

# Annual Report

## 2019



**WILDE**   
**GANZEN**   
FOUNDATION

# Table of Contents

<b>Glossary</b> — 3	<b>Projects</b> — 17	<b>Organisation</b> — 54
	Work Method in 2019 — 18	Number of Employees — 55
<b>Introduction</b> — 4	Number of Approved Projects — 18	Organisational Chart — 55
	 Objectives in 2019 — 20	Director's Remuneration — 55
<b>Brief Financial Summary</b> — 5	Collaboration with Other Organisations — 23	Development of the Organisation — 56
Income and Expenses — 6	 Featured Projects — 25	Supervisory Board — 60
Expenditure Rates — 8		
Reserves and Funds — 9	<b>Programmes</b> — 29	<b>Outlook</b> — 61
	Change the Game Academy — 30	Self-Reliance — 63
<b>Our Mission, Vision, and Strategy</b> — 10	 Featured Projects — 38	Less Dependency on Foreign Aid — 63
Who We Are and What We Want to Achieve — 11	Frame, Voice, Report! — 41	Becoming More Customer Oriented — 64
Multi-Year Policy Plan for 2019 - 2021 — 12	 Featured Projects — 43	Strengthening the Organisation — 64
 Objectives in 2019 — 13		
Improvements in the Organisation — 13	<b>Marketing</b> — 45	<b>Appendix</b> — 65
Significant Risks — 14	Work Method in 2019 — 46	
Monitoring and Evaluation — 15	Institutional Fundraising — 47	<b>Annual Accounts</b> — 78
Fraud — 15	Total Revenue for 2019 — 48	
Complaints — 16	Number of Donors — 48	
	 Objectives in 2019 — 49	
	Online Communication — 53	

# Glossary

## Active Initiators

Anyone who wants to fight poverty in the world. Whether you are actively involved in a development project, provide support to a project, or live in poverty yourself and desire to improve your own life: every active initiator makes the world a better place.



## CtGA

Change the Game Academy: a Wilde Ganzen programme in which we provide training and coaching for organisations abroad, teaching them how to raise funds locally and how to stand up for their rights so they can finance and implement their own project.

## LPO

Local Partner Organisation in a developing country that implements projects and has direct contact with people living in poverty, which collaborates with the Private Development Initiative (PDI) and Wilde Ganzen.

## National Partner Organisations

Foreign organisations that provide the Change the Game Academy training and coaching. For a complete list, see [Appendix 2](#).



## Developing Countries

Low- and middle-income countries according to the [DAC list](#), which is compiled by the Organisation for Economic Co-operation and Development. Wilde Ganzen follows this list.

## PDI

Private Development Initiative. Organisation or foundation which fundraises in the Netherlands and which collaborates with Wilde Ganzen to implement projects in other countries. See also [Appendix 1](#).



# Introduction

At the end of 2019, we had no idea how severe the COVID-19 pandemic would become and how it would affect everyone's work and life. More about this in chapter 7.

In 2019, Wilde Ganzen supported 384 projects. Not only was there a significant increase in the number of projects compared to last year, there were also more projects for which money was raised in the countries of the organisations. We are proud of these remarkable results.

Thanks to the generous support of many donors, capital funds, and the Dutch Postcode Lottery, we were able to finance these projects. It is encouraging to see that people find Wilde Ganzen an interesting organisation to donate to. Poverty is a large and complex problem, but thanks to smart solutions from people who are rolling up their sleeves, we can achieve a surprisingly much. Our small-scale, tangible projects appeal to the imagination.

I myself visited Zambia and Ecuador this year. And what struck me most was the enormous impact of climate change on the daily lives of people in developing countries. Drought and floods make it extremely difficult for farmers to maintain food production. People living in poverty are hit especially hard by it. That strikes a chord with me and those working at Wilde Ganzen. Doing something about it is what drives us.

Wilde Ganzen insists on the importance of giving local organisations more say in the work that they do. Sustainable results will only be achieved if they can decide their own priorities. We are part of the global #ShiftThePower movement and call on other development organisations to delegate responsibilities.

We ourselves have been putting this into practice for years with our Change the Game Academy programme, in which we promote local fundraising and standing up for their own rights as an important strategy for local organisations to become less dependent on aid from rich countries. We would like to expand this policy in the years to come years, because we believe in the power of small-scale projects that are created, supported, and largely implemented by active initiators who live in places where poverty is greatest.

Together we can make progress. This is desperately needed, especially now that the world and, in particular, developing countries will be deeply affected by the coronavirus pandemic in 2020.



**Kees de Jong**  
Director



# Brief Financial Summary

# Income and Expenses

Amounts in € 1.000	Result 2018	Budgeted 2019	Result 2019
Income from individuals	8.779	8.210	9.248
Income from businesses	44	5	113
Income from lottery organisations	925	900	900
Government subsidies	716	914	808
Income from other non-profit organisations	7.694	8.575	9.155
<b>Total income</b>	<b>18.158</b>	<b>18.604</b>	<b>20.225</b>

Expenditure for objectives	15.281	16.273	17.531
Fundraising costs	2.153	2.646	1.503
Management and administration costs	793	769	413
<b>Total expenditures</b>	<b>18.228</b>	<b>19.688</b>	<b>19.448</b>

<b>Balance of income and expenditures</b>	<b>-70</b>	<b>-1.084</b>	<b>777</b>
---	------------	---------------	------------

**The income from private parties amounted to €9.2 million in 2019. This is over a million euros more than budgeted. This is mainly due to income from bequests. These were budgeted at €2.8 million, but eventually resulted in more than €4.1 million income. Donations and gifts were budgeted at €5.4 million in 2019, but resulted in €5.1 million. Approximately €3 million of this comes from regular donors. In recent years, a lot has been done in this area, including door-to-door fundraising and improving communication. This ensures a stable and recurring stream of income. However, as fewer new donors were recruited than planned in 2019, the total income from donations and gifts was lower.**

The income from businesses is €113,000 compared to the budget of €5,000. In 2019, a number of large gifts were received from companies for the implementation of projects.

The incomes from the Dutch Postcode Lottery are the same as in previous years and as budgeted. The current agreement with the Dutch Postcode Lottery is in place until the end of 2024.

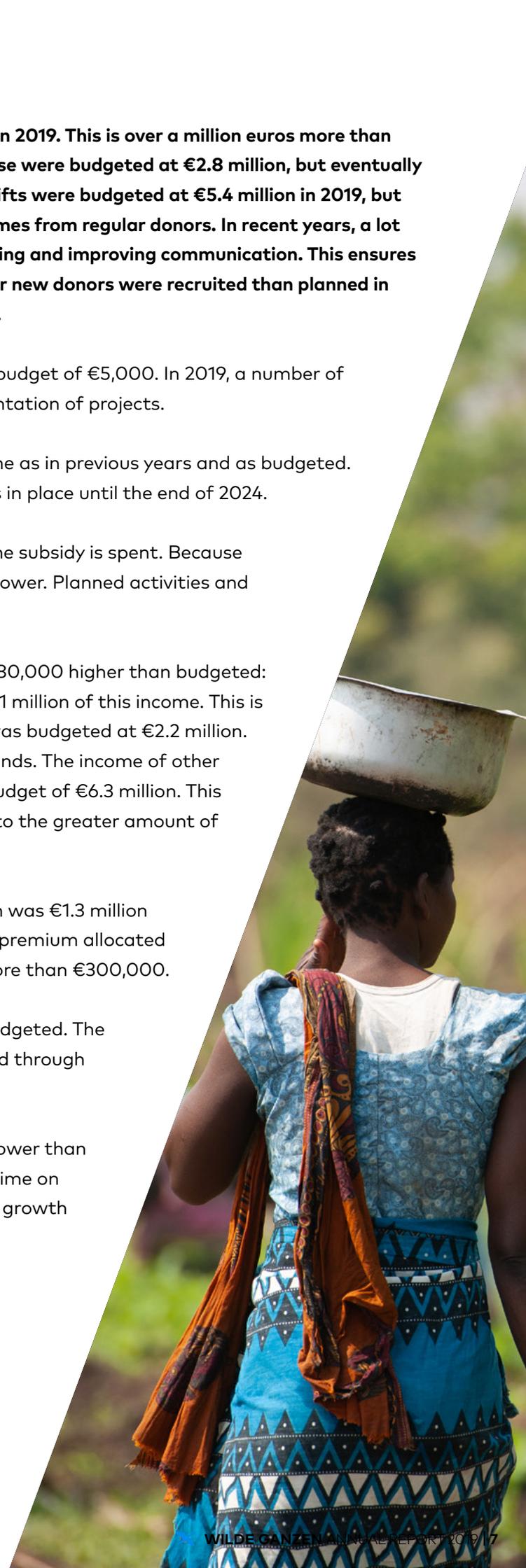
The government subsidies are accounted for at the time the subsidy is spent. Because expenditures were lower than budgeted, income was also lower. Planned activities and expenditures will be postponed to 2020.

The income of other non-profit organisations in 2019 is €580,000 higher than budgeted: €9.2 million. Capital funds accounted for an amount of €2.1 million of this income. This is equal to the income in 2018. The income of capital funds was budgeted at €2.2 million. There are good, long-term relationships with the capital funds. The income of other organisations amounted to €7.1 million compared to the budget of €6.3 million. This income consists largely of action results and is higher due to the greater amount of premium allocated to projects.

Expenditures for objectives in 2019 was €17.5 million, which was €1.3 million higher than budgeted. This is due to the higher amount of premium allocated to projects and a release of the provision on projects of more than €300,000.

Fundraising costs were more than €1 million lower than budgeted. The explanation for this is the lower number of donors recruited through door-to-door fundraising.

The costs of management and administration have been lower than budgeted, because employees have spent relatively more time on the objective due to increased project expenditure and the growth of the Change the Game Academy.



# Expenditure Rates

% of expenditures	Objective	Result 2018	Budgeted 2019	Result 2019
Expenditures for objectives	84	83,8	82,7	90,1
Fundraising costs	12	11,8	13,4	7,8
Management and administration costs	4	4,4	3,9	2,1

% of income	Objective	Result 2018	Budgeted 2019	Result 2019
Fundraising costs	12	11,9	14,2	7,4

In 2018, the Supervisory Board established the desired ratios for the various expenditures as an objective for 2023. Due to the investment in door-to-door fundraising, the expenditures on the objective would be lower in the 2019 budget than this objective and the recruitment costs higher. A deliberate choice was made for a temporary deviation in this area. Fewer donors were ultimately recruited through door-to-door fundraising than planned and because of the higher allocated premium, so the objectives were more than achieved in 2019 and 90% of the expenditure was spent on the objective.

# Reserves and Funds

**The size and the progression of our reserves can be viewed in the annual financial report. Wilde Ganzen holds the following reserves in 2019.**

## Continuity reserve

The continuity reserve is for the coverage of risks in the short and medium term, ensuring that Wilde Ganzen can fulfil its current and future obligations. The continuity reserve is a reserve for ongoing organisational costs. The maximum size of the continuity reserve according to the Financial Management guidelines published by Goede Doelen Nederland is 1.5x the annual costs of the work organisation. The size of this reserve has been set at 0.75x the costs of the work organisation.

## Appropriated reserves

**The spending restriction of the reserves is determined by the Board and is not an obligation. The Board also has the authorisation to remove these restrictions.**

**The appropriated reserves consist of:**

- Operational Management Assets appropriated reserve. This is a reserve for the assets required for operational management. The scope of this reserve equals the value of the tangible fixed assets;
- Projects and Own Contribution to Programmes appropriated reserve. This is a reserve for the future realisation of the objective. On the basis of a risk analysis conducted, the position has been set at 50% of the budgeted income for 2020 less the continuity reserve already formed. This is divided between the projects reserve and the individual contribution to programmes reserve on the basis of the expenditure in the budget for 2020;
- Bequests in Progress appropriated reserve. This reserve is created to handle the processing and valuation of bequests with a right of usufruct. The scope of this reserve equals the value of the particular bequests.

## Investment policy

Wilde Ganzen's assets are managed in a low-risk manner. The objective of the investment policy is responsible asset management aimed at wealth preservation. The investment horizon is medium to long term; this means more than five years. Within the investment portfolio, the maximum equity in business securities is 45%. The stake in fixed-income securities is between 30% and 85%. At least 30% of the fixed-income securities consist of investments in government bonds or loans with an explicit guarantee from a government with at least an AA- or Aa3 rating. Investments can only be made in bonds with a rating of at least BBB- or Baa3.

The choice of investment is not only based on financial criteria, but also on non-financial principles. Respect for people and the environment is important to us. We observe the Global Compact Criteria and the *Richtlijn Financieel Beheer* (financial management guidelines) published by Goede Doelen Nederland.

The management is responsible for the investment policy. The execution is delegated to two asset managers. The mandate of the asset manager is established in the investment statute. This statute and the selection of asset managers is approved by the Supervisory Board. The audit committee, consisting of members of the Supervisory Board, is responsible for supervising the implementation of the investment policy. The asset managers submit a report at least once every three months. In addition, a consultation is held with the asset managers at least twice a year. The audit committee is given the opportunity to attend, if they desire. At least once a year, the results and the composition of the investment portfolio are discussed with the audit committee based on the reports of the asset managers.

Detailed results of the savings and investments can be found in [Appendix 6](#).

# Our Mission, Vision, and Strategy



# Who We Are and What We Want to Achieve

**Poverty is the greatest enemy to progress and happiness. It paralyses initiatives. It undermines relationships. It ignores talent. It destroys pride and promotes shame. Millions of courageous, strong, and hardworking people are held back by poverty. They give the best they have, but poverty puts them at a disadvantage, day in and day out. Poverty is a powerful and persistent enemy, but it is not unbeatable.**

Although the inequality between rich and poor in the world is still increasing, there is growing awareness that things have to be done differently. There is a broad movement of people who do not wait for change from above, but set the change in motion themselves – from the bottom up. These are people in poor, emerging, and rich countries. Entrepreneurs for a better world. Active initiators with ideals. They find solutions to problems and get to work. With a small-scale, smart project they make crucial progress: improvements that also trigger other positive developments at the level of the neighbourhood and village. This motivates, connects, builds self-confidence, and makes people feel both proud and responsible.

Wilde Ganzen has been part of this movement for over sixty years. Our mission is to connect these “active initiators” all over the world. We magnify the impact of their work with our knowledge, strong network, and financial contribution. We do not see fighting poverty as stopping or blocking something, but as starting something, giving it space, and bringing it to life. Fighting poverty is the key to creating wealth – the wealth of opportunities for people who can develop themselves using their own strength. Creating conditions that empower people. Nothing feels more important and gives greater satisfaction than actively contributing to progress and happiness.

## Our vision

A world in which people who are living in poverty are capable of improving their situation and their future themselves.

## Our mission

Wilde Ganzen fights poverty all over the world. By means of a financial contribution, knowledge, and expertise, we stimulate projects and social organisations that are the result of a joint initiative of enthusiastic Dutch people and people living in poverty. The projects and companies are small scale and produce visible results. We also strengthen the power of people living under poor conditions to mobilise funds and resources in their own countries. This will lead to a direct and structural improvement of their situation and a promising future.

# Multi-Year Policy Plan for 2019 - 2021

The main objective of Wilde Ganzen is that through our work people in poverty will become more self-reliant for their basic needs and that their organisations will become less dependent on foreign aid.

**We have broken down our strategic goal into six concrete objectives:**

Objective	Responsibility	Expected results
<b>1. People living in poverty are more self-reliant for their basic needs</b>	Projects department: <a href="#">See page 17</a>	In 2021, 60% of completed projects will be able to continue independently. At present this is 55%.
<b>2. Local partner organisations are less dependent on foreign aid</b>	Programmes department: <a href="#">See page 29</a>	In 2021, the number of LPOs raising funds locally will increase by 30% compared to the 310 organisations trained in 2018.
<b>3. Innovative support</b>	Projects department: <a href="#">See page 17</a>	In 2021, the number of PDIs that are satisfied with our services will increase by 10% compared to 50% in 2019.
<b>4. Being a leader for donors</b>	Marketing department: <a href="#">See page 45</a>	Growing and diversified stream of income.
<b>5. Being a leader for the Dutch public</b>	Marketing department: <a href="#">See page 45</a>	In 2021 the brand awareness of Wilde Ganzen will increase from 45% (at the end of 2018) to 50%.
<b>6. Being a leader in developing countries with people working in the NGO sector and our Local Partner Organisations</b>	Programmes department: <a href="#">See page 29</a>	The satisfaction of users of the online training courses will be at least four stars in 2021 (on a scale of five). In 2019 this was 4.5.



## Objectives in 2019

The objectives of our organisation are aimed at achieving the strategic goals set out in the multi-year policy plan 2019 - 2021. In the separate chapters Projects, Programmes, and Organisation we illustrate which actions have been carried out and which results have been achieved.

In 2019 we focused more on the final results that we achieve for people living in poverty. Together with active initiators in the Netherlands and worldwide we are working towards self-reliance, so that more and more people can continue to make use of the facilities that have been realised with the projects we support.

Because we believe it is crucial that not only people but also local organisations become self-reliant, we helped these organisations more emphatically on their way to becoming independent from foreign aid in 2019. We have done this together with National Partner Organisations by providing training and coaching on local fundraising and influencing the local government.

## Improvements in the Organisation

Wilde Ganzen aims to turn its efforts outwards in the next few years to a much greater extent, in close collaboration with our partners. We have started to provide more customised services for PDIs, are becoming more visible to the public, and are examining ways in which we can reach younger target groups.

At the beginning of 2020, we moved to a property that better suits our needs as well. We invested in ICT coordination and improved processes focused on procurement, finance, and monitoring.

# Significant Risks

Various risks can cause us to fail to meet our objectives. Every year we analyse these risks and take measures to reduce them.

## The significant risks for Wilde Ganzen:

Risk	Measures
<b>The project objectives are not being achieved.</b>	<ul style="list-style-type: none"><li>• A careful application procedure.</li><li>• Continuing to improve leading support.</li><li>• In case of great doubt during the project, involve a local consultant.</li></ul>
<b>There is fraud or serious misconduct within the project.</b>	<ul style="list-style-type: none"><li>• We have a fraud policy and register.</li><li>• Money is usually transferred in instalments.</li><li>• In case of suspicion of fraud, payments are immediately stopped and we begin an investigation.</li></ul>
<b>There are too few high-quality project applications.</b>	<ul style="list-style-type: none"><li>• The recruitment activities have been intensified this year.</li><li>• We have become more customer oriented.</li><li>• We have introduced a sounding board group.</li></ul>
<b>Local partners are less able to carry out their work because they have to deal with government restrictions; there is a global trend of shrinking civic space.</b>	<ul style="list-style-type: none"><li>• A careful selection procedure of national partners.</li><li>• Contracts in which expectations are defined.</li><li>• Mutual visits and meetings.</li><li>• Capacity building of LPOs to address their government.</li></ul>
<b>There is a data breach, servers are hacked, laptops or other data carriers are lost, e-mail are sent to the wrong person.</b>	<ul style="list-style-type: none"><li>• We have introduced a security protocol.</li><li>• We make a backup of the server on a daily basis.</li><li>• We provide information on the GDPR to our employees.</li></ul>
<b>There is a decline in income and expenses.</b>	<ul style="list-style-type: none"><li>• A financial dashboard.</li><li>• A continuity reserve.</li><li>• Liability administration.</li><li>• Development of multi-year marketing and fundraising strategy.</li><li>• Testing and implementation of methods for fundraising.</li><li>• Investment in face-to-face fundraising.</li></ul>
<b>There is negative publicity, e.g. about serious fraud/mistakes/faults in a project, the level of work organisation costs, behaviour of employees, or external fundraisers.</b>	<ul style="list-style-type: none"><li>• We adopted the <i>Erkenningsregeling</i> (charity qualification regulations) of the <i>Central Bureau Fondsenwerving (CBF)</i>.</li><li>• We adopted the <i>Regeling Beloning Directeuren van Goede Doelen</i> (regulations for remuneration of directors of charitable organisations).</li><li>• An integrity policy.</li><li>• A code of conduct.</li><li>• A whistle-blower's regulation</li></ul>

# / Monitoring and Evaluation

We aim to be a learning organisation and feel it is important to continue focusing on the results of our work. The final reports on content and finances show us how projects unfolded and what their outcomes were. Lessons learned are documented, so that knowledge is not lost.

This year several administrative processes have been fully digitised. This has led to more transparent business processes, better risk management, and more reliable information. We have also started to digitise the administrative process of contract registration, which provides us with a total overview of financial obligations, contracts, and invoices.

Because we support a large number of small-scale projects every year, it is difficult to measure the impact of each of these projects separately. We remedy this with scientific research into a number of projects carried out by Radboud University Nijmegen. You can read more about this on [page 23](#).

To evaluate the training provided by the Change the Game Academy, we collaborate with the British organisation INTRAC. You can read more about this on [page 36](#).

# / Fraud

Eight reports of suspected fraud were received in 2019. Two cases are under investigation. The other six cases could be closed after a short investigation for the following reasons:

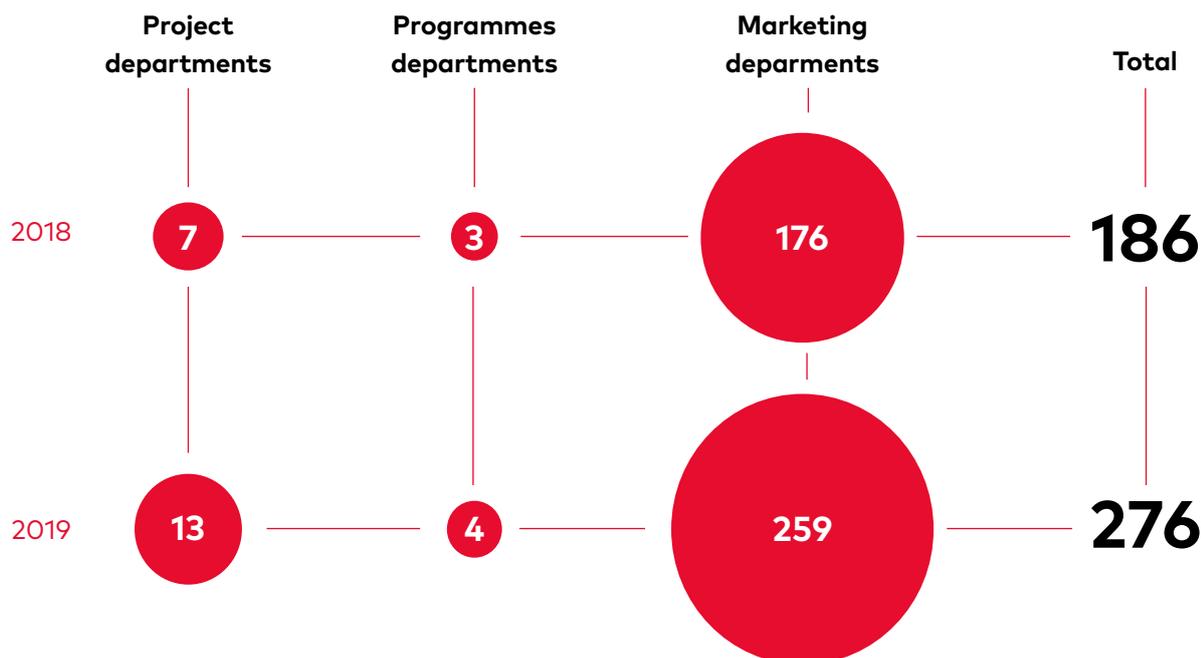
- There appeared to be no fraud with the money donated;
- The project country had already followed up on it thoroughly;
- No further investigation was possible due to a dangerous context.

In 2019, Wilde Ganzen completed a number of steps to limit the risks of fraud:

- There is a maximum amount per transfer to a Local Partner Organisation. A subsequent payout can only take place if there is sufficient interim reporting;
- More intensive monitoring after the implementation of a project will make it easier to detect fraud, which will also make it possible to terminate future collaboration with these partners.

Wilde Ganzen also gave attention to learning about fraud cases. On the Wilde Ganzen-Partindag in September there was a workshop aimed at creating a good balance between control and trust. We have refined the process several times and implemented improvements based on feedback from project partners and project advisors.

# Complaints



## Cause of complaints to the Marketing department

Most complaints were registered as a result of the door-to-door fundraising and street fundraising. However, the number of complaints (259) should be assessed in relation to the number of conversations that have taken place. In 2019 there were over 217,000 conversations with people. These conversations resulted in more than 8,000 donors. Compared to the number of conversations, the percentage of complaints was 0.12%. Compared to the number of donors recruited this was 3%. Not all fundraisers are equally careful in their approach to persuading someone to become a donor, and we are in close contact with the agencies to improve quality. However, complaints are not entirely avoidable when it comes to this type of fundraising.

### ✓ Solution

- Continuous feedback to fundraising agencies regarding each complaint;
- We give training courses and on-site presentations to fundraisers;
- We will start a pilot in 2020: verification calls will be made by a different call centre. Every day we and the fundraising agency receive feedback on the conversations.

## Cause of complaints to the Projects and Programmes departments

We have received different types of complaints: about contracts, financing, and policy.

### ✓ Solution

- Complaints are regularly discussed in work meetings;
- Each complaint is addressed and discussed with relevant PDI, LPO, or NPO;
- Awareness among employees remains an area that requires improvement;
- Employees are encouraged to register every complaint so that we can recognise complaints internally and learn from them.

A woman in a red and white patterned shirt and a blue skirt is bent over, working in a field of young green plants. She is using a wooden tool to tend to the soil. The field is filled with rows of small, vibrant green seedlings. In the background, there are several trees with green and some brown leaves, suggesting a rural or agricultural setting. The overall scene is bright and natural, with soft lighting.

# Projects

The Projects department provides advice and coaching to Private Development Initiatives. Employees also monitor all approved projects and, the results are evaluated.

# Work Method in 2019

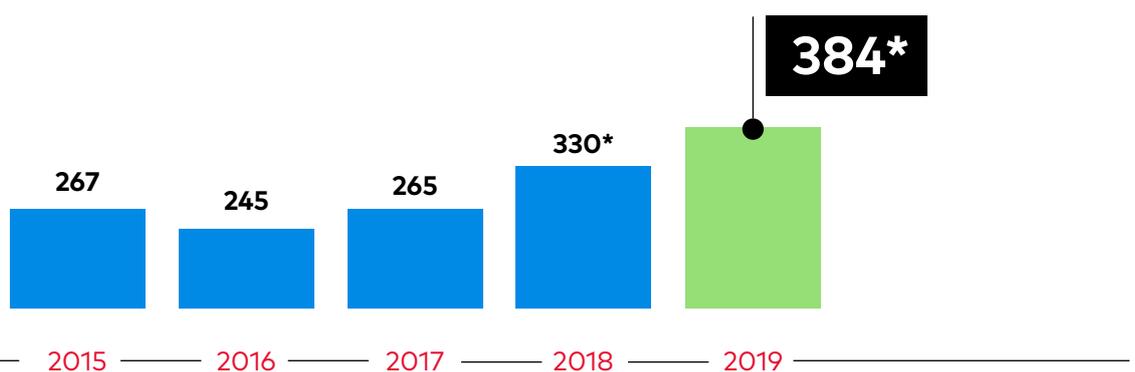
In 2019, the focus was mainly on making a valuable contribution to the project proposals of Private Development Initiatives and their local partners in developing countries. In the collaboration with PDI and LPO, we have taken steps to improve our services and recommendations. We strive to make people living in poverty more self-reliant and to ensure that projects can continue without foreign aid.

In the projects we support, we pay special attention to children and adults with disabilities. For example, a new policy was developed in 2019 for the care of children in boarding schools and shelters. Wilde Ganzen thinks it is important that children grow up in a family as much as possible and not in an institution. We support organisations that want to make the transition from providing care for children in an orphanage or boarding school to small-scale childcare.

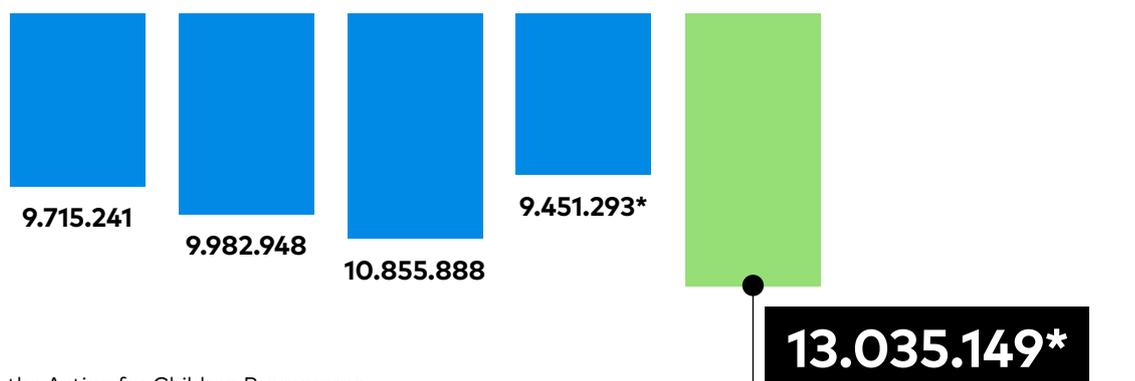
## Number of Approved Projects

In 2019, we approved 280 projects with a total project budget of over €12.5 million. Wilde Ganzen paid premiums for 104 projects within the Action for Children programme as well. This programme is run by our National Partner Organisations. In total, we supported 384 projects this year.

### Number of approved projects



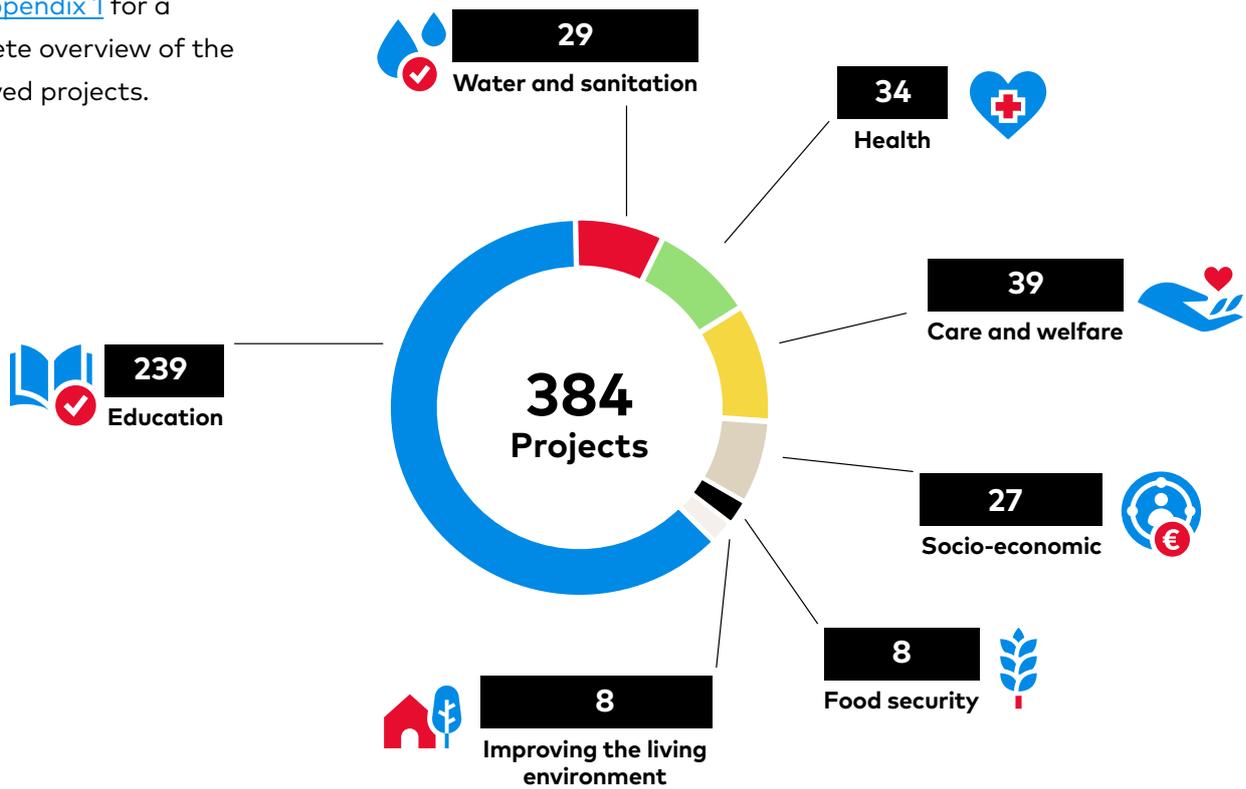
### Total budget in euros



\*Including projects within the Action for Children Programme

## Approved projects per sector

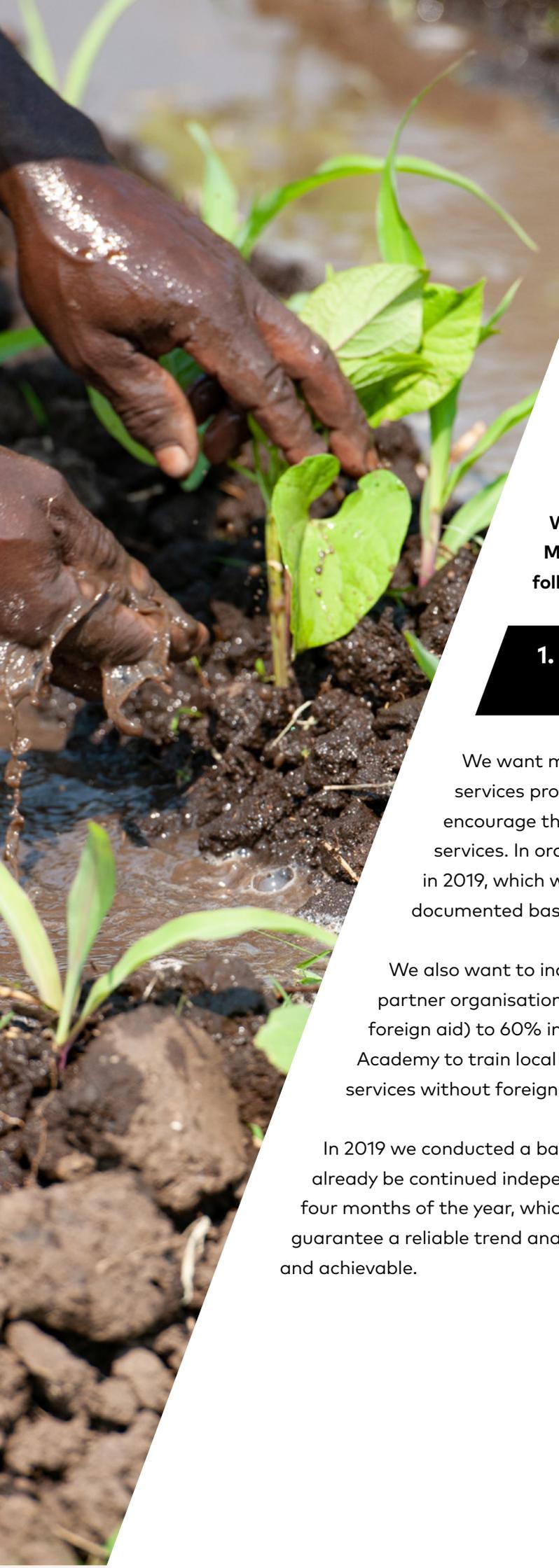
See [Appendix 1](#) for a complete overview of the approved projects.



## Country overview

In 2019, we supported projects in 57 countries, registered through Dutch private development initiatives, local, and national partner organisations.





## Objectives in 2019

Within the framework of the 2019-2021 Strategic Multi-Year Policy Plan, the Projects department has the following objectives:

### **1. People living in poverty are more self-reliant for their basic needs**

We want more people in poverty to continue using the basic services provided by the projects we support. We want to encourage this by focusing on local ownership of these basic services. In order to measure this, we took a baseline measurement in 2019, which will be used in 2020. Our ambitions for 2021 will be documented based on this.

We also want to increase the percentage of completed projects that the partner organisation indicates can be continued independently (without foreign aid) to 60% in 2021. To achieve this, we use Change the Game Academy to train local partner organisations on how to maintain the basic services without foreign management or foreign funding.

In 2019 we conducted a baseline measurement to see how many projects could already be continued independently. This measurement was based on the last four months of the year, which meant that too few projects were measured to guarantee a reliable trend analysis. However, it seems that the 60% rate is realistic and achievable.

## Planned actions in 2019

## Result

**Developing a self-reliance scan for project applications**

A partnership tool was developed and tested in 2019. The tool will be implemented at the beginning of 2020.

**Adapting the appraisal process for project applications in a client-focused way, including the associated forms**

Research was done into what processes and systems are needed for long-term collaborations. This will be worked out into concrete areas for improvement at the beginning of 2020. The department has also identified areas for improvement. These will be implemented in the first quarter of 2020.

**Developing employee competencies in this area if necessary**

Several colleagues took a training course in 2019.

**Integrating self-reliance aspects into project evaluation**

Measuring the LPOs' self-reliance began in August.

**Implementing customised work methods**

The emphasis shifts from project-oriented to more relationship-oriented work, with special attention to financial independence and local ownership. Five knowledge sessions have been held and the department is in the process of developing practically applicable tools to provide leading advice and make unambiguous decisions.

**Providing general and financial support for capacity building required to maintain basic services**

Of the 280 approved projects in 2019, a total of 59 projects involve capacity building. That is 21%. The 104 approved Action for Children projects always involve capacity building.

**Enabling Theory of Change throughout the organisation**

By working from theory to practice we will gradually build the Theory of Change.

**Establishing a method to periodically measure results**

A new dashboard was used for the first time.

**Setting up a pilot to double the PDI project premium**

At the beginning of this year, it was revealed that doubling the action result of PDI was not financially feasible. For this reason, a pilot was not started.

### 3. Innovative support

Wilde Ganzen wants to be a leader in PDIs. To make this clear, we want Wilde Ganzen to be recommended to others by more Private Development Initiatives. In order to achieve this, we want to increase the satisfaction among PDIs through expert advice and client-focused services.

In 2019, we conducted a customer satisfaction survey among PDIs. The results will be processed and presented in the spring. The results serve as a baseline measurement to measure improvement in client satisfaction in the coming years. Our objective is that 10% more PDIs recommend us in 2021 compared to 2019.

#### Planned actions in 2019

#### Result

**Developing a system for continuous client satisfaction measurement**

In 2019, we conducted a client satisfaction survey among PDIs. 500 organisations participated. The results will be presented in the first quarter of 2020.

**Involving PDIs in the development of policy and work methods, including through a sounding board group**

In 2019 we organised two meetings with PDIs. The first meeting was aimed at identifying their preferences. We are working on a number of areas for improvement that resulted from this. The second meeting focused on our services. This feedback will be converted into areas for improvement at the beginning of 2020.

**Updating theme policy in collaboration with knowledge institutes**

The policy for projects with children was further developed. Other themes will be addressed in 2020.

**Adjust conditions, processes, and the system in consultation with PDIs**

Research was done into what processes and systems are needed for long-term collaborations. We also organised two meetings with PDIs. Detailed information will follow in the beginning of 2020.

**Further developing necessary expertise and competences and increasing professional autonomy**

Several colleagues took a training course in 2019.

**Creating a multidisciplinary regional plan for integral services in selected countries**

The Projects and Programmes departments worked together to draw up an activity plan for 2019.

# Collaboration with Other Organisations

## Radboud University I

Our objective of making people who are living in poverty more self-reliant and ensuring that projects can continue independently requires a focus on the organisations of people living in poverty, rather than on the projects. Dr Sara Kinsbergen from the department of Anthropology and Development Studies at Radboud University in Nijmegen advises Wilde Ganzen in shifting that focus.

With the help of five knowledge meetings it was established where the policy and working method of Wilde Ganzen require adjustments in order to put the strategy into practice. As part of this, a programme was developed that helps us to enter into partnerships that match the objectives of Wilde Ganzen more closely. In 2020, this process will continue with training for employees and adjusting our CRM system and our website, so that partners become more central instead of the projects themselves.

## Radboud University II

Wilde Ganzen supports a three-year scientific research project into Private Development Initiatives in the Netherlands. With the insights gained from the research, we want to improve our work method with our objective to “provide leading support to PDIs and their local partners”. This research is carried out by Dr Sara Kinsbergen of Radboud University in Nijmegen. The results will be published in the autumn of 2020.

Want to read more about this research?  
Visit [www.unfold-pdis.com](http://www.unfold-pdis.com).

## Partin

Partin is the umbrella organisation that represents the interests of small organisations involved in development collaboration. Partin's professional field aligns well with that of Wilde Ganzen. This is also the reason why we continued to expand our collaboration in 2019. Together we want to make PDIs stronger and more visible.

On September 28th we organised a successful Wilde Ganzen Partin Day in Nijkerk. 280 representatives from PDIs were in attendance. At the beginning of 2020, Partin's office will move to the new offices of Wilde Ganzen. We are investigating how Partin can use money from Wilde Ganzen to finance small projects of less than €6,000. This will be further detailed in 2020.

## European network

Together with partners from France, Belgium, the United Kingdom, and the Netherlands, Wilde Ganzen organised this year's conference on the private initiative in Europe. It was the second time that organisations working with private development initiatives from Europe came together and explored the opportunities for collaboration. As a result of the conference, a project group was set up to further develop concrete opportunities for collaboration. Organisations from Belgium, the Netherlands, Denmark, France, and Wales are involved. It is a network that we will continue to expand with other European countries in the upcoming period in order to yield more synergy and information and foster the exchange knowledge between them.

## Better Care Network Netherlands

Wilde Ganzen is part of the steering committee of the Better Care Network Netherlands (BCNN), which aims to improve the support in developing countries for children who do not have adequate parental care and to share knowledge and experience about this with other organisations.

On the Wilde Ganzen Partin Day a large number of organisations signed a pledge in which they declare that the best environment for a child to grow up in is a family. They called upon other NGOs, companies, churches, and schools to invest in family-oriented care. Providing care for children through orphanages does not fit in with this.

The BCN Network Day was held on 1 November. The theme of this day was the ten-year UN Guidelines for Alternative Care. On behalf of Wilde Ganzen, Rajendra Meher, our advisor from India, and Johanne van Dijk contributed to the programme.

The policy for projects with children was expanded to include a memorandum aimed at children in boarding schools. The policy for projects with children developed by Wilde Ganzen on this subject was adopted by the steering committee and is being used as inspiration for other organisations in the sector to improve their policy as well.

## Dutch Coalition on Disability and Development

Wilde Ganzen is an active member of the Dutch Coalition on Disability and Development (DCDD),

a platform for organisations and individuals who are involved in lobbying, advocacy, and knowledge sharing on behalf of the inclusion of people with a disability in developing countries. Through DCDD we share knowledge and experience to ensure that people with disabilities can participate optimally in society.

In 2019, two partners of Wilde Ganzen (the Niketan Foundation and the Friendship Foundation) took the initiative to set up a platform of PDIs in the Netherlands involved in projects aimed at people with disabilities in low- and middle-income countries. Wilde Ganzen will facilitate three meetings to share knowledge. The first one was held in October.

## Netherlands Water Partnership

A year ago, Wilde Ganzen became a member of the Netherlands Water Partnership (NWP). This organisation supports the water sector in international water projects. We use NWP's expertise when evaluating projects concerning water. We then share our knowledge with the PDIs we work with.

## *Nacht van de Fooi*

*Nacht van de Fooi* (tip night) is an annual initiative by students in eleven cities. In 2019 they made arrangements with over 250 catering establishments in the Netherlands to donate the tips they received in one evening to projects selected by Wilde Ganzen. We doubled the amount raised, allowing four projects to be financed in full.



Project in Zimbabwe

# Clean Drinking Water, At Last!

5,000 inhabitants of Hotel Village and four other villages in Zimbabwe received a water pump for their area. Now Catherine no longer needs to use a little bowl to scoop water from a hole in the ground. She also no longer has to walk the 4 kilometres back home with 20 litres of water in a bucket on her head or gather wood to boil the dirty water.

*This is a project of Mpilo Foundation and the Nyamakate Secondary School.*





Project in Uganda

# Better Health = Better School Grades

In Uganda, with the support of Wilde Ganzen, a vegetable garden was created at a primary school. "The school meals have become so much healthier," says Benson Kioko Nzyoka, one of the parents. "The children are now getting fresh vegetables and you can see not only their health improving, but also their marks."

*This is a project of the Educational Project Food Village Foundation and the Mama Kevina Comprehensive Secondary School.*





Project in Nicaragua

# Coffee Farmer Isabel Stands Strong

The coffee plants owned by Isabel Gómez Sánchez in Nicaragua were infected by roya, or coffee leaf rust. She lost half her crop. She raised the alarm: new coffee plants had to be planted and she had no money for them. The *Unie van Landbouw- en Veeteeltcoöperaties* (union of agricultural and livestock farming co-ops) came to her aid. With our support she received credit for new plants and training to improve working the soil. Her harvest has increased, and her coffee received the Fairtrade label as well.

*This is a project of Stedenband Tilburg-Matagalpa and UCA San Ramón.*





Project in Kenya

# Top Marks for a School in Kenya

The Masinga Boys High School in Kenya has come a long way. The school suffered from financial difficulties and the quality of education was low. That's all in the past now, though. With the support of KCDF, our National Partner Association in Kenya, the school has managed to significantly improve their results. The school is even expanding at the moment. Half of the budget was raised by the school board in their own area, the other half will be paid by KCDF through our Action for Children programme.





# Programmes

The Programmes department supports the objectives of Wilde Ganzen by running two programmes: Change the Game Academy and Frame, Voice, Report!



Programme

# Change the Game Academy

Two of the main objectives of Wilde Ganzen are to make people living in poverty more self-reliant and to make local partner organisations less dependent on foreign aid. Change the Game Academy supports this by offering training programmes and coaching.

The logo for Change the Game Academy is contained within a white circle. It features the words "CHANGE THE GAME ACADEMY" in a sans-serif font. "CHANGE" is in red, "THE" is in blue, "GAME" is in green, and "ACADEMY" is in black. A stylized white bird or wing shape is positioned behind the text.

CHANGE  
THE GAME  
ACADEMY

Change the Game Academy's two most important training programmes are:

## 1. Local fundraising

It teaches participants how they can fundraise in their own country.

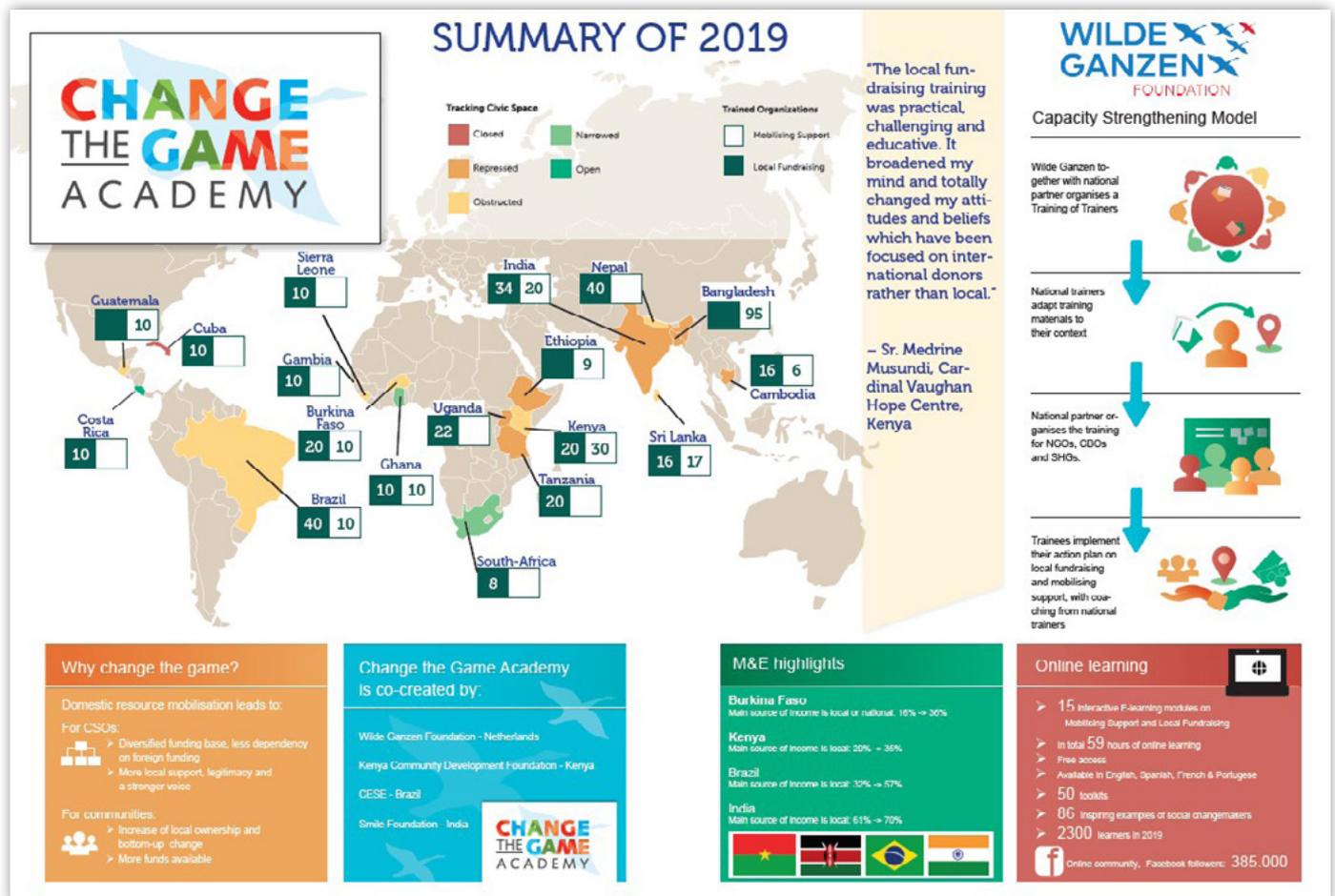
## 2. Mobilising support

It teaches participants how they can stand up for their rights in their own country.

The 15 countries where Change the Game Academy is active:

Bangladesh, Brazil, Burkina Faso, Cambodia, Ethiopia, Gambia, Ghana, India, Kenya, Nepal, Uganda, Sierra Leone, Sri Lanka, Tanzania, and South Africa. Our partners in Costa Rica, Cuba, Gambia, Guatemala, and Sierra Leone also organised training programmes in 2019.

An overview of the National Partner Organisations with which we collaborate in the above countries can be found in [Appendix 2](#).



## Work Method 2019

After years of investing in the courses offered by Change the Game Academy, organising training programmes, and providing coaching, we have now reached the next phase: the further development of the business model and everything that goes with it. Many training programmes were organised in recent years, and these have been attended by almost 1,300 organisations. We will continue to do this, but the focus will mainly be on building brand awareness and marketing. By doing so, we want to persuade international NGOs and organisations to join us in supporting their partners to become more independent from foreign aid. For a fee, they can make use of the unique courses that we created, tested, and successfully implemented together with our National Partner Organisations.

In May we discussed this with our National Partner Organisations during a meeting in the Netherlands. We also organised consultation sessions with our partners in Nairobi and Accra in preparation for a new subsidy application with the Ministry of Foreign Affairs under the Power of Voices policy framework.

There is increasing interest from other organisations to use the training programmes from the Change the Game Academy. This year we had meetings in the Netherlands with Both Ends and Kinderfonds MAMAS. The latter organisation now has all its partners in South Africa attending training programmes at Change the Game Academy.

There is also international interest. We entered into a collaboration with the Danish organisation CISU. Organisations in Denmark that apply to receive subsidy from CISU can include our training programmes in their application from now on. DFID, the British government's development branch, has also shown interest in this form of collaboration. Furthermore, we have discussed this with Comic Relief and the Commonwealth Foundation in Great Britain, Misereor and Brot für die Welt in Germany, USAID in the United States, the World Bank, Light for the World, the international association of non-profit organisations Civicus, and The Salvation Army International.

## Results

In 2019, we organised 503 face-to-face training programmes in 18 countries. Approximately 2,300 social change-makers also took a free online Local Fundraising or Mobilising Support course. Research shows that the training programmes are effective: organisations raise an average of 15–20% more local money a year after the programme! This is money that is used for their own small-scale project, in keeping with the priorities of the local population.

	Number of trained coaches	Total number of coaches	Number of organisations trained in local fundraising	Number of organisations trained in lobby & advocacy
2019	20	158	286	217
2018	64	138	220	90
2017	48	108	110	315

# Objectives in 2019

Within the framework of the 2019-2021 Strategic Multi-Year Policy Plan, the Projects department has the following objectives:

## 2. Local Partner Organisations are less dependent on foreign aid

Wilde Ganzen supports the development of small projects in developing countries. In this way, we help people in poverty to make tangible progress. However, we would like these people and the organisations that represent them to be able to set up such projects independently, without our help or that of other foreign organisations.

In 2019, we aimed to provide Local Partner Organisations with better training and guidance for local fundraising, mobilising support, and capacity building. We also initiated two pilots in which we linked training programmes from the Change the Game Academy to a contribution to projects. These pilots were launched successfully. For example, twelve projects have already been approved in Kenya in which organisations without a Dutch PDI take a local fundraising training programme, after which they themselves raise half of the money needed for a project and the money to pay back the training. The locally raised funding for the project will then be matched by Wilde Ganzen. The reimbursed money for the training programme will be used to train the next organisation.

In India, a pilot project is being implemented which provides a premium on funds raised by the partner organisation of a PDI in its own country. So far, eight projects were approved and one partner has already raised all the money (€14,000) and reported about it.



## Planned actions in 2019

## Results

**Measuring the satisfaction of National and Local Partner Organisations about Wilde Ganzen**

A new survey was conducted. The overall result was positive: the collaboration scored an average of 8.7 (on a scale of 1 to 10) and the partners described Wilde Ganzen as a listening, flexible, and cooperative organisation. The appreciation of trained LPOs on Change the Game Academy remains high. The e-learning module scored an average of 4.5 on a scale of one to five.

**Developing an implementation plan for each country**

A plan was drawn up that serves as a basis for new contracts.

**Improving the guidance to NPOs through collaboration between the Projects and Programmes departments**

Both departments had more intensive contact this year: there was joint monitoring in Tanzania and Cambodia, and we gave joint training on Gambia Day and Wilde Ganzen-Partin Day.

**Implementing linking and learning moments**

In May, the partner meeting was held in the Netherlands. A lot of information was exchanged and plans were drawn up for marketing, training, coaching, results, and organisation. Twelve partner countries were in attendance. Internationally, ten presentations and workshops were given.

**Developing two pilots on the premium for locally raised funds**

In Kenya the pilot Pay it Forward is under way. Twelve projects were approved (100% of the objective). In India, the pilot to give a premium on funds raised in India is under way. Eight projects have been approved so far (200% of the objective).



## 6. Providing leading support in developing countries to people working in the NGO sector and LPOs

We want to turn our efforts outwards to much greater extent in close interaction with our Local Partner Organisations and other partners. At Change the Game Academy this translates into greater familiarity with our training programmes and greater satisfaction among people who have participated in online courses. That's why we worked hard this year to improve content, test out new ways of learning, increase brand awareness of Change the Game Academy, and strengthen the brand proposition with new marketing plans.

The results have been positive. More people have registered online and more organisations have completed a module/course. The appreciation of the modules has also been very high.

### Planned actions in 2019

### Results

**Developing a marketing plan worldwide + country-specific marketing plans by LPOs**

The business case for four primary client groups was developed worldwide. A marketing meeting with seven LPOs is scheduled for March 2020.

**Advertising on Facebook, Twitter, and LinkedIn in developing countries to increase brand awareness and conversion.**

An improved landing page has been created for people who decide to register via Facebook. We actively used Facebook and Twitter. The number of registrations is therefore considerably higher than our goal.

**Refining and using the new dashboard and trainee tracking system**

The new dashboard is ready and in use. This makes it easier for people participating in a training programme to keep track of their progress and work on their plans.

**Measuring trainee satisfaction with the online modules and courses**

The Local Fundraising module received an average score of 4.5 (out of 5) and the Mobilising Support module received a 4.6 (out of 5). Our objective was at least a 3.5.

**Developing and improving the content on the website further**

Together with a new dashboard, Mobilising Support was upgraded with two modules in English, French, Spanish, and Portuguese. All modules have now been translated into these last four languages as well. New toolkits were added and the content of the Local Fundraising module was improved and updated. Our Ghanaian partner WACSI will create the e-learning module Innovative Funding Models, which will be ready by mid-2020.

**Setting up a pilot with synchronised learning in India and Kenya**

WACSI from Ghana and CESE from Brazil, in collaboration with Global Network of Disaster Relief (GNDR), conducted two pilots, one in Latin America (both participation and satisfaction were high) and one in Africa. During the African webinar the difference in the levels of participants was so great that it was decided to give individual advice. As a result, the pilots in Kenya and India have been cancelled. There will be a follow-up in 2020.

# Collaboration with Other Organisations

## Action for Children

Our National Partner Organisations KCDF in Kenya, CESE in Brazil, and Smile in India are running the Action for Children programme. Local organisations that sign up for this successful programme first participate in the Local Fundraising training programme and then raise half of the budget for their project in their own neighbourhood. Wilde Ganzen and the NPOs fund the other half.

**A total of 104 projects were involved in 2019.**

## NCOI

Training institute NCOI helped us to develop a strategy for the online courses in 2019. Director of NCOI's Online Academy, Tom Bos, coached employees of Change the Game Academy and shared his knowledge and network with them. In 2020, this collaboration will continue: the certificates associated with the online courses will be awarded.

## INTRAC

The renowned British research agency INTRAC conducted an evaluation of the results of the Change the Game Academy. The results have been positive: the trainings are well received and reach a lot of people in an efficient way. The training programmes result in a better understanding of local fundraising and mobilising support, an increased ability to "promote" their organisation, and better credibility and legitimacy of the trained organisations. According to INTRAC, the training programmes also make a substantial contribution to improving the sustainability of social organisations.

Some recommendations from INTRAC:

- decide on whether we want to provide more programmes or increase the scope of the programmes;
- look more closely at the way in which the training programme is rolled out in different countries;
- pay more attention to the capacities of the participating organisations.



## Shift the Power

In 2019, we worked hard in the Netherlands to draw attention to the importance of giving local organisations more say in the work that they do. Because the money that is raised for development in developing countries comes from donors and Western organisations, it is the Western organisations who often determine what the money can be spent on and what conditions the programmes must meet. This limits the extent to which local organisations and the people ultimately concerned can determine their own priorities.

This is worrisome, because only projects and programmes that are supported locally lead to sustainable results. This is why we have made every effort to initiate a discussion about this within the Dutch development sector. By doing so, we joined the global #ShiftThePower movement.

Specifically, we advocated the importance of local fundraising as an important strategy to give local organisations more say in the work that they do. We did this by collaborating with the trade journal *Vice Versa*, which resulted in a special edition entitled "Shift the Power", and by organising a debate for policy makers and Dutch NGOs. National Partner Organisations from Brazil, Kenya, Ghana, and Tanzania were present to highlight their side of the story. The debate was chaired by Patrick Lodiers and Sara Kinsbergen. With over one hundred attendees and a waiting list for the event, the urgency of the subject in the sector was clearly highlighted.

We also started a trajectory together with Partos (the branch association of development organisations) that ultimately resulted in the development of a concrete

instrument to measure control within partnerships. This instrument can help organisations in partnerships to identify power dynamics and engage in discussion about them.

## Civic Engagement Alliance

Wilde Ganzen is part of the Civic Engagement Alliance: the strategic partnership between the Ministry of Foreign Affairs and ICCO, CNV International, Prisma, Edukans, Kerk in Actie, and Wilde Ganzen. Within this partnership, over 300 social organisations and informal groups in 8 countries are trained to lobby their interests with the government using the Change the Game Academy method. The courses are provided by local coaches who are trained by Wilde Ganzen.

In 2019, 217 new groups were trained in Mobilising Support and refresher sessions were organised for all trained groups. The trained groups were also further guided in the implementation of their strategy.

## Global Exploration

Wilde Ganzen wants to create more activities aimed at young people. We used to have a successful campaign for secondary schools in the *Jeugd voor Jeugd* campaign. With the Global Exploration Foundation we explored new opportunities. This will result in a pilot on climate change in the second half of 2020: My Climate Action. This pilot is aimed at students in upper primary education and in lower secondary education.



Project in Uganda

# Education: The Best Weapon Against Violence

27-year old Eddy Balina and his Non-Violence Project Uganda organisation took part in the Local Fundraising training programme, organised by our National Partner Organisation KCDF. Afterwards he built a school in Uganda without any foreign aid. "We talked to the community to discover what they could provide for themselves. We found a plot of land and people who were able to build a school. Villagers came together in a committee." Now Great Hope Junior School is attended by 130 students, and the school is funded by contributions from religious leaders, local businesses, and parents.





Project in Brazil

# Standing Up for Human Rights in Brazil

On 18 June, hundreds of young people protested against the large number of arrests and acts of brutal violence by the police against black youth in Bahia, Brazil. The protest march was organised by the Make Trouble Collective. Organiser Eduardo Machado: «We participated in the *Mobilising Support* training programme (organised by our National Partner Organisation CESE in collaboration with Terre des Hommes). We talked about our problems there, and that eventually resulted in a plan of action. We want to express our anger about all the police violence and support the organisations who help black youths in their struggle against violence and murder.»





Project in Ghana

# Less Dependent, More Confident

Every year, SASO, a not-for-profit organisation in Ghana, organises a diploma ceremony for the young people who participated in their training programmes. This year was the first time that this large event could be organised without help from foreign donors. "The Change the Game Academy programme helped us to change our way of fundraising," says coordinator Sandra Naa Atswei Cobblah. "We now carefully think about strengthening capacity, and we involve our donors in our activities." This successful approach increases the self-confidence of those involved, and it helps to set more positive changes in their community in motion.



Programme

# Frame, Voice, Report!

In 2019 Wilde Ganzen continued to work on the creation of the "Frame, Voice, Report!" programme. This is a European subsidy programme to promote the sustainable development objectives in the Netherlands and Belgium.



F R A M E  
V O I C E  
R E P O R T !

The United Nations' Sustainable Development Goals (SDGs) are the successors of the Millennium Development Goals. On behalf of the European Union, Wilde Ganzen promotes the 17 objectives and challenges organisations in the Netherlands and Flanders to roll up their sleeves and get to work. In 2019, the second round of subsidies for the programme took place and the first round was concluded with a festive event. In June of this year we received 45 applications for the programme fund, of which 21 were honoured by the independent assessment committee. These organisations will implement their initiatives in 2019 and 2020. The 16 initiatives from the first round concluded their activities during a festive final meeting on Saturday 14 September in Antwerp.

## **SDG Charter**

In 2019, Wilde Ganzen signed the [SDG Charter](#), formalising its commitment to the global development goals. The SDG Charter is a community of organisations and companies that want to link the SDGs to the vision, mission, and strategy of their own organisation, in order to jointly contribute to the achievement of the global goals.





Project in Morocco

# Permaculture, an Opportunity for the Rif Mountain Range

Together with the Moroccan community in Rotterdam, the Riforest foundation wants to improve the conditions of people in the Rif mountain range. Erosion and dehydration are a huge problem there, and permaculture could provide a solution. Riforest made a documentary about advocates of permaculture. As a result, more than 5,000 fruit trees have already been planted in Morocco and permaculture is being taken seriously by the local community. The fruit trees help to improve the local food supply, but also reduce erosion and mitigate the impact of climate change in the area. Meanwhile, the Moroccan community in Rotterdam is becoming more aware of the importance of sustainable development goals for the future of the world in general and the area where many of them come from in particular.





Project in Burkina Faso

# Sustainable Development Goals for Children

The Sabou foundation from Rollegem (Belgium) has been active in Burkina Faso for years. Together with local partners they initiate all kinds of activities in the fields of education, horticulture, and water. With the contribution of Frame, Voice, Report!, Sabou made a series of five educational cases for the classroom, based on the principles of world citizenship. A story-telling picture book was also developed. The story always starts with a little boy who lives in a village in Africa. Through the book and the suitcases, children playfully get to know each other's way of life. It makes children think about how we want to see the world in the future through the choices we make in our thinking, our attitudes, and our actions. Sabou employees also go to the schools themselves, read from the book, and talk to the children.

See all projects carried out in the seven European countries on [the website of Frame, Voice, Report!](#)



# Marketing



The Marketing department was created in 2019 by merging the Fundraising and Communication teams. The department is concerned with increasing the name recognition of Wilde Ganzen among the Dutch public, recruiting and retaining donors, and acquiring income from bequests, major donors, and capital funds.

## Marketing target groups

## Tools

### Dutch public

- website
- social media
- radio
- tv
- print
- outdoor advertising
- free publicity

### New and potential donors

- Wilde Ganzen Magazine
- newsletters
- website
- social media
- meetings
- face-to-face fundraising
- print

### Capital funds and businesses

- personal approach
- newsletters

### PDI

- website
- newsletters
- social media
- meetings

## Work Method in 2019

This year, we worked together with a team of communication specialists and fundraisers on growing the income stream and increasing the brand awareness of Wilde Ganzen. As a result of these efforts, we saw an increase in income from donations from individuals.

A large part of our income is generated by capital funds, foundations, and businesses. This group supports Wilde Ganzen in funding concrete projects and by donating to programmes and courses of the Change the Game Academy. Additionally, all private development organisations with which we collaborate have once again worked hard to make their own fundraising a success in 2019.



## Institutional Fundraising

### **Nederlandse Postcode Loterij (Dutch Postal Code Lottery)**

Wilde Ganzen has been one of the beneficiaries of the Dutch Postal Code Lottery for years. During the *Goed Geld Gala* on 4 March in Carré, more than €370 million were distributed among 117 charities. In 2019, we received an amount of €900,000, for which we would like to thank all those who took part in the Dutch Postal Code Lottery.

### **Elisabeth Strouven Fonds**

For the second consecutive year, we also worked with the Elisabeth Strouven Fonds from Maastricht, which provides financial support to private initiatives and their projects in South Limburg through Wilde Ganzen. In 2019, seven foundations received an additional contribution: Stichting Sint Elizabeth Hospital Ghana, Stichting Nkoso, Stichting Kiwanaku, Stichting Waterworks, Friends of Kakot, Stichting Vangamarthy, and Stichting Nepal Geeft!

# Total Revenue for 2019

	Result 2018	Budgeted 2019	Result 2019
Income from individuals	8.779.309	8.210.000	9.248.000
Income from companies	43.524	5.000	113.000
Income from lottery organisations	925.000	900.000	900.000
Income from government subsidies	716.016	914.000	808.000
Income from other non-profit organisations	7.694.422	8.575.000	9.155.000
<b>Total income</b>	<b>18.158.271</b>	<b>18.604.000</b>	<b>20.225.000</b>

# Number of Donors

In 2019 Wilde Ganzen gained 10,545 new structural donors. This brings the total to 56,178 people who made at least one donation in 2019.





## Objectives in 2019

Within the framework of the 2019-2021 Strategic Multi-Year Policy Plan, the Marketing department has the following objectives:

### 4. Being a leader for donors

In order to ensure a growing and diversified income stream, Wilde Ganzen wants to be a distinctive leader for donors. The objective for 2019 was to raise €10.4 million in income. The objective for 2021 is €12.4 million.

We want to achieve this by attracting more structural donors and recruiting a larger share of general gifts. By the latter we mean donations that can be used for projects as well as for our programmes and general organisation costs.

### Result

The objective was achieved with over €12.1 million in income. This is mainly due to the high income from bequests. However, it was a difficult year for recruiting new donors through street fundraising and telemarketing. This is mainly due to the fact that companies offering these forms of fundraising have a great shortage of employees, which means that there is too little manpower available for the entire charitable sector. It also appears that fewer people are willing to become donors to a charity for a long period of time.

---

**Recruiting new regular donors via face-to-face fundraising**

The objective for face-to-face fundraising has not been achieved which means that income is lagging behind. However, the new donors did give more money on average.

---

**Online leads campaign**

In the last quarter an online test was launched to find people interested in our work in order to make them a structural donor via telemarketing. The numbers are low and the pilot will continue in 2020, after which it will be evaluated.

---

**Loyalty campaign**

We have improved our loyalty campaign. Using a new welcome programme, we thank donors for their support and involve them in our work. We make sure that donors do not receive too many donation requests and provide information through our magazine and newsletter.

---

**Retaining and upgrading existing regular donors**

We improved our retention strategy. This allowed us to retain 19% of the donors who wanted to unsubscribe.

---

**Various mailings**

Four DM campaigns were carried out this year. Throughout the sector as a whole, you can see that income from these mailings is disappointing. The proceeds of Wilde Ganzen were also lower than budgeted.

---

**Programme for reactivation and upgrade**

In 2019, more donors than expected were willing to increase their regular donation.

---

**Organising five meetings and lectures**

15 lectures were organised for senior citizens' associations throughout the Netherlands. Before the coronavirus pandemic struck, 29 presentations had already been planned for 2020. We recruited three volunteers to support these events.

---

**Appropriate and service-oriented communication with people who have shown interest in bequeathing**

As in other years, relationship management was paramount. In 2019, these years of dedication resulted in higher income from bequests than had been budgeted for.

---

**Relationship management with capital funds**

Wilde Ganzen has good relationships with capital funds that focus on fighting poverty in developing countries. The donations are mainly focused on financing project premiums. With an income of over €2 million, this is an important pillar in fundraising.

---

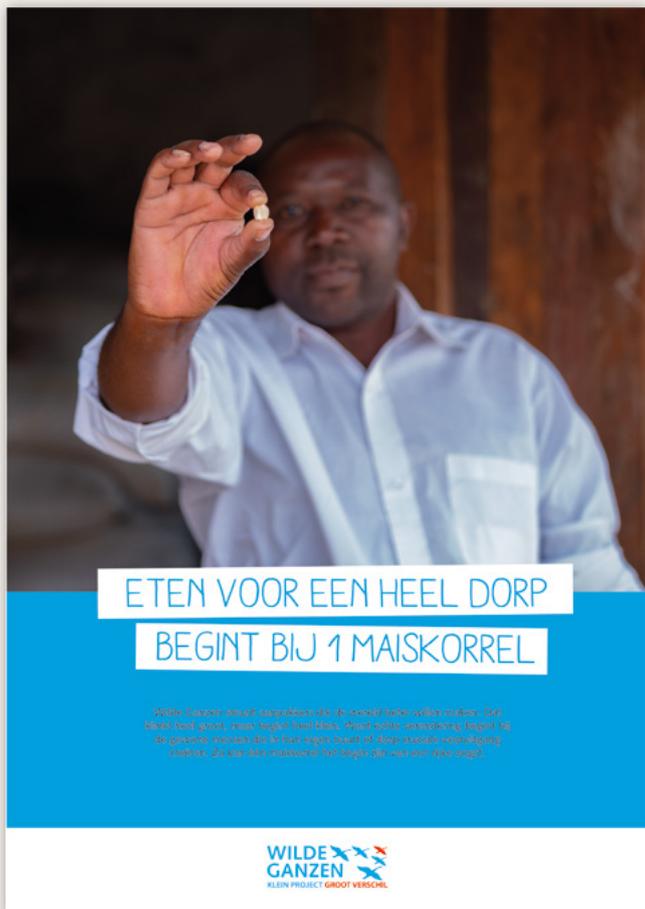
## 5. Being a leader for the Dutch public

Our aim is to increase Wilde Ganzen's brand awareness. However, we also want more people to know what we do (the brand proposition), rather than simply know of us.

Wilde Ganzen's brand awareness was measured by Hendrik Beerda Brand Consultancy in October 2018. This revealed that 45% of Dutch people over the age of 18 know Wilde Ganzen. Our objective was to increase brand awareness by 1% in 2019 compared to 2018 and by 5% in 2021.

### Result

After a decline in brand awareness in 2017 and 2018, we focused on communication this year to reverse this trend. We ran an advertising campaign at the beginning of the year highlighting the results of projects, and in the autumn, a second campaign explaining how we fight poverty was launched on radio, in print, and online. In December 2019 we asked Hendrik Beerda to measure the brand awareness again. This showed that our brand awareness has increased to 55%. This brings us back to the level of 2017, and we aim to continue this growth.



This year we adapted and detailed the positioning and brand proposition of Wilde Ganzen, giving us a renewed, solid foundation for our corporate communication. The national campaign in the autumn was the first result of this. This year we also worked on a new corporate identity and a new website. At the beginning of 2020, all updated communications will be launched.

## Planned actions in 2019

## Results

<b>Introducing core values internally</b>	At the beginning of this year, Karaktervol Positioneren was developed and five core descriptors were presented: flexible, binding, responsible, honest, and well thought-out. These were included in the positioning process.
<b>Establishing and implementing positioning and proposition</b>	In the second quarter, positioning and proposition were determined and developed into a corporate basis for communication and an external campaign. In the second half of 2019 this will be reflected in a new corporate identity.
<b>Adapt the corporate identity as needed</b>	The corporate identity was adjusted. In the autumn, we started adapting all communications. In March 2020 we will go public with a new website, a retooled magazine, and a TV commercial.
<b>Creating and implementing a multi-channel content strategy</b>	In the fourth quarter, a pitch was prepared for collaboration with a media purchasing agency. At the beginning of 2020, a decision was made and the strategy was developed.
<b>Entering into strategic partnerships</b>	In 2019 we established a good media partnership with Vice Versa, a journal on global collaboration. We also held talks with publisher Young & Connected to increase brand awareness among children. In 2020 this will result in concrete collaboration with the magazines Samsam and Kidsweek.
<b>Drafting press policy and implementing press information</b>	This was not a priority due to the implementation of the new positioning and corporate identity. In 2020 we aim to generate more press attention and free publicity. On 21 December there was an interview with Director Kees de Jong in the Nederlands Dagblad.
<b>Updating the crisis communication plan</b>	This plan was updated.
<b>Updating the website</b>	In the last quarter the design for the new website was approved. Unfortunately, the deadlines were not met in order to launch the website this year. This has now been postponed to early March 2020.
<b>Online and offline campaign</b>	This year we have twice deployed a national campaign with commercials on radio, advertisements in magazines and newspapers, online and along motorways.
<b>Business trip to collect material for corporate communications</b>	The trip to Malawi took place in August. The material was used for the national campaign and will be used for new TV commercials in 2020.
<b>Increasing the measurability and findability through search engine optimisation (SEO) and paid advertising (SEA)</b>	This year, much more emphasis was placed on content placement and sharper analysis of the results. A lot of attention was given to the construction of a new website. SEA was also achieved in the display campaigns.
<b>Modernising the project of the week</b>	This has been postponed until mid-2020.
<b>Brand awareness research</b>	This is an ongoing study, the results of which were positive after two campaigns. For example, brand awareness increased by 10% this year.
<b>Updating communication tools/ knowledge documents/tool kits</b>	All communications were reviewed; texts were adapted to the new positioning. At the end of 2019 a new brand book was made. At the beginning of 2020, this will be further implemented with the following revised communication tools: website, magazine, brochures, advertisements, and knowledge documents.

# Online Communication

Partly due to two advertising campaigns, we had a record number of visitors to our website [Wildeganzen.nl](http://Wildeganzen.nl) in 2019. There was an increase in reach across the board of online communication tools.

	2016	2017	2018	2019
 Visits to <a href="http://Wildeganzen.nl">Wildeganzen.nl</a>	60.854	99.819	126.340	<b>194.502</b>
 Visits to <a href="http://ChangeTheGameAcademy.org">ChangeTheGameAcademy.org</a>	5.403	4.998	24.170	<b>30.042</b>
 Registered users	x	x	2500	<b>5206</b>
 Newsletters recipients*	18.055	30.346	38.216	<b>43.443</b>
 Facebook fans*	20.259	29.026	250.792	<b>403.702</b>
 Twitter followers*	1.806	1.901	2.290	<b>2.590</b>
 Instagram followers	x	x	303	<b>511</b>

\*These figures are the sum of the Wilde Ganzen and Change the Game Academy channels.

# / Organisation

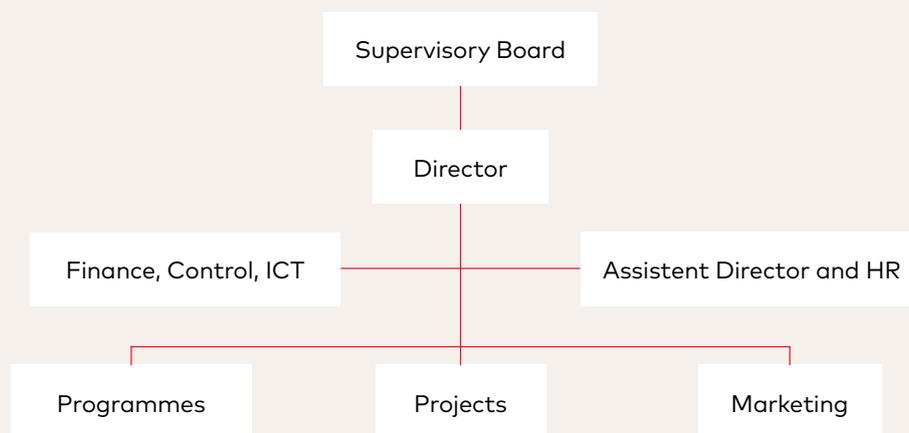
**This year was devoted to the relocation of our organisation from Hilversum to Amersfoort. We also worked on making work processes more efficient; ICT was better embedded in the organisation; and more attention was paid to learning and development.**



# Number of Employees

Measurement date	Number of employees	Number of FTE
31-12-2019	49	42,76
31-12-2018	49	40,82
31-12-2017	47	38,95
31-12-2016	46	38,61

# Organisational Chart



# Director's Remuneration

On the advice of the Remuneration Committee, the Supervisory Board determined the remuneration policy, the level of executive remuneration, and the level of other remuneration components. This policy is periodically updated. The last evaluation was on 21 April 2020.

When establishing the remuneration policy and the remuneration itself, Wilde Ganzen adopted the *Regeling Beloning Directeuren van Goede Doelen* (Regulations for remuneration of directors of charities) ([see www.goededoelennederland.nl](http://www.goededoelennederland.nl)).

Using weighted criteria, the regulation provides a maximum standard for the annual income. The weighting of Kees de Jong's situation was completed by the Supervisory Board. This resulted in a "BSD score" of 430 points, with a maximum annual full-time remuneration of €121,708 (1 FTE/12 months) as of 1 July 2019.

Kees de Jong's actual annual income was 0.94 FTE/12 months: €98,469. This remuneration stayed within the current maximum levels.

Kees de Jong's annual income, taxed allowances/ additional tax, employer's pension contribution, and the other types of remuneration amounted to €110,824 and remained within the maximum annual limit of €194,000, as specified in the regulations. The taxed allowances/levies, employer's pension contribution, and other rewards were also in reasonable proportion to the annual income.

The level and composition of the remuneration are expanded upon in the annual financial report, in the notes to the statement of income and expenditure.

# Development of the Organisation

The most important development this year was the relocation of Wilde Ganzen's office from Hilversum to Amersfoort. Our office in Hilversum became too small; there were few opportunities for expansion; and it no longer met all standards. In Amersfoort we found a centrally located office building, where the employees all work in the same space, which increases visibility and facilitates collaboration between departments.

This year we merged the Communication and Fundraising teams into the Marketing department. We expect that this will lead to more collaboration

to achieve important goals such as increasing brand awareness and the recruitment and retention of donors.

This year we also hired an ICT coordinator to improve digital processes, moved payroll administration in house, improved our procurement process, started to modernise and update internal regulations and labour market communication, and evaluated and simplified the assessment cycle.

## Vitality and absence

In the new office, attention was paid to healthy working by purchasing sit/stand desks and the option of alternating between conducting meetings while standing up and sitting down. There are also two workstations where you can work on your laptop while sitting on an exercise bike.

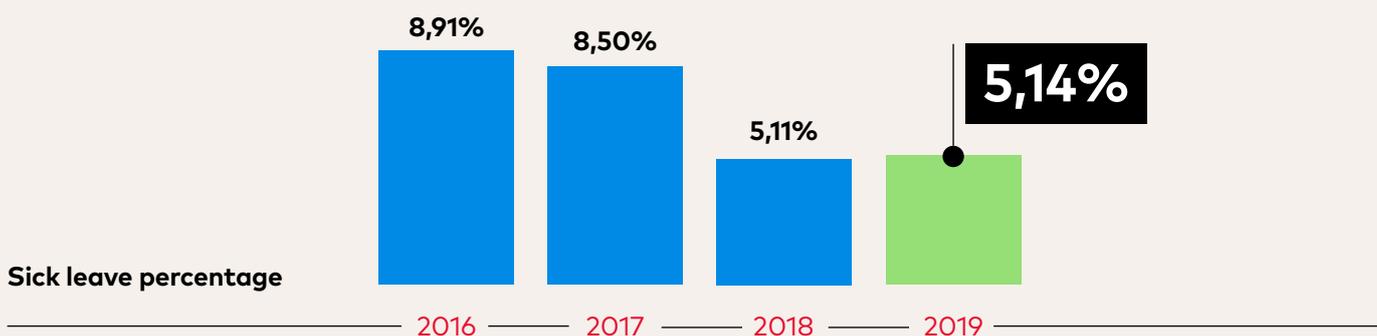
We pay attention to a good work balance by allowing flexible starting and finishing times, working from home, and talking to employees when they are experiencing difficulties and looking for an adequate solution together.

As a learning organisation, we have signed a three-year contract with New Heroes: an online platform for study trips in the field of soft skills:

communication, the ability to collaborate, diversity, and leadership. A training programme on getting fit with nutrition and exercise is offered as well. Employees can go on these trips at their own discretion, but also based on the recommendation of their supervisor.

At the beginning of 2019, an interactive workshop about working in a safe and healthy way was led by Wilde Ganzen's internal and external confidential advisor. This included feedback training. There will be a follow-up in 2020.

At 5.14%, the sick leave percentage rate is virtually the same as in 2018.



## Integrity

The #MeToo movement caused a worldwide wave of allegations regarding integrity violations from 2017 onwards. The movement broke the taboo of talking about abuses and empowered victims speaking out. There were also some revelations from the charity sector and a Joint Integrity Action Plan was drawn up to prevent undesirable behaviour and, where necessary, address it with the utmost care.

Wilde Ganzen underscores the importance of working with integrity. Since 2018, a great deal of work has been done to set up a good integrity system with the aid of the Integrity Guide and the Joint Integrity Action Plan from the sector. An anti-fraud policy was already in place for employees as well as a contact protocol and a complaints procedure.

The following steps have been taken to further develop the integrity system:

- **Appointment of an integrity officer**

They are responsible for the integrity policy as well as the management, and the enforcement. The employee is the first point of contact in the event of suspected violations of integrity and can advise on what steps to take when reporting a violation or suspicion thereof.

- **Establishing a code of conduct**

The code of conduct serves to prevent inappropriate behaviour and enforce rules that penalise it, and it gives attention to desirable and/or undesirable behaviour as well as any sanctions in the event of violations. The Code of Conduct is signed every three years by all employees, volunteers, and members of the Supervisory Board.

- **Certificate of conduct**

In 2019, a certificate of conduct (VOG) was requested from all current employees. A VOG is also compulsory for all new employees.

- **Appointment of an external confidential advisor**

Since 2019 we have had an external confidential advisor with whom employees can speak, in addition to the existing internal advisor.

- **Guidelines for additional employment activities**

In 2019, following an assessment of additional employment activities, a register was created and new policy was formulated. This was part of

a good integrity policy and done in the context of transparency and to prevent a conflict of interest.

- **Changes to the Complaints Regulations for Undesirable Behaviour for employees**

Wilde Ganzen is committed to a healthy working environment in which everyone respects each other's integrity. This includes collegiality, respect, and consideration for others as part of normal behaviour and an alert response to undesirable behaviour from one colleague towards another. Sexual harassment, aggression, violence, bullying, and discrimination are not tolerated at Wilde Ganzen. We actively implement a policy to prevent undesirable behaviour and offensive behaviour. An independent complaints committee was appointed to deal with reports.

- **Internal session on integrity: working in a safe and healthy way**

In 2019 a session was organised for all employees to concretely put the theme of working in a safe and healthy way into practice and to keep up with it. There was talk about desirable and undesirable behaviour, integrity dilemmas, and the role of the confidential advisor. Personal visions were shared and insight was gained into the grey areas that exist. Input from employees showed the need for an open culture of accountability and feedback skills. These training courses are scheduled for all employees for 2020.

## Reports

In 2019, there were three ways to report misconduct at Wilde Ganzen.

- **through the supervisor**
- **through the complaints procedure for business relations**

Wilde Ganzen has a complaints procedure for business relationships in the Netherlands and abroad. It is available in Dutch, English, French, Spanish, and Portuguese. The procedure can be found on our website.

- **through the complaints regulations for undesirable behaviour for employees**

An employee who notices misconduct or has become a victim of undesirable behaviour by a colleague can talk to the confidential advisor. Together they determine whether or not a report will be made. The complaints regulations for undesirable behaviour determine how this type of complaint can be made known to Wilde Ganzen -- also possible without the confidential advisor -- and how Wilde Ganzen handles it.

### **No breaches of integrity were reported in 2018 and 2019.**

We realise that it takes time to create a reporting culture and will continue to develop a good integrity and reporting system that is clear and accessible to everyone. In 2020, this will primarily be done through the introduction of a reporting procedure for abuse/whistle-blower's regulation, the creation of a morality board, the organisation of follow-up sessions on working in a safe and healthy way for employees, and integration with the crisis protocol and communication policy.

## Privacy policy

For Wilde Ganzen it is of great importance to handle the privacy of donors, customers, and employees well. We are aware that careful handling of personal data increases trust in our organisation.

We closely follow the GDPR regulations. A privacy policy was adopted in which applicable laws and regulations and the risk management measures taken were recorded. The Privacy Officer reports these results to the management council. You can read our privacy statement on our website. Following the move to Amersfoort at the beginning of 2020, all financial and personnel files have been cleared or updated on the basis of the retention periods stated in the register of processing operations.

## Corporate Social Responsibility

Wilde Ganzen is aware of the social, ecological, and economic impact of business operations and regards Corporate Social Responsibility (CSR) as an integral part of our activities.

A new CSR policy plan was presented and approved in June. We have a "living CSR policy", to which all departments contribute, which is regularly discussed and reviewed and the progress of which is monitored. The overview below shows the declared intentions and improvements, linked to departments and made measurable. The progress of these measures will be reported on our website in mid-2020. Our objective is to achieve the results by 1 January 2021.

### Planned actions in 2019 and 2020

### Expected results on 1 January 2021

**Administration: creating more incentives for carpooling, using bicycles, and public transport**

More than 75% of the employees commute by public transport or bicycle.

**Environment: incorporating incentives for reduced water consumption, recycling, and paperless working**

Reduce water consumption and paper costs by 10% annually.

**Environment: further improving sustainable procurement practices**

Sustainability is reflected in the supplier assessment and purchasing policy. Half of the suppliers are considered to be sustainable based on the supplier assessment.

**Consumer topics: promoting CSR to PDI/LPO and encouraging projects that contribute to environmentally friendly practices in developing countries**

At least one instrument has been created for CSR focused on PDI. The number of projects with the theme "climate action" increases every year.

**Communicating the scope of CSR objectives**

The extent to which we have achieved the above CSR objectives is published annually on the website. Indicators are included in the organisation-wide measurement plan; progress is discussed in the MT at least annually.

## Staff representation

As a small organisation, Wilde Ganzen does not have a Works Council, but does have Staff Representation (PVT). Multiple times a year, four employees consult with the director about personnel policies, work pressure, and other relevant staff issues. This year there was also a joint consultation with the director and the chair of the Supervisory Board.

In 2019, the PVT expressly focused on the relocation to new premises, the annual plans, and the development and workload of employees. As the number of employees is expected to exceed 50 in 2020, it was decided to convert the PVT into a Works Council next year.

# Supervisory Board

Within Wilde Ganzen, there is a clear separation between the Board and the management. We have a Supervisory Board. The tasks and competencies of the management (the Director) and the Supervisory Board are established in the statutes and the accompanying regulations. This year, the Supervisory Board consisted of six people, who are appointed for a term of four years. There were six meetings (including two themed meetings), attended by the Director and the Assistant Director. During the year, the Supervisory Board, approved the annual plan for 2020 and the multi-year policy plan 2020-2022, and established the annual accounts for 2018. The performance of the Supervisory Board is evaluated in accordance with the statutes. The audit committee consists of two members of the Supervisory Board and they support the supervisory role of the Board in relation to financial matters. The committee convened twice. The annual accounts were discussed in April and the budget and a change to the investment statute were discussed in November. The audit committee also consulted with asset management. Two members of the Supervisory Board also form the Remuneration Committee.

The committee conducts an annual performance review discussion with the management and reports on this to the Supervisory Board. It also prepares the annual meeting between the Supervisory Board and the management board about the mutual collaboration.

More information about the composition and competencies of the Supervisory Board can be found in [Appendix 4](#) and [Appendix 5](#).

## CBF seal

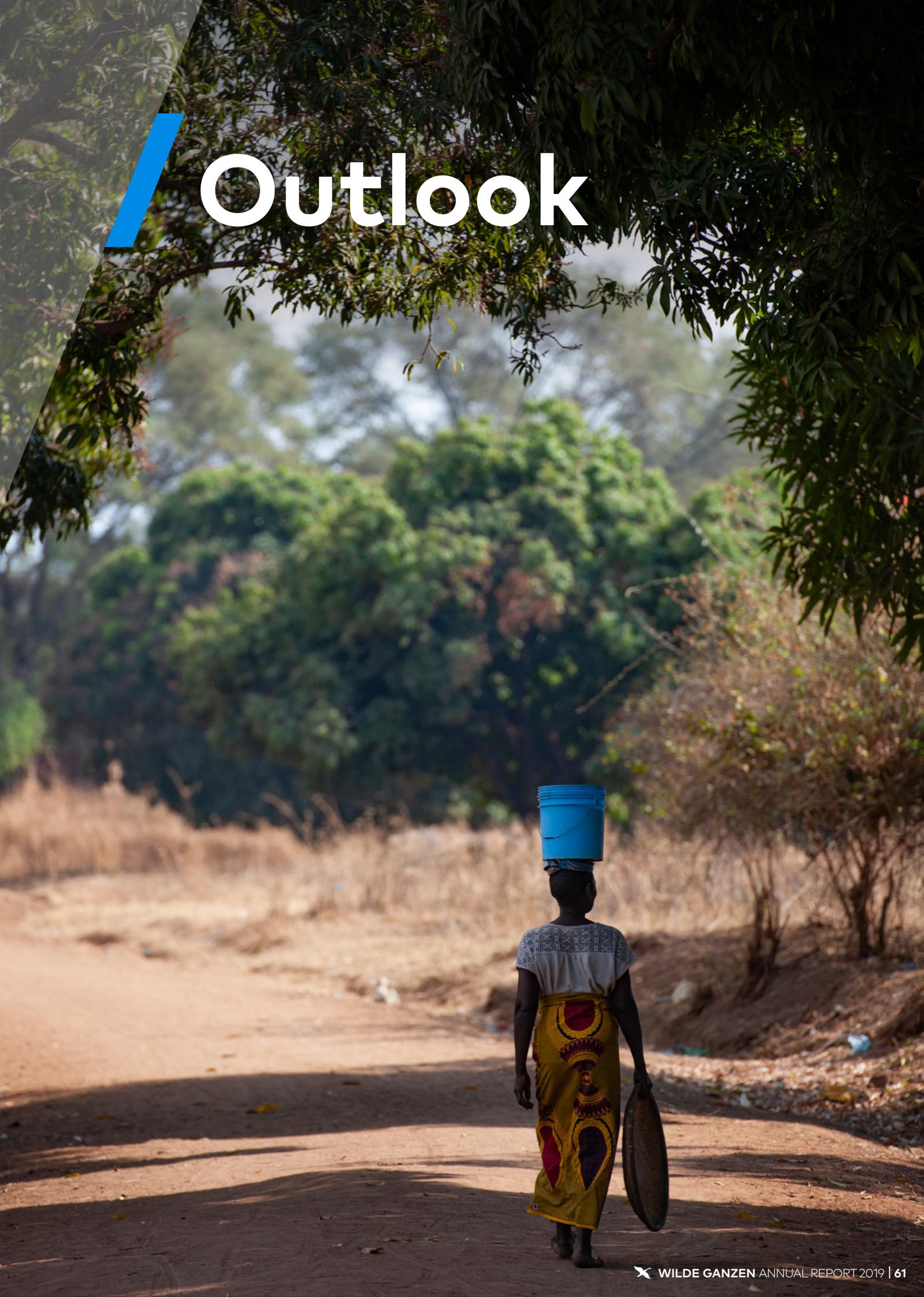
Wilde Ganzen has held a CBF seal since 2001. We observe the regulations issued by the Netherlands Fundraising Regulator (CBF). The CBF reviews and assesses us every year and it determines whether we can retain the CBF seal. Wilde Ganzen is also affiliated with Goede Doelen Nederland and adheres to Code Wijffels for good governance (part of the CBF seal).

## ISO certification

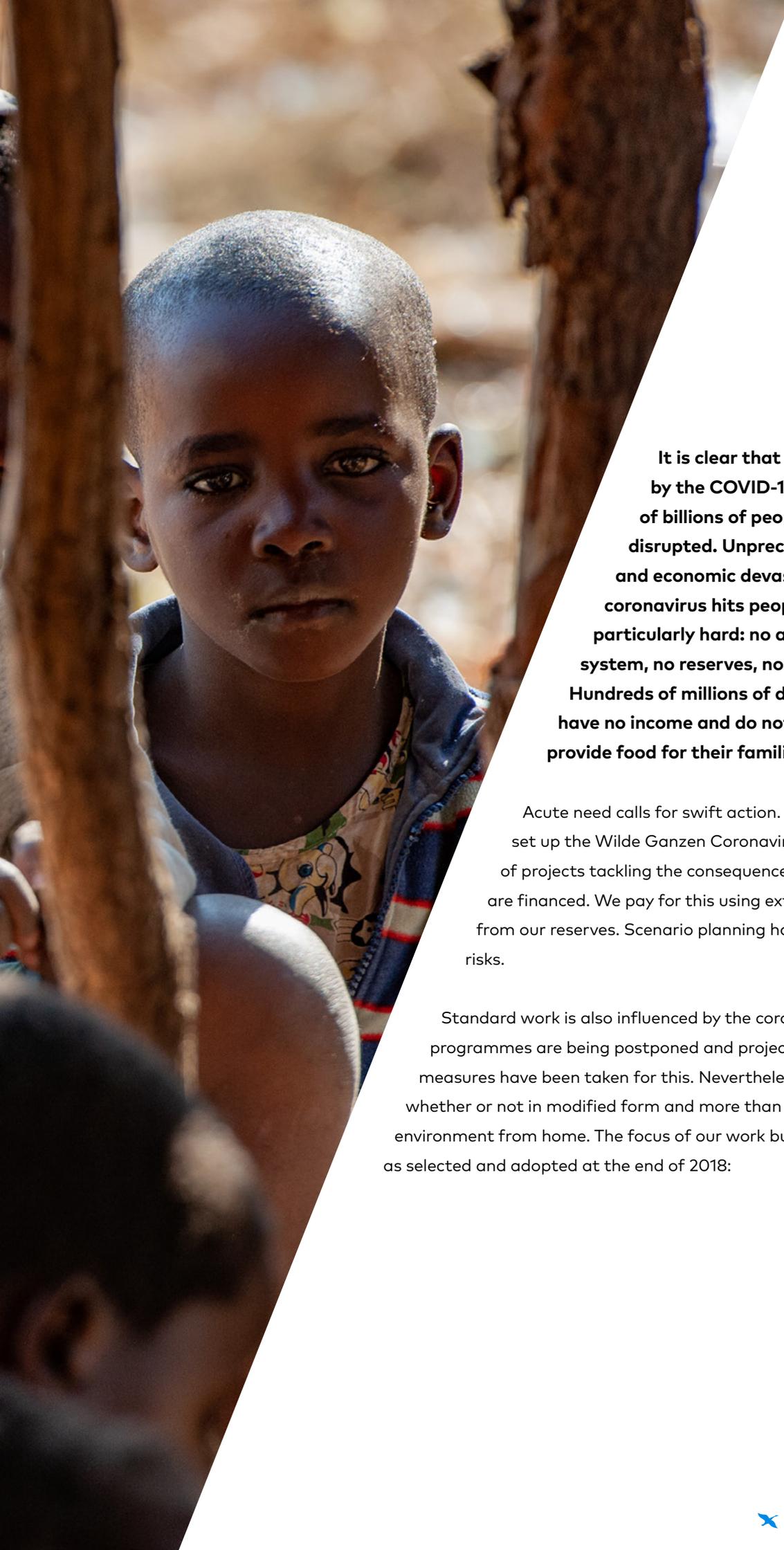
We are ISO-9001 and Partos-9001 certified. The certification was renewed on 26 and 27 August. This was a comprehensive evaluation that takes place once every three years. This evaluation was positive and no shortcomings were found.

Subject to the responsibility of the RvT, the committee is charged with making proposals for the decision-making by the Supervisory Board on:

- the profile, recruitment, selection, and appointment of the members of the Supervisory Board and the management council;
- the contract of employment with the management board, which covers: the remuneration of the management board, pension rights, expense claims and reimbursement of expenses, and any performance criteria to be set for the management board;
- the integration of the remuneration of the management board within the Regulations for remuneration of directors of charitable organisations (BSD Score);
- the retirement schedule for members of the Supervisory Board;
- the annual determination of the amount of the remuneration for members of the Supervisory Board for expenses incurred and work performed;
- the annual self-evaluation of the Supervisory Board including its committees without the presence of the management and the supervision thereof by an external advisor every three years.

A woman is walking away from the camera on a dirt path. She is carrying a blue bucket on her head and a large, flat, dark object in her left hand. She is wearing a white short-sleeved top and a yellow skirt with a colorful pattern. The path is surrounded by trees and foliage, with a large tree branch hanging over the path from the top left. The background shows a dense forest of green trees.

# Outlook



**It is clear that 2020 will be dominated by the COVID-19 pandemic. The lives of billions of people have been severely disrupted. Unprecedented uncertainties and economic devastation are emerging. The coronavirus hits people in developing countries particularly hard: no adequate healthcare system, no reserves, no government safety net. Hundreds of millions of day labourers who suddenly have no income and do not even have money to provide food for their families each day.**

Acute need calls for swift action. Wilde Ganzen has vigorously set up the Wilde Ganzen Coronavirus Fund, from which hundreds of projects tackling the consequences of the coronavirus pandemic are financed. We pay for this using extra gifts and, if necessary, from our reserves. Scenario planning has been created to identify risks.

Standard work is also influenced by the coronavirus. Many training programmes are being postponed and projects are delayed. Appropriate measures have been taken for this. Nevertheless, a lot of work can continue, whether or not in modified form and more than ever in a digital working environment from home. The focus of our work builds on the long-term direction as selected and adopted at the end of 2018:

# Self-Reliance

More attention to the final result for people living in poverty. Together with Private Development Initiatives, we will increase self-reliance to enable a growing number of people to permanently use the facilities that were realised through our projects.

## Activities

- baseline measurement for impact research;
- a valuable, differentiated assessment and funding of at least 250 projects;
- collaboration with Partin for micro-projects up to €6,000;
- providing more high-quality advice via partner tool and meetings, etc.

# Less Dependency on Foreign Aid

It is crucial that not only people, but also their local organisations become self-reliant. With the local fundraising training programmes and national partner organisations, we help local organisations further along the road towards independence from foreign aid.

## Activities

- subsidy application for the lobbying programme Power of Voices;
- 27 training programmes via the Change the Game Academy in twelve countries with 270 participating organisations;
- successful completion of the last 27 activities of Frame, Voice, Report!;
- good knowledge exchange and greater support for the Change the Game Academy by learning tours and setting up a Steering Committee.



# Becoming More Customer Oriented

Over the next few years, our work will become significantly more outward facing, in close collaboration with our most important stakeholders. We will provide more customised services for PDIs, will become more visible to the public, and will examine ways in which we can reach younger target groups.

## Activities

- Private Development Initiatives: optimising forms, processes, systems;
- Donors: focusing on monitoring good long-term relationships, without losing sight of growth opportunities and with better retention of new donors;
- The public: increasing brand awareness with new proposition and corporate identity; young audience: Samsam collaboration and pilot on climate action for schools;
- Online: updating website, developing a platform for Private Development Initiatives;
- the Change the Game Academy platform: improving content and structure, certification and accreditation, making it interactive;
- International: developing and marketing business cases of Change the Game Academy.

# Strengthening the Organisation

Our new office will be a meeting place for employees and for our customers, especially PDIs. We are also catching up with ICT; we are updating our terms of employment with new regulations of our own; there will be a Works Council; and we are strengthening our processes, particularly for management, measurement, and knowledge. The statutory objective is also updated without substantial changes to the content.

A woman in a white and dark blue uniform is shown in profile, looking down at a small vial she is holding in her hands. She is wearing a black watch on her left wrist. In the background, a crowd of people, including children, is visible, suggesting a community health event or clinic. The setting appears to be indoors with green walls and a wooden door.

# Appendix

# Number of Approved Projects in 2019

Project Country	Main Sector	PDI	LPO
Afghanistan	Education	Keihan	Kabul University of Medical Sciences and KEIHAN Foundation (local partner)
Argentina	Education	Stichting Solidariteit Nederland-Argentinië (SSNA)	Biblioteca Sarmiento
Armenia (1)	Water and sanitation	Pijnackernaren helpen Armenië	Stichting Little Bridge
Bangladesh	Education	SAKO - Stichting Steun aan Kinderen Overzee	Aloshikha Rajihar Social Development Center
Bangladesh	Care and welfare	Stichting Physci	Association for the Disabled Development(ADD)
Benin	Health	Stichting Meriem Foundation	Hôpital El Fateh Ouando Porto Novo
Benin	Health	Stichting Afric ' Sanaga	Action Développement Communautaire (ADC)
Bolivia	Education	Stichting Op de Hoogte van Bolivia	Fundacion Irpañani
Bolivia	Education	Stichting Ayni Bolivia-Nederland	ONG Ayni Bolivia
Bolivia	Food security	Stichting Samay	VOSERDEM
Brazil	Care and welfare	Stichting Aqua Viva	Obras Sociais Água Viva
Burkina Faso	Health	Stichting de Gouwkamp	CHU Souro Sanou (Universitair ziekenhuis van Bobo- Dioulasso)
Burkina Faso	Health	Commissie ZWO van de protestantse Kerk te Geldrop	Centre Medical Larry Ebert In Ouagadougou
Burkina Faso	Education	Stichting ASAP	ASAP Foundation
Burkina Faso	Other		Association Burkinabé de Fundraising
Burkina Faso	Socio-economic	Commissie ZWO van de protestantse Kerk te Geldrop	Association Losani
Burkina Faso	Improving living environment	Stichting Steun voor Oudalan	Association Dagnal Roobe
Burkina Faso	Water and sanitation	Commissie ZWO van de protestantse Kerk te Geldrop	Association Losani
Burundi	Care and welfare	Stichting Sapope	Association Burundaise de Lutte contre la Drépanocytose et autres maladies génétiques
Cambodia	Education	Lege Handen voor Cambodja/Tree For Hope	Environment Health and Education Organisation (EHEO)
Cambodia	Education	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodia	Education	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodia	Education	Lege Handen voor Cambodja/Tree For Hope	Prasethapheap Clinic
Cambodia	Education	Stichting Hopeful Children Center	NGO Hopeful Children Center
Cambodia	Education	Stichting Scholenproject Cambodja Rotterdam (SSCR)	Don Bosco Foundation of Cambodia
Cambodia	Water and sanitation	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodia	Water and sanitation	Stichting Waterworks	Koas Kralar Secondary & High School
Colombia	Opbouw civil society	Stichting Straatkinderen Medellin	Fundación Caminos
Colombia	Care and welfare	Stichting Maasdriel steunt haar missionarissen	CE CAMILO (Fundación Centro Educativo de Habitación y Rehabilitación Integral San Camilo)
Dominican Republic	Education	Stg. Kinderhulp Dominicaanse Republiek	Asociación Niños del Mundo Nigua
Dominican Republic	Education	Stg. Kinderhulp Dominicaanse Republiek	Asociación Niños del Mundo Nigua
DRC - Democratic Republic of Congo	Education	Stichting Evangelische Kerk van Rotterdam	Institute de Maluku
DRC - Democratic Republic of Congo	Education	Stichting Super Adelaar	Fondation Super Aigle
DRC - Democratic Republic of Congo	Education	St. G.E.I.P. op DR Kongo	Gieder - Groupement des Initiatives Economiques et du Développement Rural
DRC - Democratic Republic of Congo	Education	Stichting 4u2develop	ACPDI - Actions des Communautés Paysannes pour le Développement Integre
DRC - Democratic Republic of Congo	Water and sanitation	Hart & Handen in Aktie ( HHA )	Water For All in Congo ( WAFAC-CONGO )
Ecuador	Health	Stichting Quina Care	Quina Care Ecuador
Ecuador	Care and welfare	Stichting COR	ALDEC (Alliance for Development, Education and Culture)
Ethiopia	Health	Stichting BEZA	Beza Association of people living with HIV/AIDS
Ethiopia	Health	Stichting Wondem	Stichting Wondem Ethiopië
Ethiopia	Education	Schilder	Fish For All
Ethiopia	Education	Stichting Berhan	Mana Barumsaa Ljoollee / Sebeta-School - for- the - blind
Ethiopia	Education	Stichting Wondem	Stichting Wondem Ethiopië
Ethiopia	Education	Stichting Wondem	FGCF
Ethiopia	Socio-economic	Stichting Wondem	Stichting Wondem Ethiopië
Philippines	Education	Foalarebeweging	Pag-Asa Foundation - Social Center in Tagaytay
Gambia	Health	Stichting The "Heart for Gambia" Foundation	Edward Francis Small Teaching Hospital
Gambia	Health	Stichting The "Heart for Gambia" Foundation	Edward Francis Small Teaching Hospital
Gambia	Health	Stichting 2BaB Foundation	Kutehumbulu/2BaB Foundation (Community Base Organization)
Gambia	Education	Stichting WEC Nederland	Reach Education Centre
Gambia	Food security	Stichting Kinderen van Lamin Village	Lamin Health Center
Gambia	Water and sanitation	Stichting ZOM	CES (Catholic Education Secretariat)
Ghana	Health	Stichting Sint Elizabeth Hospital Ghana	St. Elizabeth Catholic Hospital, Hwidiem - Brong Ahafo
Ghana	Health	Stichting Madamfo	Madamfo Specialist Hospital
Ghana	Health	Stichting Berecum	Catholic Diocese of Sunyani
Ghana	Health	Equal Opportunity Fund EOF NL	Duong Youth and Development Association (DYDA)
Ghana	Education	Stichting Tro Tro	TroTro NKOAA Foundation
Ghana	Education	Stichting Ghana Schoolsupport	Committee of Headmasters
Ghana	Education	Stichting Madamfo	Primary School Butre
Ghana	Education	Vereniging Hadhakai	Hadhakai Charitable & Contractors Foundation
Ghana	Socio-economic	Stichting Support 4 Ghanese Kids	Catholic Diocese of Sunyani
Ghana	Socio-economic	Stichting Leap into Life	Dipaliya Womens' Association
Ghana	Socio-economic	Stichting Worae Care	Dubeb Foundation
Ghana	Socio-economic	Ghana Werkgroep Roden	Bongo Ateel-Taaba Group
Ghana	Socio-economic	Stichting Nkoso	Tumi Ghana
Ghana	Food security	Stichting "Pompen is Leven"	Center for Ecological Agriculture and Livelihoods(CEAL)
Ghana	Water and sanitation	Resource Link Foundation Netherlands - RLFN	Resource Link Foundation Ghana (RLFG)
Ghana	Water and sanitation	Internationaal Ministers Platform The Netherlands	International Ministers Diaconal Platform
Guatemala	Education	Stichting Caras Alegres	Asociación Caras Alegres
Guatemala	Water and sanitation	Stichting Ayuda Maya	Asociación Para el Desarrollo Integral Común Ak Yu'utam (ADICAY)
India	Health	Stichting Helpende Handen India	Udavam Karangal Educational Trust
India	Health	Maastricht University - SHE Collaborates	EHE Innovations /Maastricht university Education and Research Center (MERC) (India)
India	Education	Stichting Pater Vos India	Raigarh Catholic Diocese Association
India	Education	Stichting Metta Child	Buddha's Smile School (Dikshit Shiksha Society)
India	Education	Stichting Sari	Vocational Training and Rehabilitation Centre
India	Education	Stichting Sari	Suyam Charitable Trust
India	Education	Stichting Amaidhi	Karunlaya Social Service Society
India	Education	Stichting Hulpfonds Rotary Den Helder Julianadorp	Yerala Projects Society (YPS)
India	Education	Stichting Eco Trust	TRIBAL RURAL URBAN SERVICE TRUST(TRUST)
India	Education	Stichting Actie Calcutta	Vincentians Orissa Society (VOS)
India	Education	Stichting Amaidhi	Don Bosco English Medium School of Fransiscan Sisters of St. Joseph
India	Education	Stichting Vangamarthy	Sanjeevani Charitable Trust
India	Education	Stichting Ladder	Sigaram Academy of Excellence (Academy for Excellence and Empowerment)
India	Education	Stichting Actie Calcutta	Balasure Social Service Society (BSSS)
India	Education	Stichting Global Exploration (SGE)	
India	Water and sanitation	Stichting Helpende Handen India	Udavam Karangal Educational Trust
India	Care and welfare	Indian Mother & Child Nederland	Institute for Indian Mother & Child
India	Care and welfare	Stichting Jalihal	Yerala Projects Society (YPS)
India	Care and welfare	Stichting Helpende Handen India	Udavam Karangal Educational Trust
Indonesia	Health	Pure! Foundation	Yayasan Widya Guna, Bedulu, Bali.
Indonesia	Education	Stichting Yayasan Setetes Embun	Yayasan Setetes Embun / Perkumpulan Wong Mujur
Indonesia	Education	Stichting Nederland-Batam	Yayasan YBAB - Rumah Sakit Khusus Ginjal (RSKG) Ny. R.A. Habibie Renal Hospital
Indonesia	Education	Stichting Nederland-Batam	Maha Bhoga Marga foundation
Indonesia	Education	Stichting Maasdriel steunt haar missionarissen	Yayasan Salib Suci
Indonesia	Education	Stichting Rupingh	Yayasan Rupingh Flores Indonesia
Indonesia	Education	Stichting Meraih Bintang	Yayasan Meraih Bintang
Indonesia	Education	Stichting Anak Anak Lombok Timur	Yayasan Anak Pantai (YAP)
Indonesia	Education	Jan Vink Stichting	Yayasan Kawan Sejalan YKS
Indonesia	Opbouw civil society	Stichting VLOK (Vrienden van Lombok)	Yayasan Lombok Sahabat Bangsa
Indonesia	Socio-economic	Stichting Help Flores! (SHF!)	Yayasan Help Flores! (YHF!)
Indonesia	Socio-economic	Stichting HAPIN	Yapelin (Yayasan Peningjilan/ The evangelical foundation)

Indonesia	Water and sanitation	Stichting Hibiscus	Yayasan Kembang Sepatu
Indonesia	Water and sanitation	Stichting Saint Lazare The Netherlands	Yayasan KARITAS Keuskupan Agung Ende
Indonesia	Care and welfare	Stichting VLOK (Vrienden van Lombok)	Yayasan Lombok Sahabat Bangsa
Cameroon	Health	Stichting Maasriël steunt haar missionarissen	Holy Union Sisters
Cameroon	Health	Stichting Lions Fight for Sight The Netherlands	Presbyterian Church in Cameroon (PCC) - Presbyterian Eye Services
Cameroon	Education	Stichting Ontmoet Kentzou	Association pour le Développement de Kentzou (ADK)
Cameroon	Education	Berkvens	Esperance Vie
Kenya	Health	Stichting Kibandaango	Ufunguo CBO
Kenya	Health	St. Ondersteuning Kitale-project	Mount Elgon Trust (MET)
Kenya	Education	Stichting Hoog Tijd voor Andersom	St. Peter's Buriangi Primary School
Kenya	Education	Stichting Kibet4Kids Foundation	Kamokos Primary School
Kenya	Education	Stichting Jambo Maji	Bang'a primary school
Kenya	Education	SBNN - Stichting Buru Nyakwere Nederland	SBNN Kenya
Kenya	Education	Stichting Kenia naar school	RCEA Seijo Secondary School
Kenya	Education	Blessed Generation Nederland	Blessed Generation Nyamira
Kenya	Education	Tenda Pamoja Kenya - Nederland	Tenda Pamoja Kenya
Kenya	Education	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenya	Education	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenya	Education	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenya	Education	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenya	Education	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenya	Education	Soroptimist Club Bennekom & Beekdal	Soroptimist International Union of Kenya (SIUK)
Kenya	Education	Stichting Kidscare	KidsCare Kenya
Kenya	Socio-economic	Stichting Kidscare	KidsCare Kenya
Kenya	Water and sanitation	Stichting Welzijn Wajir	Development Agency Wajir Netherlands (DAWN)
Kenya	Care and welfare	IISAH	IISAH Foundation Kenia
Kenya	Care and welfare	Stichting KeniaHealth Nederland	Mercal Healthcare
Kenya	Care and welfare	Ultimate Hope Foundation	Abikom Youth Foundation
Laos	Food security	Stichting Kajsiaab Laos	Daaw Home
Lesotho	Education	Stichting Seliba SA Boithuto	Seliba Sa Boithuto Trust Fund / Learning Centre
Libanon	Education	Urgent Relief and Development Association	Union of Relief and Development Associations Libanon
Libanon	Care and welfare	SPIN (Stichting Palestijnse Islamieten in Nederland)	Palestijnse vrouwen Unie Libanon
Liberia	Education	Stichting Education Support Children Liberia	Foundation for Human Values and Development, Liberia Inc. (FHVLD)
Madagascar	Water and sanitation	Stichting Elemental Water Foundation	Trans-Mad' Développement
Malawi	Health	English Reformed Church	Mulanje Mission Hospital
Malawi	Education	Stichting Nazareth Foundation Malawi	Diocese of Dedza
Malawi	Education	Verburg Charity Foundation	EVTI ? ECOM Vocational Training Institute
Malawi	Education	Verburg Charity Foundation	SVTI - Stephanos Vocational Training Institute
Malawi	Education	Verburg Charity Foundation	TDCC ? TEEM Development Centre College
Malawi	Education	Stichting Matunkha	Matunkha Development Trust
Malawi	Education	Philips van Horne Scholengemeenschap	Center for Social Concern
Malawi	Education	Stichting Mirjam in Malawi	Diocese of Dedza
Malawi	Education	Stichting Quality Centre Malawi	Window of Hope Foundation, Mangochi
Malawi	Education	Stichting Kidshare Foundation	Participatory Rural Development Organization (PRDO)
Malawi	Socio-economic	Stichting Afrika 2007 Zwolle	Chilida community based organization
Malawi	Food security	Stichting Dierenartsen zonder Grenzen - Nederland	Ziweto Enterprises Limited
Malawi	Food security	Stichting Afrika 2007 Zwolle	Kacheche Community Based Organization
Marocco	Education	Wolfert van Borselen Scholengroep	College Zerktouni Meknès
Marocco	Food security	Stichting Perma Atlas	Association Ajjal Al Ghede pour le Développement et des Oeuvres Sociales (AAAG)
Mauritania	Education	Stichting Silent Work	Silent Work Afrique de l'Ouest
Mozambique	Education	Verburg Charity Foundation	ESPANOR - Esperança Para Nova Rebento
Mozambique	Education	Maastricht University - SHE Collaborates	Universidade Católica de Moçambique
Mozambique	Socio-economic	Young Africa International	Young Africa Mozambique
Namibia	Education	Stichting Wake up Windhoek	Penduka Daycare Centre Trust
Namibia	Education	Stichting Steunpunt Onderwijs en Opvoeding Jeugdigen Afrika - SOJA	Anistemi College and Training Centre
Namibia	Water and sanitation	Connected to Namibia Foundation - Nuunen	Connected to Namibia Foundation - Namibia
Nepal	Health	Stichting Kind en Oor	Community Help Center Nepal
Nepal	Health	Stichting Vrouwen voor vrouwen	SoDeSJ (Social Development Support Institute-Nepal)
Nepal	Health	Stichting Nepal Geef!t	Himalayan Education And Development (HEAD Nepal)
Nepal	Education	Stichting Danielle Children's Fund	FUNDCCIN Future for Nepalese Disabled Children and Children In Need
Nepal	Education	Stichting "6 Degrees Academy for Women"	Sapana Village Social Impact
Nepal	Education	Stichting Nepal Geef!t	Himalayan Education And Development (HEAD Nepal)
Nepal	Education	Stichting Maya	Shree Janakalayan Boarding School
Nepal	Education	Stichting Studenten- en Musaharproject Nepal (SMPN)	Village Environment Nepal
Nepal	Education	Stichting Studenten- en Musaharproject Nepal (SMPN)	Student Project Nepal Computer Institute
Nepal	Opbouw civil society	Stichting Milan Bindu Nepal	New SADLE
Nepal	Opbouw civil society	Stichting FEMI	Karuna Foundation Nepal
Nepal	Socio-economic	Lions Club Tilburg Regte Heide	Community Health Centre Nepal - CHCN
Nepal	Care and welfare	Stichting Kumari NL	Special Education and Rehabilitation Center for Disabled Children in Kathmandu/ Nepal
Nicaragua	Education	Stedenband Tilburg-Matagalpa	Association Hand Back Committee (CMV)
Nigeria	Water and sanitation	Rural Women Foundation NL	Rural Women Foundation
Uganda	Education	Stichting Schools for Youth	John Fisher Youth Initiative Uganda (JFYIU)
Uganda	Education	Wim Tijhaar Educatiefonds	URDT Uganda Rural Development & Training Programme/TCSN
Uganda	Education	Stichting Elimu Foundation	URDT Girls School
Uganda	Education	Stichting Markiswa	Markiswa Community Skilling Organisation
Uganda	Education	Stichting Mirembe	Kamuli Childcare Nursery and Primary School ( KACHICA) and Tusidiane Uganda (TUL)
Uganda	Education	Stichting Kiwanuka	St. Ceciliaschool in Villa Maria in Uganda
Uganda	Education	Stichting Mirembe	Kawempe Youth Centre
Uganda	Education	Stichting Otuke Harvest Foundation	Medical and Community Support Organization Uganda (MASCO)
Uganda	Education	Stichting Crane	SHARING YOUTH CENTRE - KAMPALA
Uganda	Education	Stichting Schools for Youth	John Fisher Youth Initiative Uganda (JFYIU)
Uganda	Education	Stichting Mirembe	Kamuli Childcare Nursery and Primary School ( KACHICA) and Tusidiane Uganda (TUL)
Uganda	Improving living environment	Stichting Benja	KYDA (Kawempe Youth Development Association)
Uganda	Improving living environment	Stichting International Contact Uganda	Jajja Bbanga Community Organization
Uganda	Water and sanitation	Rotary ClubHeemstede	Rotary Club Kampala
Uganda	Water and sanitation	Kwataniza	Abanya-Rwenzori Mountaineering Association (AMA)
Uganda	Water and sanitation	Stichting Kinonikids	Apex Nursery and primary school
Uganda	Water and sanitation	Stichting Kinderen van Uganda	BOTFA - Bukamansimbi Organic Tree Farmers Association
Uganda	Care and welfare	Stichting Kinonikids	Apex Nursery and primary school
Uganda	Care and welfare	Emmaus Haarzuilens	LMGO Oselya - Mutual Aid Community (Emaus)
Pakistan	Education	Marianne Kok-Kampen Stichting	Youth Development Association
Papua New Guinea	Food security	Stichting Khuska	Gulf Christian Services
Peru	Education	Stichting El Manguaré	Asociación El Manguaré
Peru	Education	Solid International VZW	Solid opd
Peru	Education	Yoreem Foundation	Asociación Yachaychaca
Peru	Education	Stichting HoPe	Asociacion Civil Fundacion HoPe Holanda Peru
Rwanda	Education	Stichting IFUNI	Eglise Presbyterienne ou Rwanda - samenvoegen
Rwanda	Education	Lionsclub Leeuwarden Ljouwert '80	Jordan Foundation
Rwanda	Education	Stichting CC-JOBS	Health Evolution Community- Ubuzima Burambye
Rwanda	Education	The Cornerstone Foundation	Over the Moon
Senegal	Education	Stichting Kakaran	Kakaran Senegal
Senegal	Education	Stichting ter Bevordering van de Muzikale Vorming	ANDO
Senegal	Education	Stichting Kafountine	Schoolbestuur (Conseil) Satang Jabang school te Kafountine
Senegal	Care and welfare	Stichting MultiPass Afrika (Statutair: Stichting Multi-Pass	Association Nationale des Handicapés Moteurs du Sénégal (ANHMS)
Sierra-Leone	Health	Stichting Smarter Hospitaal	City Garden Clinic
Sierra-Leone	Health	Stichting Lion Heart Foundation	Lion Heart Medical Centre (LHMC)
Sierra-Leone	Education	Stichting Lion Heart Foundation	Lion Heart Medical Centre (LHMC)
Somalia	Socio-economic	Stichting Kaalo Nederland	Kaalo Nederland Garowe
Somalia	Socio-economic	Stichting Dugaal Foundation	Direct Aid Development 'DAD'
Somalia	Socio-economic	Stichting Kaalo Nederland	Kaalo Nederland Garowe
Somalia	Socio-economic	Stichting Kaalo Nederland	Kaalo Nederland Garowe
Sri Lanka	Education	Rockids Foundation	Caritas Valuthayam Mannar
Sri Lanka	Education	Stichting Havanos	OMI - Jaffna Province

Sri Lanka	Education	Stichting Havonos	OMI - Jaffna Province
Sri Lanka	Education	Stichting Medi-Aid	St. Thomas Catholic College
Sri Lanka	Socio-economic	Stichting Havonos	OMI - Jaffna Province
Sri Lanka	Water and sanitation	Stichting MM Foundation	BEdS - Batticaloa Education Development Solutions
Sri Lanka	Water and sanitation	Stichting Kansarmen Sri Lanka (SKSL)	Kansarmen S L Foundation (KSLF)
Sri Lanka	Care and welfare	Rockids Foundation	Caritas Valuthayam Mannar
Sri Lanka	Care and welfare	Friendship Foundation	Dutch-Lanka Friendship Foundation
Suriname	Education	Stichting Shaan Creations International	Stichting Shaan Creations Suriname
Tanzania	Health	Rotary Club Oldebroek - Elburg	Bukoba Catholic Diocese
Tanzania	Health	Stichting Vrienden van Turiani	St. Francis Turiani Mission Hospital
Tanzania	Health	Stichting Vrienden van Turiani	St. Francis Turiani Mission Hospital
Tanzania	Education	Stichting Suzuki Rhino Club	Rhino Vocational Trainings Centre and Technical School
Tanzania	Education	Stichting Tanzania Support	Primary School in Mbaash
Tanzania	Education	Stichting Onderwijsbevordering NW Tanzania	Foundation promotion education for northwest Tanzania
Tanzania	Education	Lions Club Tilburg Regte Heide	Diocese of Same
Tanzania	Water and sanitation	stichting support school fees	Rotary club Igoma Mwanza
Tanzania	Water and sanitation	Stedenband Tilburg-Same Tanzania	Diocese of Same
Tanzania	Water and sanitation	SPOT Tanzania	Chamavita
Tanzania	Care and welfare	Stedenband Tilburg-Same Tanzania	Diocese of Same
Togo	Socio-economic	Stichting Tomoka Support	TOMOKA
Various Countries	Education	Stichting Global Exploration (SGE)	
Various Countries	Education	Stichting World Servants	
Vietnam	Health	Child Surgery Vietnam (CSVN), Stichting	Center II - Direct Support For Disabled Children (CII)
Zambia	Health	Stichting Lions Fight for Sight The Netherlands	Macha Mission Hospital
Zambia	Education	Stichting Bezwa Foundation	BEZWA community youth skills centre
Zambia	Education	Liberi Foundation	Liberi Foundation Zambia Ltd
Zimbabwe	Health	Stichting Lions Fight for Sight The Netherlands	Zimbabwe Council for the Blind
Zimbabwe	Education	Stichting Lusulu	Lusulu High School
Zimbabwe	Education	Durlstone Foundation Zimbabwe	Durlstone Primary School
Zimbabwe	Water and sanitation	Mpilo Foundation	Nyamakate Secondary School
Zimbabwe	Care and welfare	IMBA Nederland	IMBA Zimbabwe
South-Africa	Health	Stichting Zulu Aid	Hillcrest AIDS Centre Trust (HACT)
South-Africa	Education	Stichting Victory4All (Nederland)	Victory4All Foundation Trust (South Africa)
South-Africa	Education	Stichting Goede Mensen	Lofdal Community Projects
South-Africa	Education	Tjammie Foundation	Ndlovu Medical Trust t/a Ndlovu Care Group
South-Africa	Socio-economic	Stichting ICAN Trust (International Christian Aids Network)	Sr Mura Foundation
South-Africa	Care and welfare	Wings of Support	Sibongile Day & Night Care Centre
South-Africa	Care and welfare	Stichting Mzomomhle	Learn2Live
South-Africa	Care and welfare	Stichting COR	Ikamva Labantu
South-Africa	Care and welfare	Stichting Elf	Ikamva Labantu
South-Africa	Care and welfare	Stichting Vrienden van HOKISA	HOKISA (Homes for Kids in South Africa)
South-Africa	Care and welfare	Wings of Support	Home of Hope

## Action for Children projects in 2019

Project Country	Main Sector	NPO	LPO
Brazil	Employment	CESE	Associacao Dos Trabalhadores Rurais Da Regiao Do Garrote
Brazil	Employment	CESE	Associacao Dos Produtores Agroecologicos De Cunha - Amigos Da Terra
Brazil	Care and Welfare	CESE	Pastoral Da Mulher Marginalizada - Rondonopolis
Brazil	Care and Welfare	CESE	Associacao Cariense De Luta Contra A Aids
Brazil	Education	CESE	Acao Social Arquidiocesana - Salvador
Brazil	Employment	CESE	Associacao Servico Ecumenico Recriando A Vida - Servida
Brazil	Education	CESE	Associacao Escola Familia Agricola De Independencia
Brazil	Care and Welfare	CESE	Movimento Da Mulher Trabalhadora Rural Do Nordeste
Brazil	Care and Welfare	CESE	Grupo Matizes
Brazil	Education	CESE	Comissao Pastoral Da Terra - Rondonia
Brazil	Care and Welfare	CESE	Associacao Vencer Juntos Em Economia Solidaria
Brazil	Care and Welfare	CESE	Associacao De Apoio A Organizacao Popular De Moradia
Brazil	Care and Welfare	CESE	Clube De Leitura Mais Que Palavras
Brazil	Care and Welfare	CESE	Caritas Diocesana De Paracatu
Brazil	Care and Welfare	CESE	Associacao Cultural Renascer No Sertao
India	Employment	Smile Foundation	Blind People's Association
India	Education	Smile Foundation	Aarohan
India	Education	Smile foundation	Abdul Kalam Minority Educational Society (AKMES)
India	Education	Smile Foundation	Abhigyan Disha
India	Education	Smile Foundation	Action For Autism
India	Education	Smile Foundation	Action For Improving Mankind Trust
India	Education	Smile Foundation	Aragami India
India	Education	Smile foundation	Astha Kiran Shaikshik Evam Samajik Vikas Sansthan
India	Education	Smile Foundation	ATSWA Trust
India	Education	Smile Foundation	Bahujan Hitay Trust
India	Education	Smile Foundation	Baikunthapur Tarun Sangha (BTS)
India	Education	Smile Foundation	Bal Sansar Sansar Sanstha
India	Education	Smile foundation	Basant Charitable Trust (Pragati Wheel School)
India	Education	Smile Foundation	Care Village Foundation
India	Education	Smile Foundation	Chaplin Club
India	Education	Smile Foundation	Development Action Society (DAS)
India	Education	Smile Foundation	Development Agency for Poor and Tribal Awakening (DAPTA)
India	Education	Smile foundation	Dnyanganga Shikshan Prasarak Bahuuddeshiya Mandal
India	Education	Smile Foundation	Dr. Ambedkar Sheti Vikas Va Sanshodhan Sanstha
India	Education	Smile Foundation	Duars Alternative Medical Research Institute (DAMRI)
India	Education	Smile Foundation	Gosavi Bahudeshiya Sansthan
India	Education	Smile Foundation	Gramin Vikas Samiti
India	Education	Smile foundation	Health for All
India	Education	Smile Foundation	Hijaldiha Viekananda Seva Samity
India	Education	Smile Foundation	Hill Social Welfare Society
India	Education	Smile Foundation	Ina Raja Memorial Education Trust
India	Education	Smile Foundation	Institute of Psychological and Educational Research (IPER)
India	Education	Smile foundation	Integrated Rural Development Organization

India	Education	Smile Foundation	Jan Vikas Samajik Sansthan
India	Education	Smile Foundation	Jana Unanyan samiti Tripura (JUST)
India	Education	Smile foundation	Kankura Masat Social welfare Society
India	Education	Smile Foundation	Karuna Voluntary Organisation
India	Education	Smile Foundation	Krantikari Mahila Samajik Sanstha
India	Education	Smile Foundation	Lepakshi Educationa Society
India	Education	Smile Foundation	Little Orchard Vivid For Ecstasy Society (Love Society)
India	Education	Smile foundation	Mahila Bal Vikas Samiti
India	Education	Smile Foundation	Manav Vikas Bahuuddeshiya Gramin Seva Sanstha
India	Education	Smile Foundation	Maruthi Mahila Society
India	Education	Smile foundation	Midnapore Association for Voluntary efforts (MAVA)
India	Education	Smile Foundation	Mission Deep Educational Trust
India	Education	Smile Foundation	Mitwa Mahila Kalyan Evam Seva Samiti
India	Education	Smile Foundation	Mother Teresa Rural Educational Development Charitable Society
India	Education	Smile Foundation	NIPUN
India	Education	Smile foundation	Rashtrasant Tukdoji Maharaj Shikshan Va Arogya Prasarak Mandal
India	Education	Smile Foundation	Samta Jan Kalyan Samiti
India	Education	Smile Foundation	Sanghamithra Service Society
India	Education	Smile foundation	Sankalp Ek Prayas Society
India	Education	Smile Foundation	Sankalp Pratishtan
India	Education	Smile Foundation	Sankalp Sanskritik Samiti
India	Education	Smile Foundation	Sarboday Sangha
India	Education	Smile Foundation	Shiksha
India	Education	Smile foundation	Sitara Association
India	Education	Smile Foundation	Social Action for Value Education (SAVE) Trust
India	Education	Smile Foundation	Society For Integrated Rural Improvement (SIRI)
India	Education	Smile Foundation	Society for Motivational Training and Action (SMTA)
India	Education	Smile Foundation	Society for National Integration Through Rural Development (SNIRD)
India	Education	Smile Foundation	Society For Solidarity And Reconstruction (SSR)
India	Education	Smile Foundation	Society of planet hope
India	Education	Smile Foundation	Socio Economic Reforms By Voluntary Efforts
India	Education	Smile Foundation	Sri Gyanchetna
India	Education	Smile Foundation	St. Paul'S Charitable Education Society
India	Education	Smile Foundation	Suryoday Trust
India	Education	Smile Foundation	The Mother Teresa Memorial Social Welfare Trust
India	Education	Smile Foundation	The Prem Foundation
India	Education	Smile Foundation	Towards Future
India	Education	Smile Foundation	True Light Inernational India Trust
India	Education	Smile Foundation	Udaya Kiranam Voluntary Service Society
India	Education	Smile Foundation	Vikash Foundation
India	Education	Smile Foundation	Vistar Foundation
India	Education	Smile Foundation	Wadmaveli
Kenya	Water and Sanitation	KCDF	Okota Mixed Secondary
Kenya	Education	KCDF	Aniga Women Community Based Organization
Kenya	Employment	KCDF	Gthamini Youth Group
Kenya	Education	KCDF	Lagnet Community Resource and information Centre CBO
Kenya	Education	KCDF	Strategic Nyakach
Kenya	Education	KCDF	PapOnditi Utu Development Organization
Kenya	Care and Welfare	KCDF	Kakamega County Widows empowerment project
Kenya	Education	KCDF	Faraja Foundation
Kenya	Education	KCDF	Picture Youth Group
Kenya	Employment	KCDF	Bak Intergrated CBO
Kenya	Education	KCDF	Mombasa Leo CBO
Kenya	Employment	KCDF	Ujima Foundation
Kenya	Education	KCDF	Ushirika Children Center Kibera
Kenya	Education	KCDF	Hongera Foundation
Kenya	Education	KCDF	Teachers For Teachers Organisation
Kenya	Water and Sanitation	KCDF	Kenya Ceramics
Kenya	Education	KCDF	Jaldesa Community Conservancy
Kenya	Education	KCDF	KAREDFOD Women development programme
Kenya	Water and Sanitation	KCDF	Community Social Environment Organization

# National Partner Organisations Change the Game Academy

For providing the training and coaching:

- Association Burkinabè de Fundraising (Burkina Faso/French-speaking Africa)
- CESE (Brazil)
- Development Expertise Center (Ethiopia)
- ICCO (Bangladesh, Benin, Guatemala, India, Mali, Nepal, and Uganda)
- Kenya Community Development Foundation (Kenya and East Africa)
- Uganda National NGO Forum (Uganda)
- West Africa Civil Society Institute (Ghana, English-speaking West Africa)
- The Foundation for Civil Society Tanzania (Tanzania)
- Smile Foundation (India)
- Assembly for Social Mobilization and TiME (Sri Lanka)
- Cooperation Committee for Cambodia and Advocacy Policy Institute (Cambodia)
- TEWA (Philanthropy for Equitable Justice and Peace), Community Self-Reliance Centre, and Sahakarmi Samaj (Nepal)

For further development of Change the Game Academy:

- Himmelblau
- Intrac
- Management for Development Foundation (MDF)
- Podium
- Resource Alliance



# Rules and Regulations

In addition to all the relevant statutory provisions (such as the Personal Data Protection Act, from May 2018 the General Data Protection Regulation) we adhere to the following codes and guidelines:

- *CBF Erkenningsregeling* (charity qualification regulations);
- *SBF-code voor Goed Bestuur* (SBF good governance code);
- Guideline 650 and Guideline C2 of the guidelines for annual reporting by the *Raad voor de Jaarverslaggeving* (Foundation for Annual Reporting) and the recommendation Implementation Guideline 650 "cost allocation management and administration";
- *Erkenningsregeling Goede Doelen* (charity qualification regulations);
- *Regeling Beloning Directeuren van Goede Doelen* (Regulations for remuneration of directors of charitable organisations);
- *Richtlijn Financieel Beheer Goede Doelen* (guideline for financial management of charities);
- *Handreiking Verwerking en Waardering van Nalatenschappen belast met (vrucht)gebruik* (guidelines for processing and valuation of bequests with a right of usufruct);
- ANBI regulations;
- ISO 9001:2015 and Partos 9001:2015 standards;
- Code of Conduct DDDN (Field marketing);
- Code of Conduct *Nalatenschappenwerving* (bequest acquisition);
- Better Care Network guidelines (such as the guidelines for the engagement of volunteers in work with children abroad) and the codes/guidelines on which they are based (such as the Stockholm Declaration on Children and Residential Care).

# Accountability of Management and the Supervisory Board

Wilde Ganzen is governed according to the Supervisory Board model. The tasks and competencies of the management and the Supervisory Board are established in the statutes and the accompanying regulations. Changes to these regulations are established by the Supervisory Board.

## **Management: composition and competencies**

Wilde Ganzen foundation is managed by a Director-Manager (one natural person). This Director is appointed by the Supervisory Board and is responsible for the day-to-day management. They are supported by the other members of the management team.

## **Supervisory Board: composition and competencies**

The Supervisory Board consists of at least five natural persons, who are appointed for a four-year term. They can be reappointed once. The members of the Supervisory Board do not receive any remuneration for their work. If a job vacancy occurs in the Supervisory Board, a job profile will be developed, taking into consideration the available expertise within the Board. New members are appointed by the current members.

The Supervisory Board supervises the management and the general operations of the foundation, both in advance and retrospectively. The Supervisory Board is tasked with approving the annual plan and the budget and with establishing the annual report and the annual accounts. Every year, two members of the Supervisory Board, including the Chair, conduct a performance review discussion with the Director. Once a year the performance of the Supervisory Board is also reviewed, in accordance with the statutes.

## **Audit committee: composition and competencies**

The audit committee consists of at least two members of the Supervisory Board. The audit committee is tasked with supporting the supervisory role of the Board in relation to financial matters. The audit committee meets twice a year. The first meeting is a preliminary budget meeting with the Director and the Financial Manager. The second meeting is an annual review with the accountant, during which the Director and the Financial Manager will also be present.

## **Remuneration committee: composition and competencies**

These committees consist of at least two members of the Supervisory Board and supports and advises the Board in the execution of its duties in the areas of the employment of the Director, including performance and remuneration. On behalf of the Supervisory Board, the remuneration committee, based on its role as employer, conducts an annual performance and assessment review discussion with the director.

## **External supervision**

External supervision for Wilde Ganzen is provided by:

- Dubois & Co. Chartered Accountants;
- Centraal Bureau Fondsenwerving (CBF);
- DNV-GL (external ISO auditor).

# Report of the Supervisory Board 2019

In 2019, the Supervisory Board once again provided the best possible fulfilment of its duties as supervisor of Wilde Ganzen.

In the year under review, the Board consisted of six people with different expertise and areas of interest.

The Supervisory Board has two committees: the audit committee and the remuneration committee. These committees support and advise the Supervisory Board in the execution of its duties in the areas of finance and the employment of the Director, including performance and remuneration. On behalf of the Supervisory Board, the Remuneration Committee, based on its role as employer, conducts an annual performance and assessment review discussion with the director.

The audit committee submitted recommendations to the Board in relation to the determination of the annual figures, the budget, and the multi-year budget. The committee also spoke with the asset managers of Wilde Ganzen's invested assets, as outlined in the Treasury Statute.

The chair of the Supervisory Board consulted with the Staff Representation a number of times in the reporting year.

The Supervisory Board had six meetings, always in the presence of the director and assistant director, including two themed meetings. Another member of the management team was also in attendance for certain meetings. On a number of occasions, employees were invited to present a particular topic, such as the methods of fundraising within Wilde Ganzen or to report on a business trip.

The supervisory task shall in any event cover:

- achieving the foundation's social objective;
- the strategy, identity, and continuity of the foundation;

- the relationship and dialogue with internal and external stakeholders;
- compliance with laws and regulations;
- business operations, risk management, and business policy;
- the approval of resolutions from the management council as stipulated in the articles of association (Article 11 of the articles of association).

The following topics were discussed by the Supervisory Board (sometimes more than once):

- management reporting on a quarterly basis;
- financial report with prognoses regarding the annual result;
- annual report and financial report 2018;
- management letter 2019;
- budget and annual plan 2020;
- multi-year policy plan 2020-2022;
- risk inventory;
- annual trend analysis of registered complaints;
- new office of Wilde Ganzen;
- fundraising policy, in particular the face-to-face fundraising policy;
- fraud risks;
- collaborations (theme);
- positioning of Wilde Ganzen (theme);
- positioning of Change the Game Academy (theme);
- revision of the management regulations, the regulations of the audit committee, and the regulations of the Supervisory Board;
- regulations of the remuneration committee;
- adapting the articles of association.

The Supervisory Board annually discusses its performance by means of a self-evaluation. To this end, the Chair informs the management in advance whether there are any specific points of attention on their part.

## Harm Bruins Slot

Chair of the Supervisory Board

In 2019, the Supervisory Board consisted of:

**Name: Mr. H.J.E. Bruins Slot**

Position: Chair and member of the remuneration committee

Appointed: 2016

Relevant secondary positions:

chair of the Supervisory Board of Geldersch Landschap & Kastelen and chair of the Supervisory Board of Omroep Gelderland

**Name: Mr. R. Vermaas**

Position: Vice Chair

Appointed: 2013, reappointed 2017

Relevant secondary positions: none

**Name: Ms. J.L. Sebel**

Position: member and chair of the audit committee

Appointed 2014

Working as: Supervisor

Relevant secondary positions: member of the Board of the Schoolfonds, Christelijk Voortgezet Onderwijs Huizen foundation, member of the audit committee and investment advisory committee, KNGF Geleidehonden foundation, chair of the Supervisory Board of HandicapNL, chair of the Supervisory Board of the Fair Capital Impact Fund foundation.

**Name: Ms. A.T. van Koningsveld – van der Wal**

Position: member, chair of the remuneration committee since 2018

Appointed: 2016

Working as: director of Quatrospect B.V.

Relevant secondary positions: member of the Supervisory Board of MBO Rijnland, member of the Supervisory Board of KWH (kwaliteitscentrum Woningcorporaties Huursector), member of Commissie van Bezwaar of Stichting Certificering Openbare Bibliotheken

**Name: Mr. M.C.M. Senten MBA**

Position: member, member of the audit committee since 2018

Appointed: 2017

Working as: Head of the *Allianties, Wetenschap & Innovatie* (Alliances, Science & Innovation) department at Hartstichting

Relevant secondary positions: none

**Name: Ms. P. Eenhoorn**

Position: member

Appointed: 2018

Working as: head of Marketing and Communicatie, Faculty of Science, University of Amsterdam

Relevant secondary positions: none

# Results of Savings and Investments in Euros

	Actual 2015	Actual 2016	Actual 2017	Actual 2018	Actual 2019
Bond yields	87.725	85.542	80.284	56.065	67.646
Dividend	50.836	45.502	59.661	68.863	49.838
Gains on investments	163.670	256.948	279.334	-192.002	951.007
<b>Gross investment result</b>	<b>302.232</b>	<b>387.992</b>	<b>419.279</b>	<b>-67.074</b>	<b>1.068.491</b>
Investment costs	-44.012	-40.727	-47.521	-45.377	-54.131
<b>Net investment result</b>	<b>258.220</b>	<b>347.265</b>	<b>371.758</b>	<b>-112.451</b>	<b>1.014.360</b>
<b>Investment return</b>	3,4%	4,6%	4,8%	-1,5%	12,2%
<b>Average return 2015-2019 in %</b>	4,7%				
<b>Average return 2015-2019 in €</b>	375.831				
<b>Net result liquid assets</b>					
Bank overdraft interest	<b>7.744</b>	<b>7.584</b>	<b>2.732</b>	<b>2.744</b>	<b>649</b>

# Budget 2020 in 1000 Euros

Appendix 7

<b>Income</b>	
Income from individuals	9.111
Income from companies	50
Income from lottery organisations	900
Income from government subsidies	548
Income from other non-profit organisations	<u>9.890</u>
<b>Total income</b>	<b>20.499</b>
<b>Expenditure</b>	
<b>Expenditures for objectives</b>	<b>18.760</b>
<b>Income from fundraising</b>	
Own fundraising costs	2.479
<b>Management and administration</b>	
Management and administration costs	<u>688</u>
<b>Total expenditure</b>	<b>21.927</b>
<b>BALANCE OF FINANCIAL INCOME AND EXPENDITURE</b>	<b>-1.428</b>
<b>Balance of financial income and expenditure</b>	<b>463</b>
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-965</b>



# Relevant Key Figures of the Annual Report in Euros

	Actual 2018	Actual 2019
Income from individuals	8.779.309	9.248.126
Income from companies	43.524	112.931
Income from lottery organisations	925.000	900.000
Income from government subsidies	716.016	808.365
Income from other non-profit organisations	7.694.422	9.155.232
Total income	18.158.271	20.224.654
Expenditure for objectives	15.281.498	17.531.178
Own fundraising cost as % of income	11,9%	7,4%
Expenditures for objectives as % of total income	84,2%	86,7%
Expenditures for objectives as % of total expenditure	83,8%	90,1%
Management and administration costs as % of total expenditure	4,4%	2,1%
Number of FTEs	39,3	40,5

# Annual Accounts



# Contents

<b>Balance Sheet</b>	80
Statement of income and expenditure	81
Cashflow statement	82
Notes to the Annual Financial Report 2019	83
Accounting principles for the valuation of assets and liabilities	85
Accounting principles for the determination of the results	87
Notes on the balance sheet	89
Notes on the statement of income and expenditure	95
<b>Supplementary information</b>	101
<b>Annexes</b>	102
<b>Independent Account Auditor's Report</b>	104

# Balance after appropriation of balance of income and expenditure in euros

Assets		2019	2018
<i>Tangible fixed assets</i>	A	1.276.817	1.093.379
<i>Financial fixed assets</i>	B	0	314.487
<i>Receivables and accrued assets</i>	C	5.201.771	4.395.142
<i>Securities</i>	D	9.578.957	6.984.125
<i>Liquid assets</i>	E	<u>3.826.127</u>	<u>5.099.505</u>
		<u>18.606.855</u>	<u>16.478.773</u>
<b>Total</b>		<b><u>19.883.672</u></b>	<b><u>17.886.640</u></b>
<b>EQUITY AND LIABILITIES</b>			
<i>Reserves en funds</i>			
- Reserves	F		
Continuity reserve	F1	3.350.009	4.868.520
Appropriated reserves	F2	8.236.560	5.757.569
Other reserves	F3	<u>477.128</u>	<u>0</u>
		12.063.698	10.626.089
- Funds	G		
Designated fund(s)		<u>1.619.988</u>	<u>1.265.909</u>
		13.683.686	11.891.998
<i>Provisions</i>	H	1.601.760	1.717.148
<i>Short-term debt</i>	I	<u>4.598.225</u>	<u>4.277.494</u>
<b>Total</b>		<b><u>19.883.672</u></b>	<b><u>17.886.640</u></b>

# Statement of income and expenditure in euros

		Actual 2019	Budgeted 2019	Actual 2018
<b>INCOME</b>				
Income from individuals	J	9.248.126	8.209.620	8.779.309
Income from companies	K	112.931	5.000	43.524
Income from lottery organisations	L	900.000	900.000	925.000
Income from government subsidies	M	808.365	914.260	716.016
Income from other non-profit organisations	N	9.155.232	8.575.000	7.694.422
<b>Total income</b>		<b>20.224.654</b>	<b>18.603.880</b>	<b>18.158.271</b>
<b>EXPENDITURES</b>				
<b>Expenditures for objectives</b>				
Projects	O			
O1		13.240.406	11.033.826	9.819.493
Programmes	O2	2.737.355	2.924.604	3.555.933
Capacity building of private initiatives and project owners	O3	168.907	196.310	69.671
Information provision	O4	1.384.510	2.117.920	1.836.401
		<u>17.531.178</u>	<u>16.272.660</u>	<u>15.281.498</u>
<b>Fundraising costs</b>				
Own fundraising costs	P	1.503.303	2.646.451	2.153.139
<b>Management and administration costs</b>				
Management and administration costs	Q	413.494	768.946	793.373
<b>Total expenditures</b>		<b>19.447.975</b>	<b>19.688.057</b>	<b>18.228.010</b>
<b>Balance before financial income and expenditure</b>		<b>776.679</b>	<b>-1.084.177</b>	<b>-69.739</b>
<b>Balance of financial income and expenditure</b>	R	1.015.009	309.000	-109.706
<b>BALANCE OF INCOME AND EXPENDITURE</b>		<b>1.791.687</b>	<b>-775.177</b>	<b>-179.445</b>
<b>Statement of income and expenditure in euros</b>				
<b>Addition/withdrawal from:</b>				
Continuity reserve		-1.518.511		619.766
Appropriated reserves		2.478.991		2.221.883
Others reserves		477.128		-3.211.803
<b>Total reserves</b>		<b>1.437.608</b>		<b>-370.154</b>
<b>Total designated funds</b>		<b>354.079</b>		<b>190.709</b>
<b>BALANCE OF INCOME AND EXPENDITURE</b>		<b>1.791.687</b>	<b>-775.177</b>	<b>-179.445</b>

# Cashflow statement for 2019 in euros

	2019	2018
<b>Cashflow from operational activities</b>		
Balance of income and expenditures	1.791.687	-179.445
Adjusted for:		
- Depreciation on tangible fixed assets	90.800	316.698
- Change in value of financial fixed assets	0	0
- Change in value of securities	-951.007	192.002
- Change in provisions	-115.387	-319.574
- Interest and dividend income	-118.133	-127.672
<b>Gross cashflow from operational activities</b>	<b>697.961</b>	<b>-117.991</b>
Cash inflow/outflow:		
- Receivables and accrued assets	-806.628	-634.628
- Debts and deferred liabilities	320.732	-658.322
- Interest received	68.295	58.809
- Dividend received	49.838	68.863
<b>Net cashflow from operational activities</b>	<b>330.198</b>	<b>-1.283.269</b>
<b>Cashflow from investement activities</b>		
Investements in tangible fixed assets	-274.241	-6.648
Investements in financial fixed assets	314.487	0
Investements in securities	-3.006.078	-2.038.347
Divestment of securities	1.362.254	2.974.017
<b>Total</b>	<b>-1.603.577</b>	<b>929.022</b>
<b>Total cashflow</b>	<b>-1.273.378</b>	<b>-354.248</b>
Summarised as follows:		
Liquid assets end of financial year	3.826.127	5.099.505
Liquid assets start of financial year	5.099.505	5.453.753
<b>Changes in liquid assets</b>	<b>-1.273.378</b>	<b>-354.248</b>

# Notes to the Annual Financial Report 2019

## General

Wilde Ganzen Foundation/IKON, domiciled in 2019 at Heuvellaan in Hilversum, is a fundraising institution. Its main activities, besides fundraising, consist of assessing and funding development projects, providing support for private initiatives, providing co-funding for subsidy programmes, and providing information in that context.

The annual financial report was drafted in accordance with *Richtlijn 650 Fondsenwervende Instellingen* (guideline 650 for fundraising institutions).

The objective of the guideline is to provide insight into the costs of the organisation and the allocation of resources in relation to the objectives for which the funds were raised. This guideline is also one of the prerequisites for awarding the CBF seal. This is a seal awarded by the Centraal Bureau Fondsenwerving to fundraising institutions who comply with the requirements as set out in the *Reglement CBF-Keur* (CBF seal regulations). In 2001, Wilde Ganzen Foundation/IKON was awarded this seal and a reassessment in 2019 reinforced that Wilde Ganzen still complies with the established criteria.

## Continuity

These annual accounts have been drawn up in accordance with the continuity assumption.

## Reporting period

This annual financial report was created based on a reporting period of one year. The financial year coincides with the calendar year.

## Accounting principles for the valuation of assets and liabilities and the determination of the results

The accounting principles that are applied to the valuation of assets and liabilities and the determination of the results are based on historical costs.

Unless otherwise stated, assets and liabilities are calculated at nominal value.

An asset is included in the balance sheet when there is reasonable assurance that its future economic benefits will accrue to the enterprise and that these benefits can be reliably estimated. A liability is included in the balance sheet when there is reasonable assurance that its settlement will result in an outflow of resources embodying economic benefits and the amount of the obligation can be reliably estimated.

Income is included in the statement of income and expenditure when an increase in future economic benefit, related to an increase in an asset or a decrease in a liability, has arisen, the size of which can be reliably estimated. Expenses are processed when a decrease in future economic benefit, related to a decrease in an asset or an increase in a liability, has arisen, the size of which can be reliably estimated.

In this, subsidy obligations will require careful attention. These often relate to multi-year obligations. A subsidy obligation arises after the Board/management has made a decision in this regard and has made this known to the subsidy recipient, resulting in a legally enforceable or actual obligation. This obligation is recognised as a liability on the balance sheet and, at the same time, the expense is recognised in the statement of income and expenditure.

If a transaction leads to virtually all future economic benefits or virtually all economic risks concerning an asset or liability being transferred to a third party, the asset or liability will no longer be included in the balance sheet. Furthermore, assets and liabilities will no longer be included in the balance sheet from the moment that they do not comply with the conditions regarding probable future economic benefits and reliable determination of value.

The income and expenditure are calculated for the period to which they pertain.

The annual accounts are presented in euros, which is the functional currency of the organisation.

The drafting of the annual accounts requires management to make judgments, estimates and assumptions that affect the application of the principles and the reported value of assets, liabilities, income and expenditure. The actual results may vary from these estimates. The estimates and underlying assumptions are continually assessed. Revised estimates are included in the period in which the estimate is revised and in future periods in which the revision has implications. In the opinion of the management, the following are the valuation principles which require estimates and assumptions and which are most critical to reflect the financial position of the organisation: the valuation of bequests and provisions.

## Financial instruments

Financial instruments in the annual accounts comprise equities, bonds, and other investments, liabilities, financial resources, long-term debts, creditors, and other payables.

Financial instruments are processed at fair value at the first booking, in which the discount/premium and the directly attributable transaction costs are included.

The foundation does not use derivatives.

The principles for the valuation of these items after the first booking are included below, per item.

## Receivables

After the first booking at fair value, receivables are valued at amortised costs using the effective interest method, less write-downs. The amortised cost is equal to the nominal value if there are no transaction costs or discounts/premiums.

## Securities

After the initial booking, the foundation's investments in shares and bonds are valued at fair value. Changes in fair value are processed through the statement of income and expenditure.

Dividends are recognised in the statement of income and expenditure at the time that they are due.

## Long-term and short-term debts and other financial obligations

After the first booking, long-term and short-term debts and other financial obligations are valued at amortised costs using the effective interest method. The amortised cost is nearly equal to the nominal value if there are no transaction costs or discounts/premiums.

The long-term debts which come due in the next year are included under short-term debts.

# Accounting principles for the valuation of assets and liabilities

## Tangible fixed assets

The tangible fixed assets are valued at their acquisition price, less cumulative depreciation and write-downs.

The acquisition price consists of the purchase or manufacturing cost and other costs to install the assets in the state necessary for their intended use.

The depreciation is calculated as a percentage of the acquisition price according to the linear method based on the economic life span. Advance payments for tangible fixed assets are not depreciated.

Office buildings	2,5%
Inventory	20,0%
Other fixed assets	33,3%

The investment in the implementation of Salesforce is depreciated at 20.0%, not 33.3% and, therefore, equals the term of the license agreement.

Maintenance expenses are only capitalised if they extend the useful life of the asset.

Decommissioned assets are valued at book value or lower yield value.

## Write-downs

An evaluation is completed on each balance sheet date to determine whether there are indications that a fixed asset may be subject to a write-down. Should there be any such indications, then the realisable value of the asset is determined. The realisable value is the higher of the fair value or the value in use. When the realisable value of the individual asset cannot be estimated, then the realisable value of the cash flow generating unit to which the asset belongs is determined.

## Disposal fixed assets

Fixed assets available for sale will be valued at book value or lower yield value.

## Receivables and securities

The principles for the valuation of receivables and securities are described in the Financial Instruments section.

## Reserves

### Continuity reserve

A continuity reserve is created to cover risks in the short-term and to ensure that the fundraising institution can continue to meet its current and future obligations. At Wilde Ganzen, the continuity reserve consists of a reserve for ongoing organisational costs.

### Appropriated reserves

Spending restriction of the appropriated reserves: Operational management assets, projects, and individual contribution to programmes are determined by the Board. They are not obligations and the Board has the authorisation to remove these restrictions. The size of the appropriated reserves for bequests in progress equals the valuation of the bequests with rights of usufruct and cannot yet be spent.

### Other reserves

Other reserves relate to any reserves that remain after the aforementioned allocations.

## Funds

### *Designated funds*

Designated funds relate to resources acquired for specific objectives, as indicated by third parties.

## Provisions

### *General*

A provision is included in the balance sheet when it relates to:

- a legally enforceable or actual obligation which is the result of a past event;
- which can be reliably estimated; and
- the settlement of which is likely to result in an outflow of resources.

If (part of) the expenditure necessary to settle a provision is likely to be fully or partly reimbursed by a third party upon settlement of the provision, the reimbursement is presented as a separate asset. Provisions are valued at nominal value of the expenditure that is likely necessary to settle the provision and the losses.

## Long-term and short-term debts

The valuation of the long-term and short-term debts is described in the Financial Instruments section.

# Accounting principles for the determination of the result

## Income from individuals

This income is recognised in the year it is received.

## Income from bequests

Income from bequests, including those bequests that include a right of usufruct, are included in the year in which the size of the bequest can be reliably estimated.

## Income from companies

This income is recognised in the year it is received.

## Income from lottery organisations

This income is recognised in the year it is awarded.

## Income from government subsidies

The income from government subsidies is recognised at the time the subsidy is spent.

## Income from other non-profit organisations

The processing of income from other non-profit organisations is recognised in the year it is received.

## Expenditures on objectives and project obligations

The full term of the project obligations in the context of the objectives are recognised as expenditures in the year in which the project decision is made and when the promised action and allocation of the WG premium lead to obligations.

The other expenditures are included as expenditures in the year in which the accomplishment is provided to Wilde Ganzen.

## Fundraising costs

The fundraising costs include all costs incurred to achieve the total income from fundraising, consisting of the direct fundraising costs and our implementation costs that are related to fundraising.

## Wages and salaries

On the basis of the employment conditions, wages, salaries, and social security costs are processed in the statement of income and expenditure insofar they are payable to employees

## Balance of financial income and expenditure

The realised and unrealised gains on investments are included in the statement of income and expenditure in the financial year to which they pertain. Dividends are recognised in the financial year in which they become payable. The income from interest is recognised in the financial year to which it pertains. Costs related to investing are deducted from the income from interest and the income from investments

## Cost allocation

Costs are allocated per activity *i.* expenditure on the different sectors, *ii.* (subsidy) programmes, *iii.* capacity building and information provision, *iv.* fundraising costs, and *v.* expenditures for management and administration, on the basis of the following standards:

- costs that can be attributed directly are directly allocated;
- costs that cannot be directly attributed are allocated on the basis of an estimate of the full-time equivalents (FTEs) in gross wage costs that employees spent on an activity.

The percentages of the costs that are not directly attributable can be divided as follows:

	2019	2018
Personnel costs	72,8%	74,2%
Accommodation costs	0,5%	0,6%
Office and general costs	24,1%	16,6%
Depreciation and interest	2,6%	8,6%

## Pensions

Wilde Ganzen Foundation/IKON has a pension regulation which is classified as a defined pension scheme. The pension scheme is managed by Pensioenfonds Zorg en Welzijn (PFZW). It relates to an industrial pension fund and Wilde Ganzen Foundation/IKON has no obligation to pay additional contributions in the event of a shortfall in the industrial pension fund, other than the effect of higher future contributions.

The principle is that the pension costs for the period under review equal the pension contributions owed to the pension fund over that period. An obligation is included for the owed contributions that have yet to be paid on the balance sheet date. If the paid pension contributions surpass the contributions owed on the balance sheet date, a prepayment item will be included to the extent this will be reimbursed by the pension fund or credited to future pension contributions.

In relation to other pension commitments, the annual contribution is recognised as expenditure. Premiums due at year-end are included on the balance sheet as obligations.

## Leasing principles

### *Leasing*

The organisation can conclude financial and operational leases. Leases in which a significant portion of the risks and rewards of ownership are retained by the lessee are classified as financial leases. All other leases are classified as operational leases. In the classification of a lease, the economic reality of the transaction rather than the legal form is decisive.

### *Operational leases*

The foundation has entered into an operational lease wherein the lease objects are three copiers, which are not capitalised. Lease payments in relation to the operational lease are recognised linearly in the statement of income and expenditure throughout the term of the lease.

## Accounting principles for the cashflow statement

### Presentation

The cashflow statement is drafted using the indirect method and distinguishes between the cashflows for operating, investing, and financing activities.

## Accounting principles for fair value

### *Determination of fair value*

The fair value of a financial instrument is the amount for which an asset can be traded or a liability can be settled between knowledgeable, willing, and independent parties.

- The fair value of publicly-traded financial instruments is based on bid prices.
- The fair value of non-publicly-traded financial instruments is determined by discounting the expected future cash flows at a discount rate that is equal to the current risk-free market interest for the remaining term, plus credit and liquidity surcharges.

# Notes on the balance sheet

## A. Tangible fixed assets in euros

The progression of the tangible fixed assets can be viewed as follows:

	Building	Inventories	Hardware/ Software	Total 2019	Total 2018
<b>Acquisition value</b>					
Balance on 1 January	1.607.508	32.631	366.366	2.006.506	2.178.095
Investments	150.212	87.087	36.942	274.241	6.648
Divestments		-23.014	-12.952	-35.966	-178.237
<b>Balance on 31 December</b>	<b>1.757.720</b>	<b>96.704</b>	<b>390.356</b>	<b>2.244.781</b>	<b>2.006.506</b>
<b>Depreciation</b>					
Balance on 1 January	657.508	19.642	235.980	913.128	774.666
Divestments		-18.179	-12.001	-30.180	-178.237
Depreciation		4.789	80.227	85.016	160.531
Downward revaluation				0	156.169
<b>Balance on 31 December</b>	<b>657.508</b>	<b>6.251</b>	<b>304.206</b>	<b>967.964</b>	<b>913.128</b>
<b>Book value on 31 December</b>	<b>1.100.212</b>	<b>90.453</b>	<b>86.150</b>	<b>1.276.817</b>	<b>1.093.379</b>

The current value of the business premises and sites in Hilversum is determined on the basis of the agreed realisable value. The investments relate to the investments in the infrastructure of the rented premises in Amersfoort. The tangible fixed assets are retained for the purpose of carrying out the operations.

## B. Financial fixed assets in euros

	2019	2018
<b>Participating interests and shareholdings</b>		
Participating interests Cooperative ICCO U.A.	0	250.000
Shareholding Fonds Agri Business Booster	0	64.487
<b>Balance on 31 December</b>	<b>0</b>	<b>314.487</b>

### Participating interests Cooperative ICCO U.A.

This relates to the capital contribution to the cooperative PerspActive, in which Wilde Ganzen participates together with Edukans, ICCO, Woord & Daad, Red een Kind, Tear, Leger des Heils, Lepra Zending, Light for the World, and Dorcas. At the end of 2019 Wilde Ganzen will no longer be part of this cooperative. The investment capital of €250,000 is included under receivables and accrued assets.

### Shareholding Fonds Agri Business Booster

This is a fund in which ICCO, Woord en Daad, en Wilde Ganzen participate. It aims to improve the production skills of entrepreneurs in the small-scale agricultural cottage industry, allowing them to grow their output. At the end of 2019, the participation in this fund was fully transferred.

	2019	2018
Balance on 1 January	64.487	64.487
Downward revaluation as a result of the transfer of the participation	-64.487	0
<b>Balance on 31 December</b>	<b>0</b>	<b>64.487</b>

C. Receivables and accrued assets in euros	2019	2018
Bequests	3.685.534	3.082.534
Interests on securities	43.860	32.352
Other subsidies to be received	119.941	251.799
Dutch Postcode Lottery	900.000	900.000
Programme receivables	44.401	0
Other receivables	408.035	128.457
<b>Balance on 31 December</b>	<b>5.201.771</b>	<b>4.395.142</b>

Bequests, including bequests that include a right of usufruct, are included as receivables in the year in which the size of the bequest can be reliably estimated. Preliminary disbursements of bequests, in the form of advances, will be deducted from this receivable in the financial year in which they were received. The receipt of these receivables can be spread across multiple years.

The item for subsidies relates to the balance which is yet to be received. It includes €68,988 in relation to the EU Mozambique programme and €50,953 in relation to the strategic partnership.

The item for programme receivables relates to balance which is yet to be received from collaboration partners in the context of the Change the Game programme.

The receivables excluding the bequests have a term of less than one year.

The receivables are retained for immediate use in the context of the objectives.

D. Securities in euros	2019		2018	
The securities are retained for investment				
Equities	3.443.886	36,1%	3.159.535	45,3%
Bonds	6.135.071	64,0%	3.824.590	54,8%
<b>Balance on 31 December</b>	<b>9.578.957</b>	<b>100%</b>	<b>6.984.125</b>	<b>100%</b>

Both equities and bonds are valued at market value.

Wilde Ganzen's assets are managed in a low-risk manner.

	Equities	Bonds	Total
Balance on 1 Januari	3.159.535	3.824.590	6.984.125
Purchases	401.653	2.604.425	3.006.078
Sale/Redemptions	-988.823	-373.431	-1.362.254
Gains on investments	871.521	79.487	951.008
<b>Balance on 31 December</b>	<b>3.443.886</b>	<b>6.135.071</b>	<b>9.578.957</b>

The return (after deducting the investment costs) of the investment portfolio over 2019 is -12.2% (this was 1.5% in 2018) and consists of the following components:

	Dividend/ coupons/ interest	Gains on investments	Costs investments	Total 2019
Equities	49.839	871.521		921.360
Bonds	67.646	79.487		147.133
Investment costs			54.131	54.131
<b>Total net yield 2019</b>	<b>117.485</b>	<b>951.008</b>	<b>54.131</b>	<b>1.122.624</b>

E. Liquid assets in euros	2019	2018
Bank accounts	3.825.922	5.099.383
Cash	205	122
<b>Balance on 31 December</b>	<b>3.826.127</b>	<b>5.099.505</b>

All liquid assets can be withdrawn on demand and are retained for immediate use in the context of the objective. The decline in the liquid assets is mainly a result of the reduction of the project obligations and an increase in the receivables from bequests and subsidies.

<b>F. Reserves in euros</b>	<b>2019</b>	<b>2018</b>
F1 Continuity reserve	3.350.009	4.868.520
F2 Appropriated reserves	8.236.560	5.757.569
F3 Other reserves	477.128	0
<b>Balance on 31 December</b>	<b>12.063.698</b>	<b>10.626.089</b>

The changes to the reserves can be viewed as follows:

	<b>Continuity reserve</b>	<b>Appropriated reserves</b>	<b>Other reserve</b>	<b>Total 2019</b>	<b>Total 2018</b>
Balance on 1 Januari	4.868.520	5.757.569	0	10.626.089	10.996.243
Changes: addition/withdrawal from reserves	-1.518.511	2.478.991	477.128	1.437.608	-370.154
<b>Balance on 31 December</b>	<b>3.350.009</b>	<b>8.236.560</b>	<b>477.128</b>	<b>12.063.698</b>	<b>10.626.089</b>

<b>F1 Continuity reserve</b>	<b>2019</b>	<b>2018</b>
Balance on 1 January	4.868.520	4.248.754
Addition/withdrawal through the appropriated balance	-1.518.511	619.766
<b>Balance on 31 December</b>	<b>3.350.009</b>	<b>4.868.520</b>

The continuity reserve has been created to guarantee continuity in the event of strongly disappointing turnover or unexpected expenses. The scope of the continuity reserve is based on 0.75 times the annual costs of the work organisation. The established continuity reserve is a maximum of €3,350,009 on 31 December 2019.

The standard for the maximum size of the continuity reserve according the Financial Management guidelines published by Goede Doelen Nederland is 1.5x the annual costs of the organisation. The costs of the organisation consist of:

Personnel costs, housing costs, office and general costs, and depreciation are fully included, including the proportion allocated to the objectives. Contributions and subsidies received, levies, purchases and acquisitions, subcontracted work, and communication costs are fully included, with the exception of the proportion allocated to the objectives.

<b>F2 Appropriated reserves</b>	<b>Operational management assets</b>	<b>Projects</b>	<b>Our own contribution to programmes</b>	<b>Bequest in progress</b>	<b>Total 2019</b>	<b>Total 2018</b>
Balance on 1 January	1.093.379	3.150.000	1.454.447	59.740	5.757.569	3.535.686
Changes/movements: - from appropriated balance	183.438	925.862	1.369.691	0	2.478.991	2.221.883
<b>Balance on 31 December</b>	<b>1.276.816</b>	<b>4.075.862</b>	<b>2.824.138</b>	<b>59.740</b>	<b>8.236.560</b>	<b>5.757.569</b>

There is no obligation in relation to the above appropriated reserves. The spending restriction of the appropriated reserves is determined by the Board of the foundation.

Part of the capital is fixed in assets which are used for the operational management. The amount equals the book value of the office inventory, computers, and the premises.

Additionally, the appropriated reserves include a Projects reserve and an Own Contribution to Programmes reserve. If the income from fundraising is not sufficient to cover the premiums for the projects or the own contribution to programmes, respectively, then these reserves will be used. The position has been set at 50% of the budgeted income for 2020 less the continuity reserve already formed. This represents an amount of €6.9 million. This is divided between the projects reserve and the own contribution to programmes reserve on the basis of the expenditure in the budget for 2020.

The reserve for bequests in progress is created to handle the processing and valuation of bequests with a right of usufruct. The scope of this reserve equals the value of the particular bequests.

<b>F3 Other reserves</b>	<b>2019</b>	<b>2018</b>
Balance on 1 January	0	3.211.803
Changes/movements:		
- from appropriated balance	477.128	
- withdrawal from appropriated balance		-3.211.803
<b>Balance on 31 December</b>	<b>477.128</b>	<b>0</b>

This reserve was created as a result of the positive development of the result in 2019 and is primarily intended for expenditure within the objective in 2020

<b>G. Funds in euros</b>	<b>2019</b>	<b>2018</b>
Balance on 1 January	1.265.909	1.075.200
Changes/movements:		
- addition to designated funds	1.302.878	1.515.369
- withdrawal from designated funds	-948.799	-1.324.660
<b>Balance on 31 December</b>	<b>1.619.988</b>	<b>1.265.909</b>

Designated funds relate to resources acquired for specific project objectives that have yet to be defined on the balance sheet date. An overview of the designated funds is included in the appendices. Gifts and projects relates to contributions and expenditures that are recognised in the statement of income and expenditure and which are allocated to the designated funds. The withdrawals from other reserves are in accordance with the agreements with third parties. On the basis of the agreements with third parties, they are given the right to indicate the purpose for these resources.

<b>H. Provision for projects in euros</b>	<b>2019</b>	<b>2018</b>
Balance on 1 January	1.717.148	2.036.722
Changes/movements:		
- Addition	4.059.841	2.813.374
- Withdrawals	-4.175.229	-3.132.948
<b>Balance on 31 December</b>	<b>1.601.760</b>	<b>1.717.148</b>

The provision for projects is formed on the basis of commitments on the balance sheet date in the form of premiums and specific contributions to the collaboration partners. Wilde Ganzen is determined to honour this obligation regardless of whether there is sufficient income in the coming financial years. A payment is released subject to individual assessment on the basis of a separate resolution. The provision for projects is valued at the best estimate of the amount necessary to settle the obligation on the balance sheet date.

<b>I. Short-term debts in euros</b>	<b>2019</b>	<b>2018</b>
Project obligations	3.232.166	2.252.864
Programme obligations	652.304	1.072.861
Debts and deferred liabilities	713.754	951.769
<b>Balance on 31 December</b>	<b>4.598.225</b>	<b>4.277.494</b>

Amounts awarded to projects, but which were not paid in the financial year, were included as obligations. Commuted obligations are deducted in the year in which the commitment is commuted.

The programme obligations consist of the balance of amounts due to collaboration partners in the context of the Change the Game programme (€347,686) and the Frame, Voice, Report! programme (€304,618).

Debts and deferred liabilities consist of:

	<b>2019</b>	<b>2018</b>
Holidays and holiday allowance	181.315	162.932
Payroll tax due	176.309	168.162
Pension contributions	36.183	8.311
Creditors	165.125	477.858
Other	154.822	134.506
<b>Balance on 31 December</b>	<b>713.754</b>	<b>951.769</b>

## Financial instruments

### General

The organisation uses a range of financial instruments that exposes the organisation to credit and liquidity risks. To manage these risks, the organisation has put in place a policy including a system of limits and procedures to manage the risks of unpredictable negative developments in the financial markets and consequently the financial performance of the organisation. The organisation does not use derivative financial instruments to manage the risks.

### Credit risk

The credit risk of the receivables consisting of bequests, subsidies, interest, and other receivables is almost zero. The receivables from bequests are based on the formal documents submitted by the notaries, the receivables from subsidy programmes are based on agreements that follow from current programmes, and the interest relates to the interest over the fourth quarter of 2019.

### Liquidity risk

Wilde Ganzen has sufficient liquid assets available, a portion of which is invested in securities. To date, no claim has been made on the portfolio of securities.

### Fair value

The fair value of the financial instruments included in the balance sheet under cash, short-term receivables, and short-term debts is very similar to the book value.

## Assets and obligations not apparent in the balance sheet

### Important financial entitlements

#### *Bequests with use of usufruct*

Bequests with use of usufruct are processed in the financial year in which the value can be reliably estimated. The value of the financial effect of the benefits cannot be estimated in eight cases with the use of usufruct.

#### *Subsidies*

As coordinator for the Strategic Partnership collaboration, ICCO has, on behalf of the Ministry of Foreign Affairs, awarded Wilde Ganzen Foundation a subsidy for the period 2016-2020. Wilde Ganzen's share of the total subsidy amount for the remaining term is €152,187 at most.

As coordinator of the Frame, Voice, Report! collaboration, CISU has, on behalf of the European Union, awarded Wilde Ganzen Foundation a subsidy for the period from 1 December 2017 to 30 November 2020. Wilde Ganzen's share of the total subsidy amount for the remaining term is €290,178 at most.

#### *Dutch Postcode Lottery*

Wilde Ganzen Foundation has signed a multi-year agreement with Nationale Postcode Loterij (Dutch Postcode Lottery) for an annual payment until the end of 2024.

### Important financial obligations

#### *Lease obligations*

The foundation has signed a lease for the premises in Amersfoort. The lease obligation is €156,165 per year. The contract ends in June 2026. A bank guarantee of €39,041 has been issued for this lease.

The foundation has signed a lease for two copiers. The lease obligation is €10,340 per year. The contract ends in January 2026.

# Notes on the statement of income and expenditure

## J. Income from individuals in euros

	Result 2019	Budgeted 2019	Result 2018
Donations and gifts	5.103.209	5.409.620	4.820.951
Bequests	4.144.917	2.800.000	3.958.358
	<b>9.248.126</b>	<b>8.209.620</b>	<b>8.779.309</b>

## K. Income from companies in euros

	Result 2019	Budgeted 2019	Result 2018
Income from companies	<b>112.931</b>	<b>5.000</b>	<b>43.524</b>

## L. Income from lottery organisations in euros

	2019	2019	2018
Income from the Dutch National Lottery	<b>900.000</b>	<b>900.000</b>	<b>925.000</b>

## M. Subsidies from government bodies in euros

	Result 2019	Budgeted 2019	Result 2018
Income in the context of EU subsidy Young Africa Mozambique		0	0
Income in the context of EU subsidy Frame, Voice, Report!	615.492	603.000	445.611
Income in the context of subsidy Strategic Partnership	192.873	186.260	270.405
Income from other subsidy providers	0	125.000	0
	<b>808.365</b>	<b>914.260</b>	<b>716.016</b>

## N. Income from other non-profit organisations in euros

	Result 2019	Budgeted 2019	Result 2018
Income from other non-profit organisations	7.098.076	6.300.000	5.616.547
Income from capital funds	2.057.156	2.275.000	2.077.875
	<b>9.155.232</b>	<b>8.575.000</b>	<b>7.694.422</b>

<b>O. Expenditures for objectives</b> in euros	<b>Result</b>	<b>Budgeted</b>	<b>Result</b>
	<b>2019</b>	<b>2019</b>	<b>2018</b>
<b>O1 Expenditures for projects in the sectors</b>			
1. Education and training	6.246.728	4.876.607	4.339.908
2. Health	1.725.492	2.157.175	1.919.766
3. Water and sanitation	1.583.923	1.320.571	1.175.235
4. Care and welfare	1.436.367	1.102.610	981.262
5. Job opportunities and income	748.183	792.204	705.018
6. Food security	640.962	407.014	362.220
7. Other	858.752	377.645	336.084
	<b>13.240.406</b>	<b>11.033.826</b>	<b>9.819.493</b>
<b>O2 Expenditures for programmes</b>			
Programme Change the Game	1.896.584	1.985.350	2.876.648
Programme EU Mozambique	0	0	0
Programme EU Frame Voice Report	840.771	939.254	679.285
	<b>2.737.355</b>	<b>2.924.604</b>	<b>3.555.933</b>
<b>O3 Capacity building Private Initiative and Project Owners</b>	168.907	196.310	69.671
<b>O4 Information provision</b>	1.384.510	2.117.920	1.836.401
<b>Total objectives expenditure</b>	<b>17.531.178</b>	<b>16.272.660</b>	<b>15.281.498</b>

Local partner organisations provide the projects to Wilde Ganzen together with the Private Development Initiatives. They decide for themselves, for which sector, target group, and theme the project is intended based on the needs of the community. Although project spending is demand-driven, Wilde Ganzen uses a guiding framework to see whether the projects contribute to the shared vision of empowering people.

The increase in expenditure on programmes in the year under review was mainly due to the fact that the average amount per project increased compared to 2018.

### Expenditure rate

Below is an outline in percentage terms of the relationship between the total expenditure on the objective(s) and the total income for the past three years:

	<b>Result</b>	<b>Budgeted</b>	<b>Result</b>
	<b>2019</b>	<b>2019</b>	<b>2018</b>
Total expenditure	17.531.178	16.272.660	15.281.498
Total income	20.224.654	18.603.880	18.158.271
<b>Expenditure as percentage of income</b>	<b>86,7%</b>	<b>87,5%</b>	<b>84,2%</b>
Total expenditure	17.531.178	16.272.660	15.281.498
Total expenditures	19.447.975	19.688.057	18.228.010
<b>Expenditure as percentage of liabilities</b>	<b>90,1%</b>	<b>82,7%</b>	<b>83,8%</b>

**P. Fundraising costs** in euro

	2019	2019	2018
Operational costs of own organisation	482.410	961.185	598.627
Direct marketing costs	1.568.926	2.850.000	2.609.952
Website	152.437	131.565	139.023
Publicity costs	10.403	17.000	82.042
Advertising costs	0	0	20.845
Recording costs IKON	103.918	102.000	98.554
Other	166.786	195.500	137.931
Costs allocated to the information provision objective	-981.578	-1.610.799	-1.533.835
	<b>1.503.303</b>	<b>2.646.451</b>	<b>2.153.139</b>

The lower costs for direct marketing are due to fewer donors being recruited through face-to-face fundraising. Publicity costs were higher in 2018 due to a fundraising campaign.

**Fundraising cost rate**

Below is an outline in percentage terms of the relationship between the expenditure on fundraising and the total income for the past three years:

	Result 2019	Budgeted 2019	Result 2018
Total income	20.224.654	18.603.880	18.158.271
Fundraising costs	1.503.303	2.646.451	2.153.139
<b>Fundraising cost rate</b>	<b>7,4%</b>	<b>14,2%</b>	<b>11,9%</b>

**Q. Management and administration costs** in euros

	Result 2019	Budgeted 2019	Result 2018
Management and administration costs	<b>413.494</b>	<b>768.946</b>	<b>793.373</b>
Management and administration costs as % of total expenditure	<b>2,1%</b>	<b>3,9%</b>	<b>4,4%</b>

The management and administration costs are determined by estimating the time spent by individual employees on three main areas: work completed in aid of the objective, fundraising, or management and administration. The costs are proportionally allocated to the different implementation costs and are linked to the wages of the employees. In 2019, this estimate was re-examined on the basis of the *Aanbeveling Toerekening Kosten Beheer & Administratie* (management and administration cost allocation recommendation), with a specific focus on the tasks to which the employees are assigned. The costs of management and administration have been lower because more time was spent on the objective due to increased project expenditure and the growth of the Change the Game Academy.

**R. Balance of financial income and expenditure** in euros

	Result 2019	Budgeted 2019	Result 2018
<b>Income from interest and income from investments</b>			
Dividend	49.838	50.000	68.863
Interest	68.295	54.000	58.809
Gains on investments	951.007	250.000	-192.002
	<b>1.069.140</b>	<b>354.000</b>	<b>-64.330</b>
<b>Investment expenses</b>			
Banking charge effects	<b>54.131</b>	<b>45.000</b>	<b>45.377</b>
	<b>1.015.009</b>	<b>309.000</b>	<b>-109.706</b>

A positive investment result was achieved in 2019, offsetting the negative result in 2018.

## S. Notes on the appropriated balance in euros

		Result 2019	Budgeted 2019	Result 2018
<b>Continuity reserve (1)</b>	F1			
Addition/withdrawal from continuity reserve		-1.518.511		619.766
<b>Appropriated reserves (2)</b>	F2			
Addition/withdrawal from Operational Management Assets appropriated reserve		183.438		-310.049
Addition/withdrawal from Projects appropriated reserve		925.862		1.571.305
Addition/withdrawal from Contribution to Programmes appropriated reserves		1.369.691		954.447
Addition/withdrawal from bequests in progress appropriated reserves		0		6.180
		<u>2.478.991</u>		<u>2.221.883</u>
<b>Other reserves (3)</b>	F3			
Addition/withdrawal from other reserves		477.128		-3.211.803
<b>Total addition/withdrawal from reserves (1) t/m (3)</b>	F	<b>1.437.608</b>		<b>-370.154</b>
<b>Designated funds (4)</b>				
Addition/withdrawal from designated funds		354.079		190.709
<b>Total appropriated balance (1) t/m (4)</b>		<u>1.791.687</u>	<u>-775.177</u>	<u>-179.445</u>

## T. Notes for expenditure distribution in euros

Summary of the specification and distribution of costs over 2019 by allocation.

Allocation	Expenditure on projects	Expenditure on programmes	Capacity building PI and PE	Information provision	Subtotal objectives expenditure	Fundraising costs	Management and administration costs	Total 2019
<b>Expenses</b>								
Subsidies and contributions provided	11.314.610	2.339.211	144.340	1.183.135	14.981.296	0	0	14.981.296
Communication costs	0	0	0	0	0	1.020.892	0	1.020.892
Personnel costs	1.401.639	289.778	17.881	146.565	1.855.863	351.109	300.951	2.507.922
Accommodation costs	9.217	1.906	118	964	12.204	2.309	1.979	16.492
Office and general costs	464.194	95.969	5.922	48.539	614.623	116.280	99.669	830.572
Write-down costs	50.747	10.492	647	5.306	67.192	12.712	10.896	90.800
<b>Total</b>	<b>13.240.406</b>	<b>2.737.355</b>	<b>168.907</b>	<b>1.384.510</b>	<b>17.531.178</b>	<b>1.503.302</b>	<b>413.494</b>	<b>19.447.974</b>

Notes on the expenditure model is included in the Appendix

## Notes on the operational costs in the expenditure model in euros

	Result 2019	Budgeted 2019	Result 2018
<b>Personnel costs</b>			
Wages and salaries	2.247.635	2.354.500	2.079.417
Employee insurance	359.603	376.720	330.830
Pension insurance	226.328	282.540	213.301
Sickness benefit received	-37.230	-24.000	-52.419
Other personnel costs	370.404	244.200	674.551
Costs of expenditures on objectives	-658.819	-533.000	-508.186
	<b>2.507.922</b>	<b>2.700.960</b>	<b>2.737.494</b>
<b>Accommodation costs</b>			
Maintenance charges	8.627	5.750	6.934
Other accommodation costs	7.865	41.000	15.939
	<b>16.492</b>	<b>46.750</b>	<b>22.873</b>
<b>Office and general costs</b>			
General meetings	11.113	16.000	23.442
Office charges	75.351	88.900	83.218
Corporate communications	340.699	374.000	19.068
Automatipm	227.039	220.000	198.289
Other general costs	357.291	425.525	298.667
Costs of expenditures on objectives	-180.921	-189.402	-11.349
	<b>830.572</b>	<b>935.024</b>	<b>611.335</b>
<b>Write-down costs</b>			
Depreciation	90.800	162.000	316.698
<b>Total operational costs</b>	<b>3.445.786</b>	<b>3.844.734</b>	<b>3.688.400</b>

Other personnel costs were lower than in 2018 as less people were hired. One of the objectives in 2019 was to increase brand awareness. In order to achieve this, more emphasis has been placed on corporate communications.

### Staff

The average number of employees was as follows:

	2019	2018
Number of FTEs	40,5	39,3

### Remuneration of management in euros

	2019	2018	2018
<b>Name</b>	C. de Jong	C. de Jong	J. van Ments
<b>Position</b>	Director	Director	Interim Director
<b>Employment contract</b>			
Type (term)	contract	permanent	contract
Hours (FTE)	36	36	36
Part-time percentage	94%	94%	89%
Term	1/1-31/12	20/8 – 31/12	1/1-31/7
<b>Remuneration</b>			
<b>Annual income</b>			
Gross salary/salary	86.080	29.680	118.728
Holiday allowance	5.244		
Year-end benefit	7.145	2.473	
Other income components			
<b>Total annual income</b>	<b>98.469</b>	<b>32.153</b>	<b>118.728</b>
Taxable allowances/levies			
Pension premium employer contribution	12.355	4.264	
Pension compensation			
Other future emoluments			
	<b>110.824</b>	<b>36.417</b>	<b>118.728</b>
<b>Total remuneration</b>	<b>110.824</b>	<b>36.417</b>	<b>118.728</b>

In 2018, an interim director was appointed for seven months in connection with a vacancy. The total remuneration paid, including VAT, is in line with the market and complies with the conditions for the employment of an interim director as set out in the *Regeling beloning directeuren van goededoelenorganisaties* (remuneration of directors of charity organisations regulation) published by Goede Doelen Nederland.

The total remuneration of the individual members of the management remains within the maximum of €121,708 (as of 1 July 2019 on the basis of a full-time employment contract and a fixed BSD score of 430 points), in accordance with the *Regeling beloning directeuren van goededoelenorganisaties* (remuneration of directors of charity organisations regulation) published by Goede Doelen Nederland. The annual income, the taxed allowances/levies, pension costs, pension compensation, and other future benefits combined also remains within the limit of €194,000 per year, as specified in the regulation.

We refer you to the annual report for an explanation of the policy and the starting points for the remuneration of the management.

No amount has been granted to the Director in loans, advances, or guarantees.

### Remuneration of Supervisory Board

The Supervisory Board does not receive remuneration for its activities.

### Signature

Amersfoort, 25-5-2020  
**Management:**

C. de Jong

### Supervisory Board:

H.J.E. Bruins Slot

R. Vermaas

A.T. van der Wal

J.L. Sebel

M.C.M. Senten

P.R. Eenhoorn

# Supplementary information

## **Post balance sheet events of branch offices**

The premises on Heuvellaan in Hilversum was sold. The current value of the business premises and the sites on the balance sheet date is determined on the basis of the agreed realisable value. The property was handed over to the civil-law notary on 1 February 2020. As of 2020, the foundation will be located in a rented building at Piet Mondriaanlaan 14 in Amersfoort.

The measures taken in the fight against the coronavirus have an impact on Dutch society as a whole. Wilde Ganzen Foundation is also affected by this. The measures may have a negative effect on the budgeted result for the financial year 2020. However, the extent of the effect cannot be estimated at this stage. The internal capital and the liquidity position are healthy enough to accommodate this, so the consequences will have no impact on the financial statements for 2019 and the continuity of the Wilde Ganzen Foundation.

## **Branch offices**

The organisation does not have branch offices.

# Annexes

## Appendix: Notes on the expenditure model in euros

### Specification and distribution of costs by allocation

Expenditures	Expenditures for projects in the sectors						
	1. Education and training	2. Health	3. Water and sanitation	4. Care and welfare	5. Job opportunities and income	6 Food security	7. Other
<b>Expenses</b>							
Subsidies and contributions	5.338.151	1.474.522	1.353.544	1.227.450	639.361	547.735	733.847
Communication							
Personnel costs	661.283	182.662	167.675	152.055	79.203	67.853	90.909
Accommodation costs	4.349	1.201	1.103	1.000	521	446	598
Office and general costs	219.003	60.494	55.531	50.357	26.230	22.471	30.107
Depreciation and interest	23.942	6.613	6.071	5.505	2.868	2.457	3.291
<b>Total</b>	<b>6.246.728</b>	<b>1.725.492</b>	<b>1.583.923</b>	<b>1.436.367</b>	<b>748.183</b>	<b>640.962</b>	<b>858.752</b>

Expenditure (continued)	Subtotal expenditures for projects (i)	Programme Change the Game	Programme Frame Voice Report	Subtotal expenditures for subsidy programmes (ii)	Capacity building PI and PE (iii)	Information provision (iv)	Subtotal expenditures for objectives (i) - (ii) = a
<b>Expenses</b>							
Subsidies and contributions	11.314.610	1.620.729	718.482	2.339.211	144.340	1.183.135	14.981.296
Communication				0			
Personnel costs	1.401.639	200.774	89.005	289.778	17.881	146.565	1.855.863
Accommodation costs	9.217	1.320	585	1.906	118	964	12.204
Office and general costs	464.194	66.492	29.476	95.969	5.922	48.539	614.623
Depreciation and interest	50.747	7.269	3.222	10.492	647	5.306	67.192
<b>Total</b>	<b>13.240.406</b>	<b>1.896.584</b>	<b>840.771</b>	<b>2.737.355</b>	<b>168.907</b>	<b>1.384.510</b>	<b>17.531.178</b>

Expenditure (continued)	Subtotal expenditures for objectives (a)	Fundraising costs (b)	Management and administration costs (c)	Total 2019 (a) - (c)	Budgeted 2019	Total 2018
<b>Expenses</b>						
Subsidies and contributions	14.981.296			14.981.296	14.158.057	12.985.098
Communication		1.020.892		1.020.892	1.685.266	1.554.512
Personnel costs	1.855.863	351.109	300.951	2.507.922	2.700.960	2.737.494
Accommodation costs	12.204	2.309	1.979	16.492	46.750	22.873
Office and general costs	614.623	116.280	99.669	830.572	935.024	611.335
Depreciation and interest	67.192	12.712	10.896	90.800	162.000	316.698
<b>Total</b>	<b>17.531.178</b>	<b>1.503.303</b>	<b>413.494</b>	<b>19.447.975</b>	<b>19.688.057</b>	<b>18.228.010</b>

Appendix: Overview of designated funds in 2019 in euros

Name	Starting Balance	Giften	Projects	Final Balance
	(a)	(b)	(c)	(a to c)
Apodophoria Fonds	0	4.000	-4.000	0
B.J. Kuikfonds	39.018	0	0	39.018
CNS Sportfonds	18.319	0	-11.506	6.813
De Tantes	313	10.000	-10.000	313
Familiefonds Kool	83.042	1.800	-4.260	80.582
FEMI-fonds	38.137	0	0	38.137
Fonds Beroepsonderwijs West-Afrika	0	50.000	-11.750	38.250
Fonds Kinderen	7.764	5.191	0	12.955
Fonds Project van de Week	17.170	16.466	0	33.635
Gerritdina Educatie Fonds	0	10.000	-10.000	0
Heijmerink Reith Fonds	0	43.377	-36.461	6.916
Honaert Fonds	20.002	21.244	-41.145	101
Mathieu Beurskens - Idai Fonds	0	39.494	2.276	41.770
MRC Holland	0	0	1.002	1.002
Onderwijs en gezondheid Lesotho	0	0	244.948	244.948
Retera van het Hof	11.019	150.000	-150.000	11.019
SAS Fonds	1.000	0	0	1.000
Sectorfonds Drinkwater en sanitatie	286.894	3.885	79.439	370.218
Sectorfonds Gezondheid (curatief en preventief)	263.146	310	-26.516	236.940
Sectorfonds Landbouw, veeteelt, bosbouw, visserij	58.300	694	-16.532	42.462
Sectorfonds Onderwijs en training	68.054	3.175	-64.660	6.569
Sectorfonds Werk en inkomen	1.968	0	2.616	4.585
Sectorfonds Zorg en welzijn	-417	7.202	28.442	35.227
Stichting BEA Rotterdam	4.540	4.540	-9.080	0
Stichting RAM van Schalkwijk	40.000	40.000	-74.275	5.726
Stichting Virtutis Opus	18.393	205.507	-205.507	18.393
Stichting Weeshuis te Nijkerk	19.895	27.734	-44.416	3.213
Subsidies en programma's	0	88.260	1.000	89.260
Temminck Groll Fonds	10.107	10.000	-10.487	9.620
Anonieme fondsen	259.247	560.000	-577.928	241.319
<b>Total</b>	<b>958.268</b>	<b>411.378</b>	<b>-111.461</b>	<b>1.619.988</b>

Appendix: Project overview per sector in euros

Sectors	Starting balance	Action results	Premium	Payments	Final Balance
	(a)	(b)	(c)	(d)	(a to d)
1. Education and training	571.456	3.632.820	2.019.401	4.900.137	1.323.539
2. Health	471.197	911.422	486.353	1.353.531	515.441
3. Water and sanitation	304.583	785.541	397.933	1.242.480	245.576
4. Care and welfare	384.534	822.504	549.719	1.126.732	630.024
5. Job opportunities and income	232.277	285.034	191.136	427.447	281.000
6. Food security	19.086	432.697	226.590	502.791	175.583
7. Other	269.730	369.551	254.806	833.086	61.002
<b>Total</b>	<b>2.252.863</b>	<b>7.239.569</b>	<b>4.125.938</b>	<b>10.386.204</b>	<b>3.232.166</b>

## INDEPENDENT AUDITOR'S REPORT

To: the Management Board and the Supervisory Board of Wilde Ganzen Foundation in Amersfoort the Netherlands.

### A. Report on the audit of the financial statements 2019 included in the annual report

#### Our opinion

We have audited the financial statements 2019 of Wilde Ganzen Foundation based in Hilversum, the Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Wilde Ganzen Foundation as at 31 December 2019 and of its result for 2019 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the income and expenditure accounts for 2019; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Wilde Ganzen Foundation in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Postbus 53028  
1007 RA Amsterdam

Telefoon 020 571 23 45  
E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
KvK nummer 34374865

## B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- Brief Financial Summary;
- Our Mission, Vision, and Strategy;
- Projects;
- Programmes;
- Marketing;
- Organisation;
- Outlook;
- Appendix.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Management Board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

## C. Description of responsibilities regarding the financial statements

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

Management is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board. Management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for monitoring the financial reporting process of the foundation.

## **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, June 23, 2020

Dubois & Co. Registeraccountants

ValidSigned door G. Visser RA  
op 23-06-2020

Wilde Ganzen Foundation/IKON, May 2020  
Piet Mondriaanlaan 14  
3812 GV Amersfoort

+31 33 204 5555  
[info@wildeganzen.nl](mailto:info@wildeganzen.nl)  
[www.wildeganzen.nl](http://www.wildeganzen.nl)

IBAN: NL53INGB000 00 40 000

Established by the Management Council on 25 May 2020  
Approved by the Supervisory Board on 25 May 2020

