supplier within one of our projects had been hacked, and a falsified invoice with a fraudulent bank account number had been sent to our partner organization. Subsequently, an amount was transferred to the fraudulent bank account on behalf of our partner organization. Once this had become clear, various actions were undertaken in relation to the banks and the supplier involved. The matter was also reported to the police and discussions were held with the financial audit committee about the measures and subsequent steps to be taken. Although this type of fraud seems to be difficult to prevent, and the partner has acted in complete accordance with the procedures, we checked our policy and procedures as a result of this report and took additional measures to prevent such incidents as much as possible in the future. We shared the report, lessons learned and the measures taken with the Netherlands Fundraising Regulator (CBF) and the Dutch Ministry of Foreign Affairs.

The second report concerns a former employee of one of our partner organizations. According to the person who made the report, the director of the partner organization had not followed the agreed-upon tender procedure during the purchase of services for the project concerned. It was alleged that the director had granted the work to an acquaintance instead. As a result of that, the work provided was supposedly of lesser quality and realized for a relatively high price. After the report had been received, both the person reporting and the director of the partner organization were heard, an investigation into the facts was initiated, and contact was made with the external accountant of the partner organization. Based on the outcomes, the report was declared unfounded. The investigation revealed that the director had indeed acted in accordance

with the tender procedure. An additional complaint from this former employee that the external accountant had carried out insufficient activities was also found to be unfounded.

#### **4.1.5 Works council**

The works council is complete and represents the breadth of the organization. At the start of the year, the works council welcomed a new member. At the end of the year, one member left Woord en Daad and an election was organized to elect a new member. Two works council members went to a one-day workshop for works council members where they took part in sessions about communication, work pressure and general works council issues. During the past year, the works council regularly spoke with the CEO and HRM about matters related to personnel affairs such as work pressure, corona policy and the supervision of (new) employees. Advice was given about the setup of the new ICT collaboration, employee satisfaction survey analysis, annual report and annual plan as well as changes to the conditions of employment.

## **4.2 Policy and board**

#### **4.2.1 Board and supervision**

In line with the *Code Goed Bestuur voor Goede Doelen* [Good Governance for Charitable Organizations], Woord en Daad governance and supervision are separate from each other. When members of the Board of Supervisors and the CEO are appointed, their connectedness to the supporter base is considered. Only those candidates are eligible for appointment who are active member of one of the reformed churches and, based on this, wholeheartedly support the basic principles and aim of the foundation.

##### **4.2.1.1 Board of Supervisors**

The Board of Supervisors approves the policy proposed by the CEO and oversees that the mission and vision of Woord en Daad are realized. It also appraises the functioning of the CEO.



## Our committed supporters

### (Self-)evaluation

Stichting Intern Toezicht Goede Doelen [Foundation Internal Supervision Charitable Organizations] (ITGD) stems from the charity branch organization *Goede Doelen Nederland*. Woord en Daad also participates actively in the meetings organized by this foundation to facilitate knowledge sharing, peer-to-peer coaching and mutual inspiration. Furthermore, the self-evaluation drawn up by the ITGD was completed for the first time by the Board of Supervisors in 2021 and discussed during a meeting. We consider this self-evaluation to be important for continuous improvement to the quality and discriminatory power of the Board of Supervisors. Therefore the decision was taken to commission an external evaluation in 2022.

### 4.2.1.2 CEO

From a statutory perspective, the CEO is responsible for the organization at a policy level. In 2021 Rina Molenaar MSc was the CEO of Woord en Daad.

### CEO remuneration and salary

Woord en Daad uses the salary scales from the Collective Labour Agreement Government (Dutch: *CAO Rijk*) for the remuneration of its employees, and therefore for the CEO's remuneration too. The Board of Supervisors establishes the size of the CEO's remuneration and other salary components. In determining the remuneration policy and the remuneration awarded, Woord en Daad adheres to the *Regulation remuneration of directors of charitable organizations* of the charity branch organization *Goede Doelen Nederland*. Based on weighting criteria, the regulation gives a maximum standard for the annual income of the CEO. The salary of the Woord en Daad CEO remained well within the maximum amount stated. The size and composition of the remuneration is detailed in the annual accounts in the explanation of the statement of income and expenditure.

### 4.2.2 Quality management

- Woord en Daad set up its quality management system in accordance with the principles of ISO 9001 and the Partos

standard 9001 (sector-specific ISO standard). In April 2021, a follow-up audit took place. The entire audit had to be performed digitally because of the COVID-19 measures.

- Two internal auditors performed five audits on different internal processes to check the performance of the quality management system and, where possible, to improve this. Deviations and points for improvement were reported and followed up.
- The Handbook Organization (including all process diagrams, procedures, manuals and other documents) has been kept up-to-date in collaboration with the colleagues responsible for this.
- Various colleagues have held client satisfaction surveys, and the satisfaction of donors about events, meetings and about Woord en Daad have been measured.
- The complaints, signals and compliments received were registered and answered according to our *Procedure for complaints, signals and compliments*.
- In May 2021, the assessments of the suppliers were carried out.
- In June 2021, the strategic team carried out the annual management review. The conclusion was that the quality management system functions satisfactorily. Action points were established.
- In October 2020, a follow-up audit was performed by Veda Quality with respect to the *Gouden Oor* [Golden Ear] framework, which is related to the capacity of the organization to listen and respond to the various stakeholders and clients with whom we work. We once again scored several points higher on level 2.
- In 2021, one small data leak was registered and dealt with satisfactorily.

### 4.2.3 Codes of conduct and certification

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

- Code of Conduct of the International Red Cross, an international code of conduct for relief organizations;
- Sphere Standards for humanitarian action;



These figures give an impression of the social support of Woord en Daad in the Netherlands. The involvement of individuals, schools, churches and entrepreneurs is large. The total number of donors is not the sum of the figures mentioned in this overview, because some of the groups mentioned fall into both categories.

- Code of conduct of the charity branch organization *Goede Doelen Nederland*;
- COSO: this system is mainly aimed at a critical management of the fundraising and fund expenditure processes, and reliable reporting in the annual accounts. This is realized through a satisfactory administrative organization and the internal management measures described in this.

Woord en Daad has the following certifications:

- Netherlands Fundraising Regulator CBF quality mark, integrated with the *Code Goed Bestuur voor Goede Doelen* [Code of Good Conduct for Charitable Organizations] (Wijffels code). The quality mark poses requirements on the governance, policy, fundraising, information and communication, expenditure of resources and reporting. In accordance with the new Regulations for the CBF Recognition that became effective in 2016, Woord en Daad has been recognized as a charitable organization that satisfies the CBF requirements. Woord en Daad underwent a re-certification of the CBF quality mark this year and once again passed with flying colours.
- ISO: this quality mark is used by Woord en Daad for the critical management, adaptation and optimization of processes. Woord en Daad is also Partos-9001 certified

(sector-specific standard based on the ISO standard).

- *Gouden Oor* [Golden Ear]: this is an assessment framework for listening to and responding to clients.

#### 4.2.4 Corporate social responsibility policy

Our corporate social responsibility policy influences the choices we make as an organization concerning the environment, economy and society. For example, we compensate the total CO2 emission of our organization, which amounted to 210 tonnes in 2021. We follow the ISO 26000 guideline for our corporate social responsibility policy.

#### 4.2.5 ICT

Within Woord en Daad, we see that the importance of data is rapidly increasing. To achieve major changes, we need data from all parties, both big and small, that play a role in the process. Subsequently, it is important to have a good system for the exchange, processing and analysis of data. For this reason, a lot happened in the area of ICT during 2021. For example, Woord en Daad established a cooperation called Para-Pact together with the foundation Project Connect to make the exchange of data more accessible for project-driven organizations. Because of its focus on system changes, Woord and Daad is working in broad consortia where data-driven working is vital. The

importance of data will only increase. Our investment in the platform is not just a means for Woord and Daad to improve insight into its projects and the data that emerge from these. It can also be an ICT-driven solution for the entire sector.

In 2021, we have once again seen that the need to exchange data rapidly is increasing at Woord en Daad, which is the same also for our partners. Together, we are working on a further professionalization to make data from the field available as quickly and as effectively as possible. In 2022, we will work on a data strategy and a data security policy. We hope to be able to reap even more benefits from these in 2022.

## 4.3 Supporter base, events, marketing and communication

The fantastic results in 2021 were made possible by the faithful commitment of our supporter base.

#### 4.3.1 Volunteers

Despite the many challenges, the number of volunteers in the Woord and Daad Shops grew by 150 volunteers in 2021. The profits from these thrift shops totalled more than 1 million euros this year. And we also realized new sales outlets for our Woord en Daad products. As an organization, we are thankful that we could once again count on the huge effort of many volunteers, even in these uncertain times.

#### 4.3.2 Entrepreneurs

In 2021, we saw an increase in the commitment of our business support base. Entrepreneurs who, due to the pandemic, postponed their donation in 2020, once again signed a contract this year. We also saw interest for our work from a new group of entrepreneurs who want to support Woord en Daad due to our strategy and approach. Our connections with entrepreneurs are increasingly established via digital channels of communication. And that has definitely borne fruit: the online auction we held with entrepreneurs yielded more than 35,000 euros. In

Income per target group	Objective 2021	Realisation 2021	Realisation 2020	Difference 2021-2020
Total private individuals	€ 16,333,735	€ 15,742,663	€ 12,796,031	€ 2,874,884
- projects	€ 6,350,000	€ 5,875,172	€ 3,058,935	€ 2,744,489
- sponsorship	€ 9,133,735	€ 9,310,196	€ 9,135,293	€ 174,903
- emergency relief	€ 850,000	€ 557,295	€ 601,803	-€ 44,508
Other fundraising organizations	€ 270,000	€ 586,462	€ 318,820	€ 267,642
Churches and schools	€ 1,680,000	€ 2,203,598	€ 1,725,835	€ 477,763
Capital funds	€ 3,361,250	€ 2,295,505	€ 2,068,094	€ 227,411
Companies	€ 3,575,000	€ 3,376,358	€ 2,951,120	€ 425,238
Grants	€ 7,380,022	€ 7,737,121	€ 4,427,635	€ 3,207,128
Own contribution of consortium partners	€ 694,458	€ 1,088,958	€ 784,851	€ 304,107
<b>Total</b>	<b>€ 33,294,465</b>	<b>€ 33,030,665</b>	<b>€ 25,072,386</b>	<b>€ 7,784,173</b>

addition, we organized a webinar for entrepreneurs and funding organizations about our water project in Uganda, which led to three new parties committing to this project. The webinar organized about the Fair Factory Development Fund attracted a lot of interest too, and yielded ten new investors.

### 4.3.3 Events

In 2021, various online events were organized, starting with the World Day on the evening of Saturday, 30 January 2021. Online, we still managed to connect with more than 3000 viewers, and it was a unique moment to experience that together. It was an evening during which Colombia literally entered people's living rooms via stories and images about vulnerability, hope and gratitude. In June, we organized an online event with the theme *Hope for the most vulnerable*. Sport for Others experienced its first successful Dutch edition on the Veluwe on 11 September 2021! With various Woord en Daad Shops at the start and lunch location, more than 300 participants walked, jogged, cycled or in some other way took part to raise a total of more than 260,000 euros for the project *Clean drinking water in Shalla* (Ethiopia).

### 4.3.4 Design

The Design Team worked on more than 400 design jobs in 2021. These jobs mainly consisted of designing flyers, posters, advertisements, video materials, presentations and visualizations. All manner of communication materials were also produced for Woord en Daad Shops, Sport for Others and various (online) events. In addition, the team helped with visualizations for grant proposals.

### 4.3.5 Marketing

The Marketing Office had three priorities in 2021: listening to the supporter base, implementation of marketing automation and optimization of the website and of social media channels. With the results from various studies (including the client satisfaction survey), the marketing team formulated points of improvement to further safeguard the voice of the supporter base within the organization. A start was also made in setting up

donor panels. The implementation of marketing automation incurred delays. Despite this, various lead recruitment campaigns were set up and all communication colleagues worked on the further personalization of digital newsletters. The website was technically optimized and the renewal of the website was established as a priority for 2022. Donors managed to find our website easily: the online gifts grew by 89%. The number of followers and the engagement on social media grew by an average of 10%.

### 4.3.6 Communication

In 2021, the Communication Team once again told the stories of resilience, vulnerability and hope from our fellow global citizens in other countries. They worked hard on finding new podia for those stories. For example, *Werelddelen - the Podcast* ('The Continents Podcast') was launched. In the 14 episodes broadcast in 2021, colleagues and external experts discussed various subjects in development cooperation. Climate change, poverty in the Netherlands, the role of religion and the sense of purpose that work gives, are just four of the many subjects that gave the supporter base a glimpse into the work of Woord en Daad. The relevance of our current work was also shared via many articles and opinion pieces, both via our own channels and in collaboration with external media. The news value of our work was high this year because many events in the countries where we work hit the world headlines. However, Woord en Daad also continued to tell the stories about hidden poverty.

## Communication with our supporter base



Online | Social Media

**113,741**

Unique visitors to the website

**316,651**

Number of sessions

**697,193**

Unique page visits

**12,910**

Followers on social media (4 channels)



Editions of magazines

**58,000**

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



**4,750**

**Daadkracht**, for entrepreneurs, 3x



**12,000**

**Grenzeloos**, for students, 2x



**62,000**

**Verreklijker**, for children, 1x



**16,000**

**Bouwplaat**, for preschoolers, 1x



**2,500**

**Intercom**, for volunteers, 2x





# **5. Financial accountability** the wind in our sails

A sailing ship can only move forward when the wind fills its sails. The financial resources that we could once again make use of this year enabled us to leave the harbour and set sail for the deep blue sea. Sometimes, we experienced tailwind in the form of fantastic pledges from private individuals and an increasing number of sponsorship registrations. At other times, we experienced headwinds, for example when the shops had to close and evenings for our supporter base had to be cancelled. But the bottom line was a very positive outcome. Arnold van Willigen, financial director of Woord en Daad: 'We have enjoyed a particularly fine year in which we can once again be grateful for the commitment of our supporter base.'

### **Faithful support from private individuals and companies**

From an economic perspective, 2021 was an uncertain year in the Netherlands. However, this did not negatively impact the Woord en Daad revenues. Arnold: 'For example, we noticed that companies wanted to support us despite the fact that they possibly found themselves in an uncertain position as well. In addition, our income from private individuals rose by 24%, partly due to a large incidental gift at the end of the year. We are also really pleased with the net increase in the number of sponsors by 176 compared to the previous year, which provides structural income.' Also, the emergency relief campaigns that we organized this year for India and Haiti could once again count on the faithful donations of our supporter base. Arnold: 'It is fantastic to observe that people continue to take care of their neighbour in need. The relationship with our supporter base is not only strong in good times but particularly in difficult times as well.' As an example of an encouraging development in 2021, Arnold mentions the conversion of savings into donation money or investment. 'Because of the negative interest rate and high taxes on capital, people are increasingly asking themselves: 'How can I do good with my money?' We have been privileged to receive some significant amounts of money to use in our projects. One such example is the investment fund Fair Factory, for which more investors registered this year.'

### **Flexible volunteers**

The Woord en Daad Shops also had a good year despite the restrictions they experienced. As before, additional new shops opened and we achieved a profit of more than 1 million euros, an increase of more than 65% compared to 2020. The efforts of volunteers are, of course, indispensable in this regard. Arnold: 'These volunteers have once again demonstrated their considerable flexibility and creativity this year. The same applies to the committee volunteers who could not organize any meetings but came up with new ideas, such as online choir performances. Thanks to such efforts, they also collected a fantastic sum in 2021.'

### **Committed equity funds and churches**

In 2021, it became very apparent how important the good relations are with the funds that Woord en Daad cooperates with. The number of committed equity funds in the Netherlands did not rise, but our income did grow compared to 2020. This was due to committed funds which in 2021 gave more to the projects that they are involved in. 'An example is Tigray in Ethiopia, where our partner AFAS Foundation invested more so that we could provide emergency relief to the local communities.'

### **Grants**

In 2021, there were few new policies throughout Europe and hardly any new opportunities for grants. Nevertheless, we managed to achieve a positive balance regarding grants because many grants already awarded were effected this year and count towards our income over several years. An example is the previously mentioned partnership Benkadi, which we are realizing with a grant from the Dutch Ministry of Foreign Affairs.

Woord en Daad finds it important that less than 30% of the income is derived from institutional grants. Arnold: 'With this approach, you prevent a dependency situation in which you have too little influence over your own course. That goal was once again achieved this year. The income from institutional

grants rose, but the income from the supporter base too. As a result of this, the percentage of income from institutional grants was 22%. We see that funds outside the Netherlands are very willing to enter into further collaboration, despite the fact we can only meet each other online. There are several examples of funds who have asked us to submit a new proposal once the current one has been completed.'

### **Funds and liquidity**

Woord en Daad always wants to be able to spend its income as quickly and as effectively as possible so that our partners can get down to work straightaway. Arnold: 'In recent years, we observe that this has become increasingly difficult because of the safety situation in a country. Due to the unrest in Burkina Faso, for example, some vocational training courses had to stop. That meant that we could not spend the designated funds. Needless to say, COVID-19 sometimes hindered the realization of projects as well but, on the other hand, we also had partners who advocated quick action in such emergency situations. Whatever the case, we want to spend the funds in an effective and timely manner. A new system in fund matching has made that easier and this way our ship can stay on course even better in 2022.'

In 2021, a large incidental gift was received, which Woord en Daad will use in the coming years in consultation with the donor. Furthermore, the funds in 2021 rose due to the tuition fees that young people in Burkina Faso had contributed to their vocational training programme. Arnold: 'These young people pay a small percentage of the fees themselves, which allows us to invest that money in other employment projects. In 2021, we could invest more than 650,000 euros in job-creating businesses at several locations in the world. This money is not a gift, but a loan and will therefore be paid back so that it can be reinvested again.'

Because of advances from granting bodies, it was sometimes difficult to keep the liquidity position low. Woord en Daad likes to work on an as-needed basis, but sometimes this is not

possible and therefore the grant provider pays an advance for a longer period of time. In some cases, the negative interest to be paid is remunerated by the grant provider.

### Navigating with the figures

Woord en Daad would, of course, prefer a constant tailwind to fill our sails. At the same time, strong gusts of wind, such as grants or endowments, can help to speed us along our way too. But how do you ensure plain sailing under such conditions? Arnold: 'Since 2019, we have worked with a different budget system, as a result of which we have more possibilities to navigate instead of having to plan in a linear manner. Now, we make a distinction between the standard budget (with the associated standardization for overhead costs in relation to income, for example) and the business development budget for new funding opportunities in the coming year. The standard budget concerns the standard income from private individuals, companies, churches, equity funds and known grants. These amounts can be planned reasonably well, unlike grant proposals that might or might not be funded, and which can lead to large fluctuations in income and expenditure. In this way, we can exploit all (responsible) opportunities we see and steer our ship clear from running aground due to a possible misadventure.'

### Cost aware – an overhead percentage of 7.01%

Woord en Daad has always considered it important to work in a cost-aware and cost-efficient manner. Once again, we make a distinction here between the business development budget and the standard budget. For the business development budget, we examine the return on investment (ROI): do we have a realistic chance of being awarded funding, and is the effort required for the investment a worthwhile use of our time? In the case of the standard budget, we navigate on the basis of the known overhead percentage. Arnold: 'We are pleased that we could achieve the standard that we had set ourselves this year: with 7.01%, we have remained well below our standard of 7.5% for overheads. This percentage is lower than in the past two years because the income in those years was lower than budgeted compared to the costs that were made.' An interesting investment in 2021 that could also eventually save costs in the longer term is the investment in the ICT collaboration Para-Pact (for more information, please see Section 4.2.6). Arnold: 'As part of this collaboration, we are investing in ICT solutions that can be used more widely and can therefore be sold within the sector. This could structurally reduce our ICT costs. But we are also making this investment because we believe that good ICT solutions are indispensable for our partners so that they can also remain relevant and deliver quality in the future.'

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

Activa	2021 €	2020 €
<b>Fixed assets</b>	<b>6,905,956</b>	<b>8,859,965</b>
<b>Intangible fixed assets</b>	<b>1,614,836</b>	<b>1,824,891</b>
Activation of website/software development in the course of business		
<b>Tangible fixed assets</b>	<b>446,393</b>	<b>390,551</b>
In the course of business		
<b>Financial fixed assets</b>	<b>4,844,727</b>	<b>6,644,523</b>
Loans /equities/ other receivables	2,680,733	2,015,591
Receivables from income contracts in the course of the target	2,163,994	4,628,932
<b>Current assets</b>	<b>18,215,937</b>	<b>14,082,950</b>
<b>Stocks</b>	<b>605,754</b>	<b>931,995</b>
Goods supply in the course of business		
<b>Receivables</b>	<b>5,755,876</b>	<b>6,088,232</b>
<b>Liquid assets</b>	<b>11,854,307</b>	<b>7,062,723</b>
<b>Total assets</b>	<b>25,121,893</b>	<b>22,942,915</b>

Passiva	2021 €	2020 €
<b>Reserves and funds</b>	<b>11,148,580</b>	<b>8,436,100</b>
<b>Reserves</b>	<b>4,184,841</b>	<b>4,050,296</b>
Foundation capital	272	272
Continuity reserve	2,994,953	2,720,964
Designated reserves		
Exchange rate reserve	750,000	750,000
Reserve Business development	350,000	350,000
General projects reserve	89,616	229,060
<b>Funds</b>	<b>6,963,739</b>	<b>4,385,804</b>
Sponsor funds	295,941	772,838
INCE funds	663,873	740,284
Designated funds for emergency relief	1,346,039	703,034
Other designated funds	4,657,886	2,169,647
<b>Provisions</b>	<b>-</b>	<b>-</b>
<b>Long-term debts</b>	<b>1,771,683</b>	<b>2,812,407</b>
<b>Short-term debts</b>	<b>12,201,630</b>	<b>11,694,408</b>
Projects and programmes	8,490,608	9,527,905
Deferred sponsor funds	705,431	697,961
Other debts and accrued expenses	3,005,591	1,468,542
<b>Total liabilities</b>	<b>25,121,893</b>	<b>22,942,915</b>



## Consolidated statement of income and expenses for 2021

Income	Current financial year €	Estimated financial year €	Prior financial financial year €
<b>Income from private individuals</b>			
- collections	50,386	150,000	118,378
- legacies	1,176,686	1,250,000	630,752
- sponsor programme	9,310,196	9,133,735	9,135,293
- other donations*	5,205,395	3,875,000	2,911,608
<b>Total income from private individuals</b>	<b>15,742,663</b>	<b>14,408,735</b>	<b>12,796,031</b>
<b>Income from companies*</b>	<b>3,462,892</b>	<b>3,575,000</b>	<b>3,123,541</b>
<b>Income from government grants</b>	<b>7,737,121</b>	<b>7,380,022</b>	<b>4,427,635</b>
<b>Income from other non-profit organizations *</b>	<b>6,087,989</b>	<b>6,480,708</b>	<b>4,725,179</b>
<b>Total income acquired</b>	<b>33,030,665</b>	<b>31,844,465</b>	<b>25,072,386</b>
Income from the provision of products and services			
Income from supplier's role and awareness raising	790,732	50,000	231,424
Gross profit sale of goods	1,122,558	1,775,000	826,655
<b>Sum of the income generated from services provided</b>	<b>1,913,290</b>	<b>1,825,000</b>	<b>1,058,079</b>
<b>Total income*:</b>	<b>34,943,955</b>	<b>33,669,465</b>	<b>26,130,465</b>

Expenditure	Current financial year €	Estimated financial year €	Prior financial financial year €
<b>Expenditure on targets</b>			
<b>Structural programmes</b>	<b>26,490,151</b>	<b>27,544,023</b>	<b>20,434,771</b>
Education and Sponsoring	12,994,979	11,814,984	11,483,553
Policy influencing in the South (Benkadi)	5,455,550	4,000,000	
Employment and Training	1,784,231	4,615,833	4,014,799
Inclusive Agribusiness	2,878,896	2,622,871	903,690
Sustainable Water	1,259,631	2,239,107	1,193,300
House Construction programme	26,984	-	53,089
Policy Influencing	164,347	-	68,727
Capacity Building	10,085	-	-
Resilience	698,855	1,261,543	236,518
Regional Alliances	-	122,000	10,493
Other	420,416	382,619	280,838
Partner role in the Netherlands	796,177	485,066	2,189,764
<b>Emergency relief</b>			
- support provided through organizations/local agencies	1,378,615	1,629,000	640,276
<b>Lobby</b>	<b>363,534</b>	<b>302,640</b>	<b>321,587</b>
<b>Awareness raising</b>	<b>629,104</b>	<b>726,873</b>	<b>726,523</b>
<b>Knowledge management</b>	<b>318,650</b>	<b>189,290</b>	<b>382,438</b>
<b>PQA</b>	<b>158,902</b>	<b>210,021</b>	<b>603,089</b>
<b>Total expenditure on targets</b>	<b>29,338,957</b>	<b>30,601,847</b>	<b>23,108,684</b>

Expenditure (continuation)	Current financial year €	Estimated financial year €	Prior financial financial year €
<b>Acquisition of income:</b>	<b>1.681.770</b>	<b>1.850.667</b>	<b>1.638.495</b>
Costs of own fundraising	1.681.770	1.850.667	1.638.495
<b>Costs supplier's role</b>	<b>67.918</b>	<b>47.906</b>	<b>102.167</b>
<b>Costs of sales of goods</b>	<b>352.107</b>	<b>315.000</b>	<b>365.364</b>
<b>Management &amp; Administration costs</b>	<b>744.623</b>	<b>764.650</b>	<b>741.040</b>
<b>Total expenses</b>	<b>32.185.284</b>	<b>33.580.070</b>	<b>25.955.751</b>
<b>Balance of income and expenses</b>	<b>2.758.671</b>	<b>89.395</b>	<b>174.714</b>
Balance of financial income and expenses	38.685-	40.000-	101.851-
Balance of results from organizations participated in	7.506-	-	73.694-
<b>Balance of income and expenses**</b>	<b>2.712.480</b>	<b>49.395</b>	<b>831-</b>
<b>Designation balance income and expenses</b>			
Transfer to or from:			
- Continuity reserve	273.989	-	10.635-
- General reserve	139.444-	-	320.711-
- Foreign exchange reserve	-	-	177.853-
- Sponsor funds	476.897-	-	157.599
- INCE funds	76.411-	-	222.479
- Designated funds emergency relief	643.005	-	196.705
- Reserve white spot policy		50.000	
- Reserve business development (meant for prefinancing cost of grant applications)	-	-	-
- Other designated funds	2.488.239	604-	68.415-
	<b>2.712.480</b>	<b>49.396</b>	<b>831-</b>

\* For which total income emergency relief in 2021 € 1.612.060 (Begroot € 1.700.000; 2020: € 1.207.311), accounted for under donations from individuals, companies and other non-profit organizations.

### 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 45 and 46).

## Consolidated cash flow for 2021

Cash flow operational activities	2021 €	2020 €
<b>Balance income and expenses</b>	<b>2,712,480</b>	<b>831-</b>
Adjustments concerning:		
- Amortization intangible fixed assets	557,227	297,193
- Depreciation material fixed assets	131,832	114,217
- Change provision of loans	72,783-	16,575-
- Writing off loan u/g	-	-
- Result provisions	7,506	73,694
Adjustment changes in operational capital:		
- Changes in stocks	326,241	111,555-
- Long-term receivables from funding agencies	2,464,938	2,783,508
- Changes in receivables	332,356	379,433
- Long-term project obligations	968,940-	3,901,399-
- Changes in short-term project obligations	1,037,297-	2,239,701
- Changes in sponsor funds received in advance	7,470	58,875-
- Changes in other debts and costs yet to be paid	1,537,050	322,140-
<b>Cash flow from operational activities (A)</b>	<b>5,998,080</b>	<b>1,476,371</b>
<b>Cash flow from investment activities</b>		
Investments in intangible material fixed assets	668,914-	954,125-
Investments in tangible fixed assets	187,674-	173,123-
Divestments material fixed assets (property, plant and equipment)	321,742	-
<b>Cash flow from operational activities (B)</b>	<b>534,846-</b>	<b>1,127,248-</b>
<b>Cash flow from investment activities</b>		
Provision of loans to partner organizations	615,770-	172,179-
Repayments received on loans provided	273,821	102,950
Other mutations in loans provided		80,047
Loans provided to /input in participations	257,917-	156,398
Long-term liabilities received	-	153,475
Repayment long-term debts	71,784-	30,257-
<b>Cash flow from funding activities (C)</b>	<b>671,650-</b>	<b>290,434</b>
<b>Change liquid assets (A + B + C)</b>	<b>4,791,584</b>	<b>639,556</b>
Liquid assets per 1 January	7,062,723	6,423,167
Liquid assets per 31 December	11,854,307	7,062,723
<b>Change liquid assets</b>	<b>4,791,584</b>	<b>639,556</b>

### Explanation

- 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 grants from income contracts and obligations to partner organizations have both decreased, due to the lack of new multi-annual commitments on grant contracts which would have led to receivables. As a consequence less multi-annual pledges to partner organizations are done.
- Liquid assets have continued to grow significantly compared to 2020. On a number of awarded subsidy contracts advance payment has been received. In addition, income was higher than budgeted, which, despite efforts, was not all could be spent within the year under review, hence the growth in the funds. Spending will be made in 2022, which means that the liquidities on the one hand and the funds on the other hand will fall, in accordance with the objective of Woord en Daad.

## Auditor's statement



### INDEPENDENT AUDITOR'S REPORT

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

The accompanying summary financial statements, which comprise the summary statement of financial position as at 31 December 2021, 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 in Gorinchem, for the year ended 31 December 2021. We expressed an unqualified audit opinion on those financial statements in our report dated 29 March 2022.

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.

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### 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 2021 are consistent, in all material respects, with those financial statements, in accordance with the general notes to the financial statements.

Amsterdam

Dubois & Co. Registeraccountants

G. Visser RA

A.A. Hammega RA

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



## Internal control and risk management

Part of the manual Administrative Organization is the procedure 'Assessment Internal Control' (procedure 9.3.1). Every six months, the internal auditor of the team Finance and Control (F&C) performs an assessment of how well the internal management measures are working. This allows us to reduce the chances of irregularities and fraud and to assess whether the established procedures and mandates are being complied with.

The assessment framework for the internal control focuses on the key processes of income processing, recording and dealing with obligations, payments within the Netherlands and abroad, processing sponsor income and the reminder and debit process, the processing and management of the income from committees, postage stamp sales and the management of master data from creditors. Other matters assessed are the replacement of foster children, the implementation of Dutch Chamber of Commerce mandates, and the CBF rules.

Both data-based and system-based controls take place by means of a random sample or integral assessment. With this, authorizations and mandates are also included as established in the software package. During the assessment, the correct and complete implementation of the established procedures (by the authorized persons) is examined as equally how this is recorded and documented in the systems.

The internal auditor reports about this to the executive board and makes concrete proposals for improvement. In assessing how well the internal control system works, the external accountant makes use of these reports and any related actions. The external accountant also issues an assurance report that shows whether the internal control assessment has taken place according to the procedure.

Two assessments were conducted in 2021. Both led to the conclusion that there were no significant deviations. We observe that a growing amount of information is recorded in the systems, which is positive because that enable us to

carry out system-based controls. This therefore requires a different form of assessment: what we previously did through random samples is now realized through controls of mandates and approaches enforced by the system. As a result of this, the quality of the assessment is improving because this approach allows an integral compliance assessment instead of a limited random sample.

In 2021, we had a particular focus on cyber security and system access. An external party performed a penetration test to assess this. This means that we commissioned people to try to break into our system. The test revealed various points for improvement that we immediately tackled to prevent data leaks. In 2022, we will carry out a further follow-up by performing several specific tests.

The Finance & Control team and the grant managers took part in a training about cyber security and anti-corruption in 2021. This knowledge was transferred to our partners via interactive webinars, and they were allowed to submit cases for this training. This approach made the training highly relevant for the projects' everyday working practice. During these trainings, a clear link was established between made to identity and shared values, which is an integral theme for our organization.

In the case of collaboration with new partner organizations, a due diligence study is carried out before a contract is concluded. During the collaboration, we also executed various controls and assessments in which the risks in projects are investigated and, if necessary, action is taken. Various project evaluations were performed that revealed learning points that are also relevant to other projects.

This year, the risk policy was reviewed again and, where necessary, adjusted. Further information about this can be found in Chapter 4.1.2. Amongst other things, we have noted that the application of the risk policy and risk reduction can differ per project, and this is something that requires continuous assessment. The organic structure of our projects

and organization requires adaptive management, and that means we also need to continuously assess the risks and determine mitigating measures.



CEO  
Rina Molenaar

December 2021



### Overview partners

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

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







## CREDITS

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

**Design and production**  
BladenMakers, Nijkerk

**Photography**  
Woord en Daad.  
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**See the annual report online at:**  
[www.woordendaad.nl/annualreport2021](http://www.woordendaad.nl/annualreport2021)