

Annual Report

2020

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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, in collaboration with NPOs, provide training and coaching for organisations abroad, teaching them how to raise funds in their own countries and how to stand up for their rights.

LPO

Local Partner Organisation. An organisation in a developing country that implements projects, has direct contact with the people living in poverty and collaborates with PDIs and Wilde Ganzen.

NPO

National Partner Organisation. These are foreign organisations that contribute to the design, implementation and coaching of the Change the Game Academy courses. For a complete list, see [Appendix 2](#).



Developing countries

For lack of a better word we often use the term 'developing countries'. By referring to developing countries, we mean 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 collaborates with Wilde Ganzen to make projects succeed in other countries. See also [Appendix 1](#).



Introduction

The coronavirus crisis dominated 2020. Shortly after the global outbreak, it became apparent that most people in developing countries were suffering not only from the disease itself, but also from hunger and unemployment as a direct result of the measures taken to fight the pandemic. The Wilde Ganzen Corona Fund provided support in the form of 263 additional projects to help people through that initial difficult period. Meanwhile, ongoing projects were postponed or delayed.

The classroom courses of Change the Game Academy often had to be cancelled in 2020. It did provide us with the opportunity to fully focus on online courses. We were amazed to see how trainers in various countries were able to switch quickly, so that many training sessions could still take place online.

We also had to quickly adapt at our office. We had barely settled into our new workplace in Amersfoort when we had to close our doors to work from home. Though faced with worldwide social isolation, we were able to broaden our horizons digitally and get more in touch with our local partner organisations than ever before.

This broadminded perspective fits well with our renewed foreign policy, in which we seek even more connection with our partners and at the same time encourage people in poverty to take the wheel themselves. In so doing, we promote sustainable and inclusive development together.

Another great development was the approval of our grant proposal Giving for Change (see [page 7](#)). In the coming years, we will be receiving a total of more than EUR 24 million for promoting local fundraising in the development countries themselves. This makes me very happy, because it helps people and their organisations to stand on their own two feet and become less dependent on foreign aid. That is our view on sustainability.

Thanks to the generous contributions of our donors, 2020 proved to be a financially good year for us. It allowed us to cover most of the additional expenditure from our corona fund. I am extremely grateful to our donors and all funds and organisations who are committed to all those extraordinary projects.



Kees de Jong
Director

A young boy with short dark hair is looking down and to the left. He is wearing a dark grey zip-up jacket with a thick, light-colored fur collar. He is holding a long, green plant stem with small leaves. The background is a clear blue sky. The text 'Brief financial summary' is overlaid in white on the left side of the image.

Brief financial summary

Income and expenses

Amounts x 1,000	Result 2019	Budgeted for 2020	Result 2020
Income from individuals	9,248	9,111	10,505
Income from businesses	113	50	88
Income from lottery organisations	900	900	900
Government subsidies	808	548	396
Income from other non-profit organisations	9,155	9,890	11,178
Total income	20,225	20,499	23,067
Expenditure for objectives	17,531	18,760	20,540
Fundraising costs	1,503	2,479	2,032
Management and administration costs	413	688	627
Total expenses	19,448	21,927	23,198
Balance of income and expenses	777	-1,428	-131

Individuals

The income from private parties amounted to €10.5 million in 2020. This is nearly one and a half times more than budgeted. This is mainly due to income from bequests. These were budgeted at €3.3 million, but eventually resulted in more than €4.8 million. Recent years show an upward trend in these incomes. Donations and gifts were budgeted at €5.8 million and resulted in €5.7 million. Approximately €3.3 million of this income comes from structural donors. In order to generate a constant flow of income, this year, too, focused on recruiting new donors via door-to-door fundraising. This proved to be highly successful and resulted in many new donors. In addition, many gifts have been received to combat the consequences of the coronavirus pandemic.

Businesses

The income from businesses is €88.000 compared to the budget of €50.000. Approximately €60.000 of these incomes involves gifts for the action result for the implementation of projects.

Dutch Postcode Lottery

The contribution from the Dutch Postcode Lottery equals the budgeted amount of €900.000 and the amount we received in previous years. The current agreement with the Dutch Postcode Lottery is in place until the end of 2024.

Subsidies

The budgeted income from subsidies is €150.000 lower than budgeted. At the end of 2020, the Ministry of Foreign Affairs awarded a subsidy of €24.2 million for a period of five years towards the Giving for Change programme. This programme will start in 2021 and the incomes will be accounted for in proportion to the expenditures as from 2021.

Non-profit organisations

The income from other non-profit organisations resulted in €11.2 million in 2020. This is €1.2 million higher than budgeted. In 2020, an amount of €3.1 million was received from capital funds, compared to the budget of €2.2 million. There are good, long-term relationships with these funds which has resulted in large donations from a number of funds. The income of other organisations amounted to €8 million compared to the budget of €7.7 million. This income consists largely of action results for approved projects and is higher due to the large number of corona projects implemented in 2020.

Expenditure for objectives

The expenditure for objectives in 2020 was €20.5 million, which was €1.7 million higher than budgeted. In order to support the project partners in countering the effects of the coronavirus crisis, additional support was offered in 2020, with a higher premium amount being awarded to these projects. Wilde Ganzen had made €1.5 million available to this end.

Fundraising costs

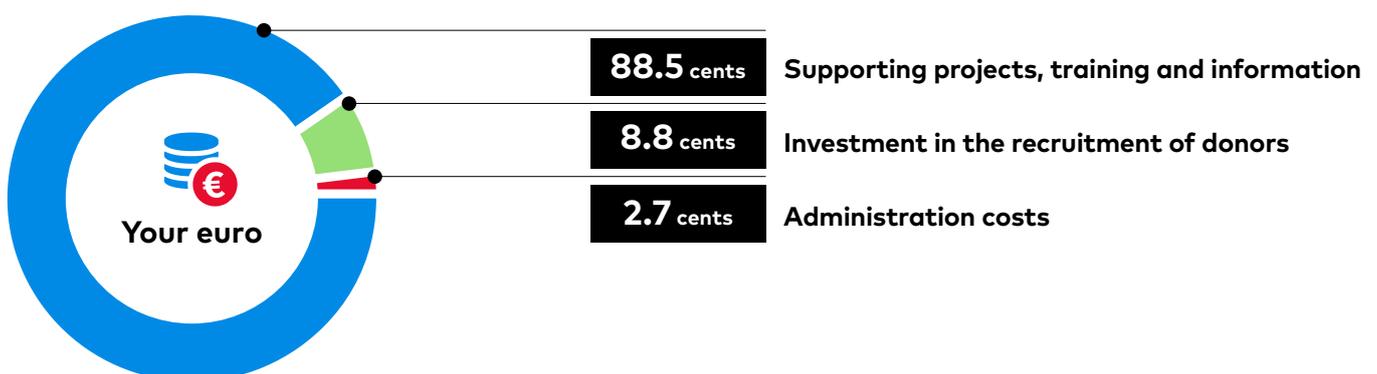
The fundraising costs were more than €450,000 lower than budgeted. The management and administration costs were more than €60,000 lower than budgeted.

Expenditure rates

% of expenses	Objective	Result 2019	Budgeted for 2020	Result 2020
Expenditure for objectives	84	90.1	85.6	88.5
Fundraising costs	12	7.8	11.3	8.8
Management and administration costs	4	2.1	3.1	2.7

% of income	Objective	Result 2019	Budgeted for 2020	Result 2020
Fundraising costs	12	7.4	12.1	8.8

In 2018, the Supervisory Board established the desired ratios for the various expenditures as an objective for 2023. Due to the additional premium made available for combating the effects of the coronavirus crisis, the expenditure for objectives rates ended up being higher than budgeted, namely 88.5%. Consequently, the fundraising costs and the management and administration costs ended up being relatively lower, 8.8% and 2.7% respectively.



Reserves and funds

The size and the progression of our reserves can be viewed in the annual accounts. Wilde Ganzen holds the following reserves in 2020:

Continuity reserve

The continuity reserve is for the coverage of risks in the short and medium term, ensuring that Wilde Ganzen can fulfil its 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 1.5 times the annual costs of the work organisation. The size of this reserve has been set at 0.75 times 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 has the authorisation to remove this restriction. 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.
- **Objective Expenditure 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 55% of the budgeted income for 2021 less the continuity reserve already formed.
- **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, meaning more than five years. Within the investment portfolio, the maximum equity in business securities is 45%. The stake in fixed-income securities is a minimum of 55% and a maximum of 75%. At least 30% of the fixed-income securities will consist of investments in government bonds or loans with an explicit guarantee from a government with a minimum rating of AA- or Aa3. Investments may only be made in bonds with a rating of at least BBB- or Baa3.

The choice of investments 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 Financial Management Guidelines published by Goede Doelen Nederland.

The management is responsible for the investment policy. Its execution is delegated to two asset managers. The asset managers' mandate is established in the investment statute. This statute and the selection of the 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. At least once a year, this consultation also takes place in the presence of the Audit Committee. An evaluation of the investment statute takes place at least once every three years.

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

A young woman with dark skin is smiling and looking towards the camera. She is carrying a large, heavy bundle of dry sticks and branches on her head, which she is holding steady with her right hand. She is wearing a white top with a colorful floral pattern in blue, pink, and yellow. The background is a bright, out-of-focus green field. The text 'Our mission, vision and strategy' is overlaid in white on the upper left portion of the image, with a blue diagonal bar to its left.

Our mission, vision and strategy

Who we are and what we want to achieve

Poverty in the world is the reason why Wilde Ganzen exists. We are shocked by the injustice and the suffering that poverty causes. Changing that is what drives us.

Poverty paralyzes 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 day out.

Wilde Ganzen fights poverty all over the world. We stimulate projects set up by people in developing countries, in collaboration with Dutch initiators. We support these small-scale projects by means of money, advice, expertise and our network. We also strengthen the self-reliance of these people and their organisations, particularly in raising funds in their own countries. This will lead to a structural improvement of their situation and future.

Our approach

We support active initiators worldwide who are tackling poverty from the bottom up with small-scale, smart projects. We magnify the impact of their work with our knowledge, strong network, and financial contribution. Together, we make crucial progress in neighbourhoods and villages and help people realise their dreams.

Wilde Ganzen does not set up any projects; we support the initiatives of active initiators: people who see a problem, take concrete action, persevere and ensure that real results are achieved to the benefit of people. These small-scale projects are always set up by local people in collaboration with Dutch initiators.

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.

Our ambition

Wilde Ganzen wants to be the leading supporter of active initiators in the Netherlands and their local partner organisations. In addition, our programmes set the standard for local fundraising and lobbying in at least ten low- and middle-income countries.

Sustainable Development Goals

Wilde Ganzen supports and promotes the Sustainable Development Goals (SDGs). These goals were adopted in 2015 by all Member States of the United Nations. It is a to-do list for the world: 17 goals for a fair and sustainable world in 2030.

The implementation of the SDGs is measured by indicators. Given that we finance development projects rather than implement them ourselves, the indicators mentioned under **SDG 17** particularly apply to Wilde Ganzen: *Strengthen the means of implementation and revitalise the global partnership for sustainable development.* We do this by strengthening partnerships between PDIs and LPOs:

Target 17.6.1 Enhance regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing.

The projects supported by Wilde Ganzen contribute directly to the realisation of the other Sustainable Development Goals, such as:

- *SDG 1: End poverty in all its forms everywhere.*
- *SDG 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture.*
- *SDG 3: Ensure healthy lives and promote well-being for all at all ages.*
- *SDG 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.*
- *SDG 6: Ensure access to sustainable management of water and sanitation for all.*
- *SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all.*

Strengthening our local partners

We are also realising our contribution by strengthening the LPOs' capacity through NPOs to raise more funds to support people in poverty:

Target 17.3.1 Mobilising additional financial resources for developing countries from multiple sources.

Promoting SDGs

In addition, in recent years, Wilde Ganzen has been working with small civil society organisations in the Netherlands and Flanders via the Frame, Voice, Report! programme to promote the involvement and awareness of the goals among citizens in Belgium and the Netherlands (see [page 45](#)).

SUSTAINABLE DEVELOPMENT GOALS



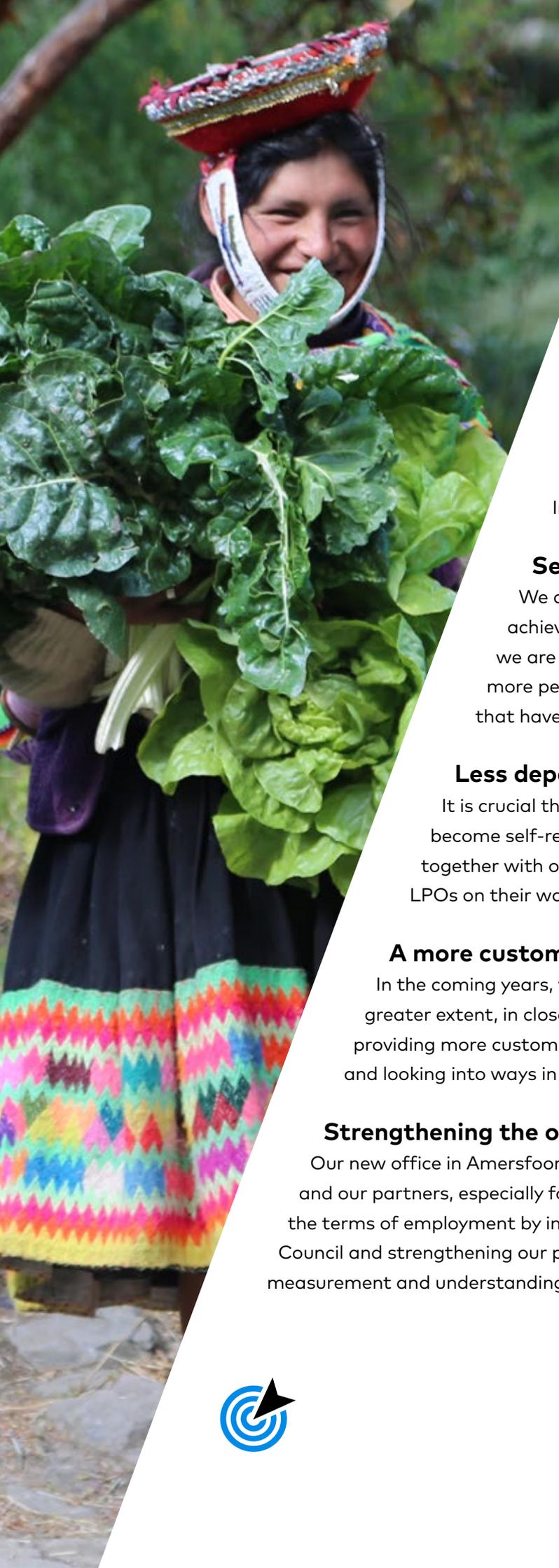
Multi-year policy plan for 2020 - 2023

In the coming years, our main objective will continue to be that through our work people living in poverty will become more self-reliant for their basic needs and that their organisations will become less dependent on foreign aid.

Wilde Ganzen will furthermore focus more on sustainability and self-reliance. That applies both to people living in poverty and their organisations. We also strive to be more customer-focused and to listen closely to the public, the donors and the active initiators (private development initiatives in the Netherlands and pioneers in low- and middle-income countries).

We have broken down our strategic objective into seven concrete objectives:

Objective	Expected results	Results for 2020
1. People living in poverty are more self-reliant for their basic needs	An increase in the number of people living in poverty who continue to make use of basic services in their own country.	See page 25
2. LPOs are less dependent on foreign aid	Less dependent on LPOs by means of training and supervision and a growing support for local fundraising in their own countries.	See page 38
3. Leading support to PDIs	Customer-oriented services and expert advice.	See page 27
4. Being a leader for donors	Growing income stream through visibility and appreciation by means of effective fundraising.	See page 51
5. Being a leader for the Dutch public	Strengthening our brand position and increasing brand awareness.	See page 53
6. Being an international leader in the sector	Increased trainees' satisfaction, strengthened brand position and presentation at international events of the Change the Game Academy.	See page 40
7. A strong internal organisation	Satisfied employees by continuous improvement of the quality of ICT, HR, Finance & Control.	See page 56



Focus in 2020

The objectives of our organisation are aimed at achieving the strategic objectives set out in the multi-year policy plan 2020-2023. In the separate chapters Projects, Programmes, Marketing and Organisation, we illustrate which strategies, which actions and which results have been achieved.

In 2020, we focused on the following subjects:

Self-reliance

We are more focused on the ultimate result that we achieve for people living in poverty. Together with PDIs we are working towards self-reliance, so that more and more people can continue to make use of the facilities that have been realised by the projects.

Less dependent on foreign aid

It is crucial that not only people, but also their local organisations become self-reliant. By providing training on local fundraising, together with our National Partner Organisations, we help the LPOs on their way to becoming more independent from foreign aid.

A more customer-oriented approach

In the coming years, we aim to turn our efforts outwards to a much greater extent, in close collaboration with our partners. We will be providing more customised services, becoming more visible to the public, and looking into ways in which we can reach younger target groups.

Strengthening the organisation

Our new office in Amersfoort will become a meeting place for employees and our partners, especially for PDIs. We are also catching up in ICT, updating the terms of employment by introducing our own scheme, setting up a Works Council and strengthening our processes, particularly in terms of management, measurement and understanding.



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. **We have included 34 risks in our annual analysis, twelve of which are strategic risks. The significant risks are:**

Risk	Measures
The impact of the coronavirus crisis, including delayed start of projects, postponement of courses, fewer opportunities to travel, increased uncertainty of income.	<ul style="list-style-type: none"> • Has our constant attention. • Change the Game Academy classroom courses are partly being converted to online courses. • More focus on recruiting new PDIs. • Cuts to the multi-year budget.
Fraud or serious misconduct within a project.	<ul style="list-style-type: none"> • All partners whom we work with are checked against our terms and conditions. • We have a fraud policy and fraud register. • Money is usually transferred in instalments. • In case of fraud or a suspicion thereof, payments are immediately stopped and an investigation will be initiated.
Too few high-quality project applications.	<ul style="list-style-type: none"> • The recruitment activities have been intensified this year. • Wilde Ganzen Klein has been set up in collaboration with Partin. Also see page 28. • We have become more customer oriented. • Continuation of the sounding board group.
LPOs 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.	<ul style="list-style-type: none"> • We try to create more direct influence by lobbying through the Giving for Change alliance and by cooperating with the International Center for Not-for-Profit Law and CIVICUS. Also see page 42. • Mutual (online) visits and meetings • Capacity building of LPOs to address their government.
Project objectives are not being realised due to insufficient solid local partners, lack of proper prior analysis, incorrect or incomplete information, unrealistic objective or budget, unforeseen changes.	<ul style="list-style-type: none"> • This year, we have refined a careful application procedure with a clear explanation of threshold criteria with a focus on long-term cooperation. • The reporting procedure has been enhanced. • When in doubt, we involve a local consultant. • Training and coaching for our own employees.
Loss of income due to disappointing fundraising, decline in bequests and legislation that adversely affects fundraising.	<ul style="list-style-type: none"> • Greater commitment to donor retention. • Greater commitment to online fundraising. • Strengthening our position with capital funds. • Greater commitment to the acquisition of bequests.
Negative publicity, e.g. about serious fraud / misconduct / faults in a project, the level of work organisation costs, behaviour of employees or external fundraisers.	<ul style="list-style-type: none"> • We observe the CBF standards / CBF certification. • We observe the standards for the Regeling Beloning Directeuren Goede Doelen (the Remuneration of Directors of Charitable Organisations). • We have an integrity policy, a code of conduct and a whistle-blower's regulation.

/ 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.

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 carried out by

Radboud University Nijmegen into a number of projects. You can read more about this on [page 28](#).

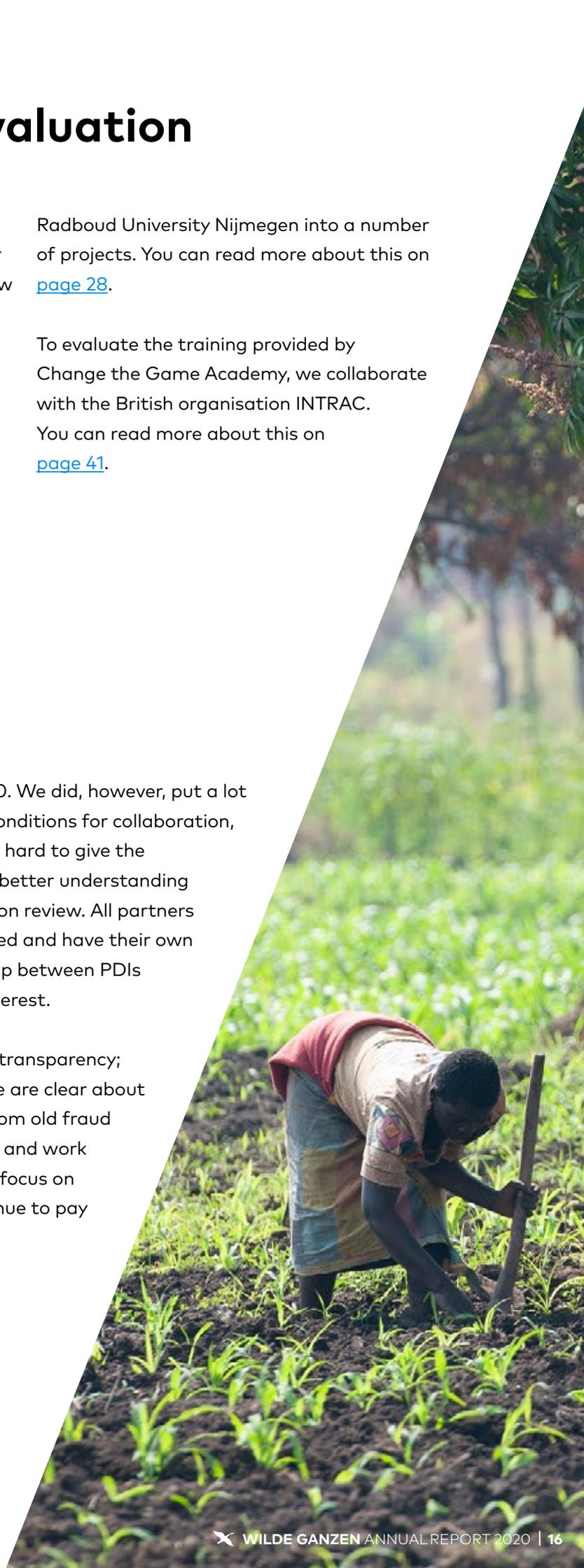
To evaluate the training provided by Change the Game Academy, we collaborate with the British organisation INTRAC.

You can read more about this on [page 41](#).

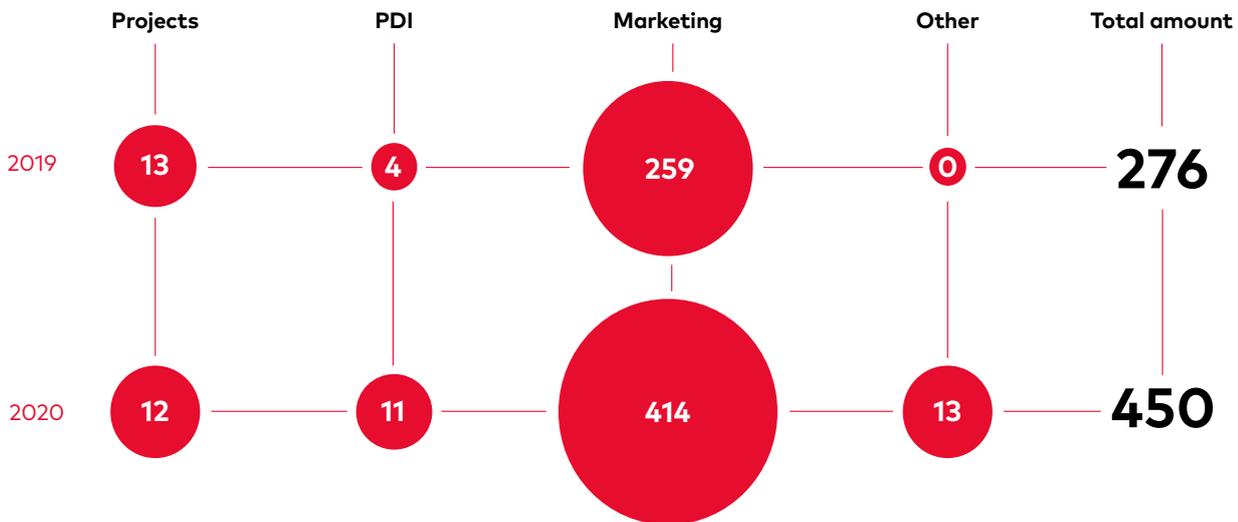
/ Fraud

No reports of suspected fraud were received in 2020. We did, however, put a lot of effort into risk reduction. We now have stricter conditions for collaboration, and we check them more carefully. We have worked hard to give the *governance* theme more substance, so as to have a better understanding of the aspects we want to focus on in an organisation review. All partners must be able to demonstrate that they are registered and have their own bank account. We also look at administrative overlap between PDIs and LPOs and whether there are any conflicts of interest.

In addition, we pay increasing attention to our own transparency; from the very first contact with project partners, we are clear about our conditions and expectations. Lessons learned from old fraud cases are structurally being incorporated into policy and work processes. We believe it is important to continue to focus on fraud prevention, which is why in 2021, we will continue to pay attention to learning, both internally and externally.



Complaints



Cause of complaints to the Marketing department

The Marketing department received 414 complaints this year, mostly about face-to-face fundraising. These complaints, for example, involve people having indicated in the street or at the door that they wanted to make a one-off donation but were then registered as a structural donor. The increase in the number of complaints is due to increased efforts to recruit new donors. The number of complaints assessed in relation to the number of donors recruited gives a constant picture. In 2019, 2.7% of the total number of new donors recruited via face-to-face fundraising filed a complaint. This was 2.6% in 2020.

✓ Solution

- Close attention to careful registration.
- This year, we invested in a pilot to improve the quality of the fundraising conversations and we strictly monitored various objectives.
- It was decided not to continue with one recruitment agency in 2021.
- Next year, we will focus even more strongly on quality and a lower outflow of donors.

Cause of complaints to the Projects and Programmes departments

We have received different types of complaints from our collaboration partners. Most complaints involved the changes in the terms and conditions of collaboration. A few other complaints dealt with the manner of communication. This is why, in 2020, we started learning how to have appreciative conversations. We will continue this in 2021.

✓ Solution

- In 2021, we intend to better explain our terms and conditions on our website.
- Complaints are regularly discussed in work meetings and, where possible, the lessons learned are translated into the work process or additional coaching. In 2021, for example, we are paying extra attention to the threshold criteria for projects.
- Each complaint will be handled and discussed with the relevant PDI, LPO or NPO and thus be resolved as best as possible.
- Awareness among employees remains an area that requires improvement.
- Employees are encouraged to register every complaint so that we can recognise complaints, adjust processes accordingly and learn from them.



Projects

The Projects department provides advice and coaching to Private Development Initiatives. Employees also monitor all projects and results.

Work method

Together, the Local Project Organisation (LPO) and their Dutch partner, which we refer to as PDI, submit an idea for a proposal to us. A Projects Advisor discusses the idea with both parties. If, after this meeting, it appears that we match in terms of content, we will invite the LPO and PDI to submit a full application. The LPO then hands in the project plan; the PDI submits the fund raising plan. The Projects Advisor checks to see whether this application is consistent with our terms and conditions, which can be found on our website. They will also check whether the application corresponds to our principles of local ownership, including community participation.

Following a successful conclusion of this phase with regard to both aspects of the application, the phase of collaboration begins. The main

agreements are laid down in a contract between the LPO, the PDI and Wilde Ganzen, after which the PDI raises money from its supporters for the local partner's project. We refer to this as the action result. The PDI transfers the money to Wilde Ganzen. We add the agreed premium to it, so that the partner's project budget is fully covered. Wilde Ganzen then transfers the total amount to the LPO, after which the partner can start the implementation of the project. The aim is to complete each project within a year. Afterwards, we evaluate the collaboration and the project on the basis of the content and the financial report. This also helps us to learn from the experiences of the LPO and PDI and enables us to better understand what went well, and what went differently than planned and why. After the conclusion, we will discuss a possible follow-up.



Our collaboration with PDI

For Wilde Ganzen, PDIs are the key to contact with local organisations. They are the catalyst of good ideas of active initiators in developing countries. By contributing ideas, by listening, by telling stories and by raising funds, they can fight poverty in a very concrete way and increase support for development cooperation in the Netherlands. We therefore highly appreciate all the PDIs we work with. Their commitment and involvement is of inestimable value.

Our collaboration with LPO

Wilde Ganzen believes in local ownership. That is why we appreciate the LPOs as being the central active initiators in the change process within their community and we are strongly committed to *shifting the power* and the initiative of western NGOs towards local communities. The same is also, for example, true of men towards women and national government towards local citizen's initiatives. Not the external parties who leave, but the people who stay remain the owners. Strengthening local ownership therefore means committing to sustainable results.

Adjusted foreign policy

In order to improve this approach and to shift from short-term to long-term collaborative relationships, we have refined our foreign policy this year. The focus is on strengthening local ownership in order to obtain sustainable results. We strive for a collaboration in which LPOs, PDIs and Wilde Ganzen, each from their own role, contribute to the desired change to empower people. This collaboration takes place in a learning and coaching environment in which trust and mutual respect are the basis of change.



Results for 2020

In the first two months of the year, most activities could go ahead as planned. As from March, reality rapidly changed. Due to the worldwide measures taken against the coronavirus pandemic millions of day labourers lost their jobs and thus their income. Schools closed their doors and tourism collapsed. As a consequence, our partners abroad raised the alarm for emergency aid.

The Wilde Ganzen Corona Fund was set up with great vigour. Under generous conditions and with a doubling of our premium, 263 corona projects could ultimately be supported. We covered the extra costs with additional donations and by drawing on our financial reserves. Thanks to the great efforts of LPOs and PDIs, aid packages were distributed all over the world, from food to soap and from educational materials to facemasks.

An important piece of the puzzle fell into place

"This pandemic has taught Wilde Ganzen something", says Rachida Boukhriss, Projects Advisor. "We have seen how quickly small organisations were able to respond to the day-to-day problems. They proved to be incredibly agile and therefore very effective in this coronavirus crisis." The use of modern technology also skyrocketed. Rachida: "We used to invite many people to the office, now we discuss their project proposal via the internet. It saves travel time, but the true gain is: their foreign partner can now also join the meeting."

Wilde Ganzen thus saw an important piece of the puzzle fell into place. "The LPO submits a project and implements it. It is only logical that their opinion is leading and that Wilde Ganzen and our Dutch partners play a supporting role, which is why we will definitely continue this work method in 2021."

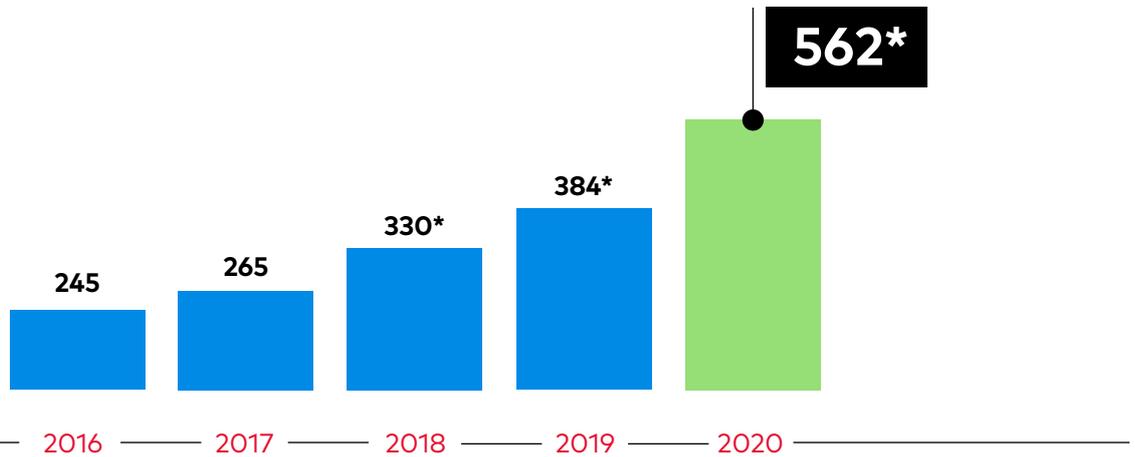
In the autumn, the corona fund ended. Wilde Ganzen's focus now lies again with our core business, whereby we will continue to support active initiators sustainably, as opposed to on an ad-hoc basis. Consider, for instance, setting up vegetable gardens or promoting digital education. Meanwhile, the regular work continued, its focus being on intensifying the collaboration with PDIs and LPOs.



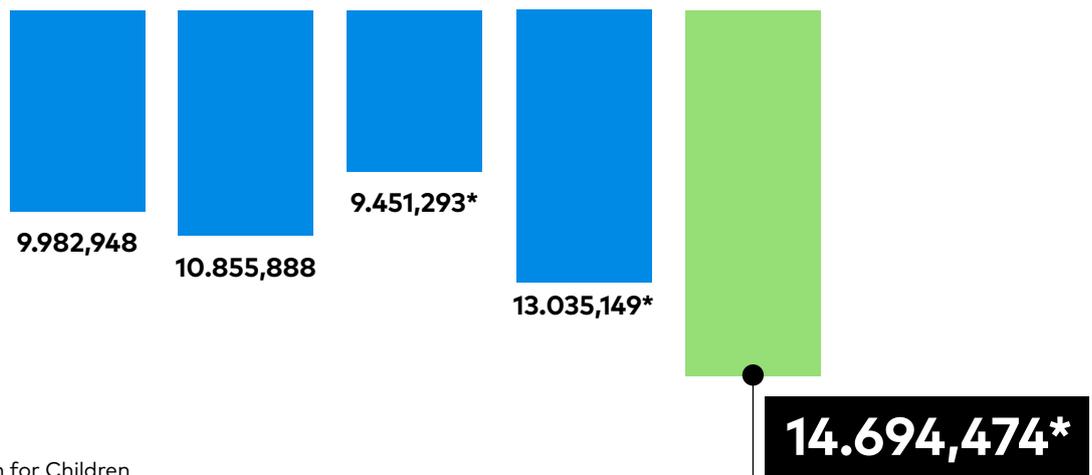
Number of approved projects

In 2020, we approved a record number of 562 projects, 263 of which were corona projects, fifteen were projects in collaboration with Partin and one project had been done in collaboration with the 4th pillar in Belgium. 111 projects were implemented within the Action for Children programme by our NPOs (see [page 41](#)).

Number of approved projects



Total budget in euros

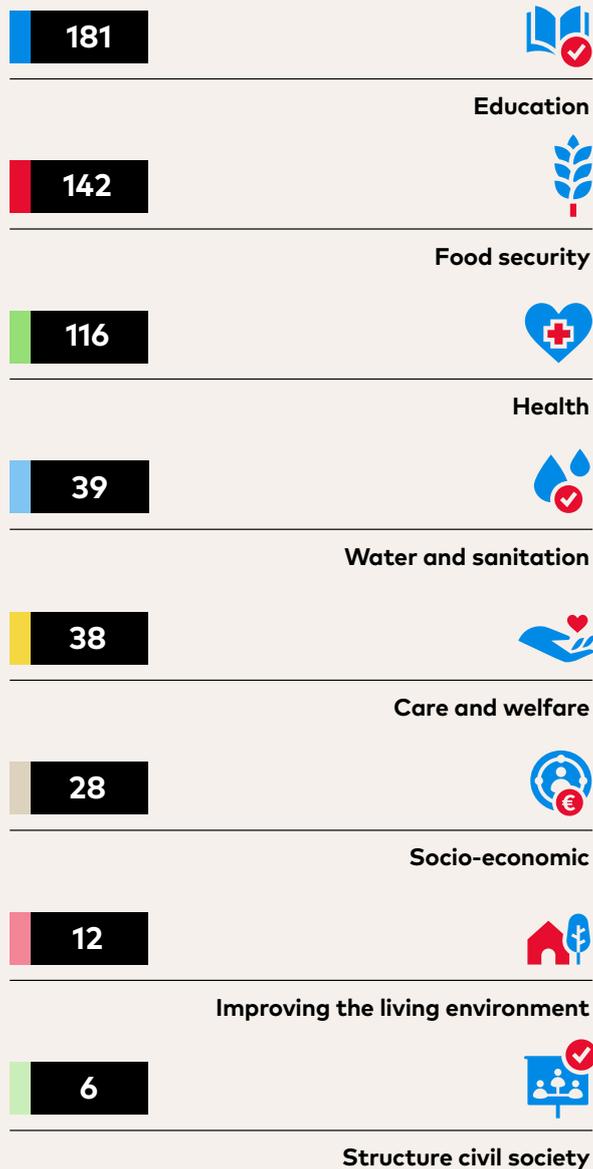


*Including projects Action for Children



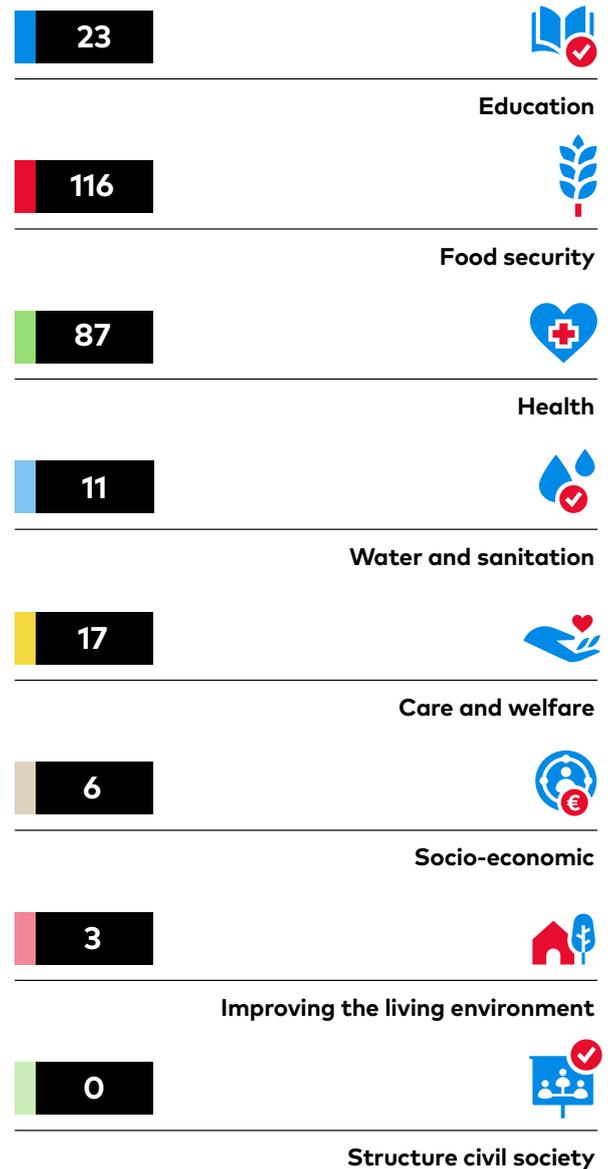
Approved projects per sector

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



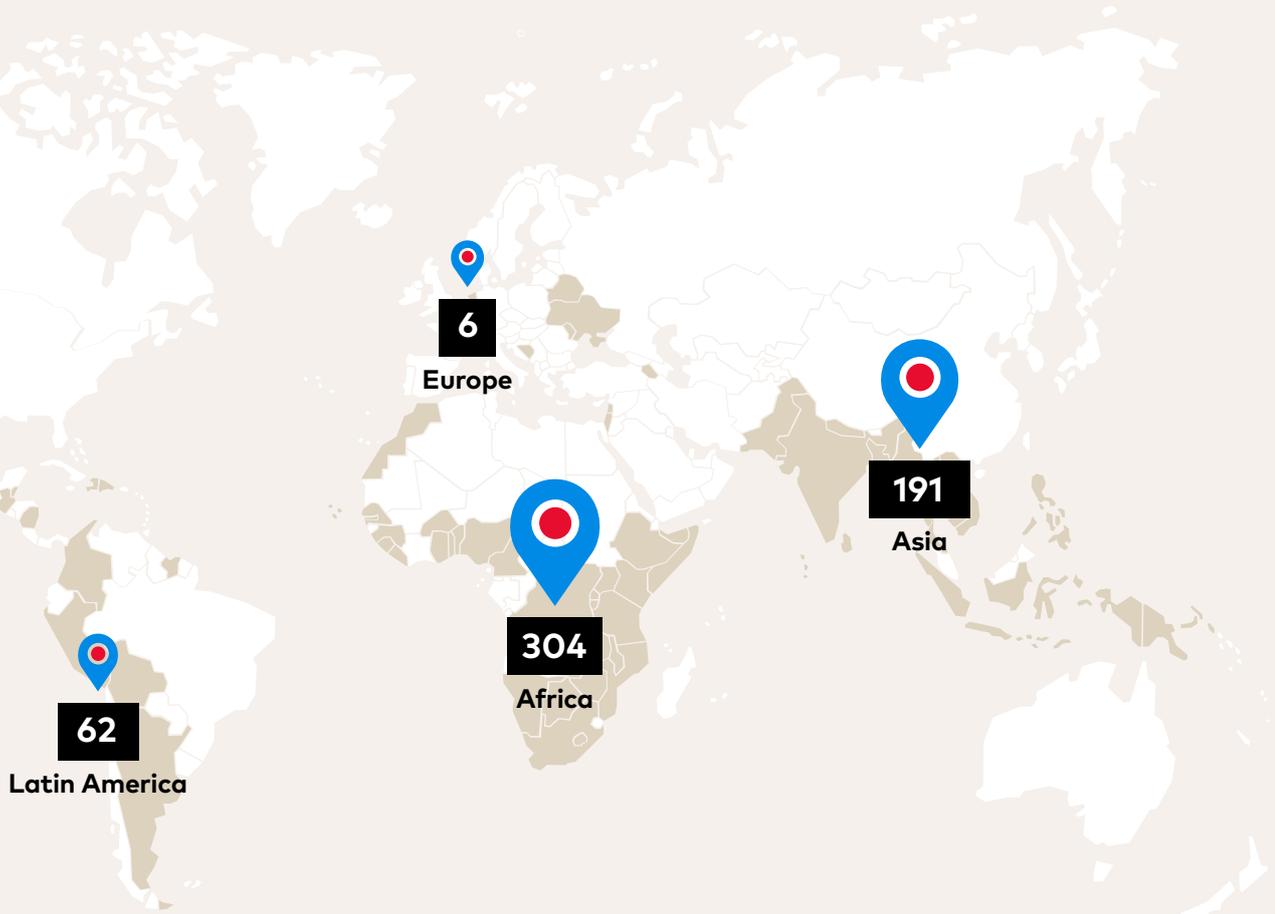
Approved corona projects per sector

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



Country overview

In 2020, we supported projects in 64 countries, registered through Dutch private development initiatives, local, and national partner organisations.





Objectives in 2020

Within the framework of the 2020-2023 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 realised by the projects we support. We encourage this by focusing on local ownership.



profited from the projects partly supported by Wilde Ganzen

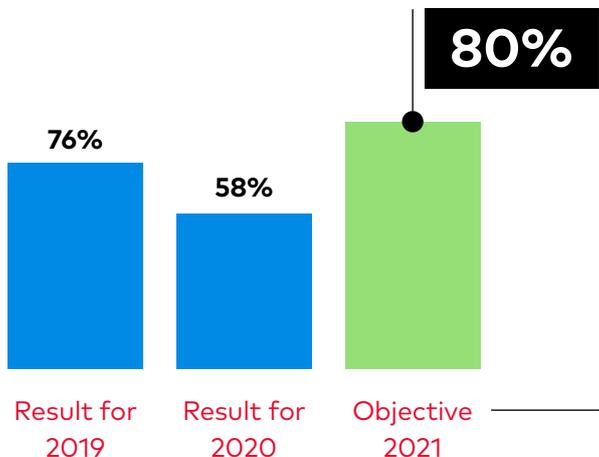


could be reached through our regular projects



could be reached through projects from the corona fund

The percentage of projects of which the owner indicates that they can be continued using the basic services without support from Wilde Ganzen and the PDI



The percentage has mainly decreased due to the large number of corona projects we supported this year. The focus was on emergency relief and less on sustainability. Excluding the corona projects, the result is 66%. In 2020, the measuring method had been adjusted and refined, which further explains the decrease.

Planned actions in 2020

Results

Fine-tuning our model on how to effect changes sustainably and measure the impact (Theory of Change). And developing and implementing a baseline range measurement of projects and the LPOs' self-reliance

A new foreign policy has been elaborated and implemented, of which the *Theory of Change* is at its basis. A baseline measurement has been carried out. A country policy has been developed with criteria for focus countries.

Collaboration with Partin, the sector association for PDIs, for microprojects

Wilde Ganzen Klein has been set up. This counter is managed by Partin. It is possible to submit projects up to €6,000 to this counter. Also see [page 28](#).

Further developing the learning ability of Project Advisors

The training course on conversational techniques '*appreciative inquiry*' has been completed, allowing the team to even better fulfil the role of coach and advisor. We have actively listened to PDIs, learned from this and adjusted our communication and policy accordingly. We have initiated online meetings with LPOs and PDIs together.

From project to organisation, from short-term to long-term, from financier to advisor / coach

The job positions of Project Advisor and Manager Relations have been merged into one job position, that of Projects Advisor, as a result of which PDIs and LPOs now only have one single point of contact.

There are new, accessible application forms and collaboration agreements, making the long-term perspective and collaboration possible. These forms and agreements will be taken into use in 2021.

We are currently working on a supportive explanation and educational tools. These will also be introduced in 2021.

Quality assessment and funding of 250 projects

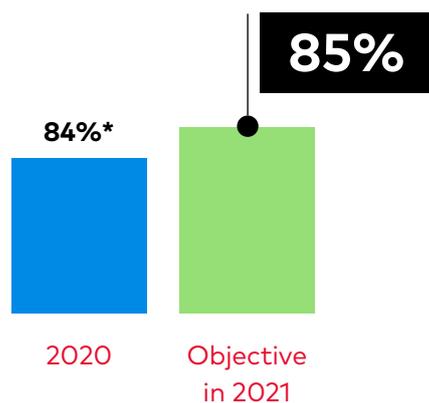
In 2020, we co-financed a total of 562 projects. The quality mainly lies in the collaboration with the LPOs and PDIs. Together, we explore how a small project may create an even bigger difference.

Not scheduled: Wilde Ganzen Corona Fund

Thanks to the LPOs, the PDIs and our employees, we managed to set up an emergency relief fund within a short period of time. 263 projects were co-financed from this fund. Any additional costs were covered by financial reserves.

2. Leading support to PDIs

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 customer-focused services.



The percentage of PDIs that is satisfied about our services



The score given to us by the PDIs (on a scale of five)

*Based on a customer satisfaction survey conducted among 710 PDIs who had submitted an application to us, which application was followed by either a positive or negative decision.

Planned actions in 2020

Results

Further optimising processes and systems

We can now be more pragmatic in closing files and communicate more clearly towards PDIs and LPOs on mutual expectations now that processes have become more effective and linked to formats and process indicators such as the lead times of project phases.

Organising meetings for PDIs

Project advisors actively participated in the online Wilde Ganzen-Partin month. Together with PDIs, they organised country days on Ghana, Gambia, Sri Lanka, Nepal, Haiti, East Africa, Ethiopia and South Africa and thematic exchanges about people with disabilities and children's policy. There have been three physical PDI meetings at the office. We introduced the Wereld Café (World Cafe) webinar in collaboration with the journalistic platform Vice Versa. Also see [page 28](#).

Recruiting new PDIs by focusing on specific target groups and sectors

There is a collaboration with Partin (Wilde Ganzen Klein) and with the 4th Pillar in Belgium. As of now, Belgium PDIs can also submit an application to us. Also see [page 28](#).

Developing an online platform for PDIs

Our website now has an online environment called 'Mijn Wilde Ganzen'. It provides PDIs access to their own administration within a secured environment. The next step is to also provide the LPOs access to this environment. We also worked on making our working methods transparent on our website, which will be rolled out in 2021.

Collaboration with other organisations

Radboud University

Our objective of making people who are living in poverty more self-reliant and ensuring that partners can continue projects independently, requires not just a focus on projects. It also requires a focus on strengthening the organisations of people living in poverty. Sara Kinsbergen from the department of Anthropology and Development Studies at Radboud University in Nijmegen shared that insight based on a study* into PDIs' long-term results. She also saw that long-term relationships between partners in the Netherlands and in the developing countries are important in order to effect actual sustainable change. Trust is an important success factor.

This research and the recommendations from Radboud University, added to a renewed foreign policy on which we worked in 2020. Kinsbergen has developed the results of her research into a series of fact sheets and webinars that she will explain to PDIs in early 2021.

Want to read more about this research?
Visit www.unfold-pdis.com.

European network

Together with partners from France, Belgium, the United Kingdom, Denmark and the Netherlands, Wilde Ganzen and Sara Kinsbergen from Radboud University wish to carry out a study into the Private Initiative in Europe. Unfortunately, the coronavirus crisis had made this impossible. As a result of that same crisis, the European organisations involved were, however, faced with increasing demands from their partners in developing countries. As with us, all developing organisations received requests for additional aid.

For that reason, Kinsbergen shifted her research to the question of how PDIs in Europe dealt with these requests for additional aid. The research thus led to European collaboration after all and prompted a seminar for the partners involved. An important finding that emerged from this research was that the support of the local organisations in developing countries is particularly important at this time. Despite measures by governments and a declining margin for civil society organisations, bottom-up initiatives can be continued. This research* has been published with the support from Wilde Ganzen.

Partin

Partin is the umbrella organisation that represents the interest of PDIs. Partin's professional field aligns well with that of Wilde Ganzen.

Result

- Together, we set up Wilde Ganzen Klein this year. Small projects up to six thousand euros may be submitted to Partin. For Wilde Ganzen, these projects are often too small and thus often rejected. Partin provides support to new PDIs and puts them into contact with other starting foundations. Once approved, the projects receive financial support. In this way, we hope to attract new (small) PDIs in a sympathetic and accessible manner.
- Each year, Wilde Ganzen and Partin organise a day on which PDIs can meet and learn from each other. The Wilde Ganzen - Partin day could not take place this year due to the measures taken against the coronavirus crisis. Instead, we turned that day into a whole month, with a large number of webinars. There was a lot of interest and appreciation for these online meetings. At the same time, it is clear that the feel and inspiration of a physical meeting cannot be matched online.

*This report is available upon request.

11.11.11

At the beginning of 2020, we established a collaboration with the 4th Pillar Position of 11.11.11 (the umbrella organisation of PDIs in Belgium). The 4th Pillar Position supports Belgian citizens' initiatives for development cooperation.

Result

- The 4th Pillar position recruits possible new collaboration partners in Flanders, coaches Belgian PDIs to submit good project ideas and helps them to apply the threshold criteria. They also offer courses and workshops to Flemish PDIs. Dutch PDIs may also join them.
- We have since got to know sixteen new initiatives in this way and are seeing promising opportunities to support development projects together. At the end of this year, the first approved project of a Flemish PDI became a fact.

Better Care Network Netherlands

Wilde Ganzen is part of the steering committee of 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.

Result

- A new campaign has been set up in relation to responsible voluntary work, aimed at young persons. This campaign has been postponed until 2021 due to the coronavirus crisis.
- There have been meetings with the Ministry of Foreign Affairs on orphanage tourism. A success in this area has been The Hague University of Applied Sciences that has signed a *pledge* to no longer allow internships in orphanages. Multiple universities of applied sciences have indicated their interest in more information on this and the Better Care Network has entered into consultations with these educational institutions.
- A toolkit has been developed for PDIs involved in care for vulnerable children worldwide.
- Multiple webinars have been organised for PDIs on care for vulnerable children.
- Wilde Ganzen has written a whitepaper on care for children with a disability.

Dutch Coalition on Disability and Development

Together with PDIs, Wilde Ganzen supports organisations in developing countries that dedicate themselves to the inclusion and emancipation of people with disabilities in communities. This is why we are a member of the Dutch Coalition on Disability and Development (DCDD). Through this network, we share knowledge and experience with the organisations involved to ensure that people with disabilities can participate optimally in society and we jointly contribute to the observance of the UN Convention on the Rights of Persons with Disabilities.





Knowledge Platform for Disabled Care Worldwide

In 2019, two partners of Wilde Ganzen, the Niketan Foundation (Bangladesh) and the Friendship Foundation (Sri Lanka), took the initiative to set up a platform for PDIs in the Netherlands involved in projects and partners aimed at people with disabilities in developing countries.

Result

- Wilde Ganzen has facilitated two knowledge meetings together with the platform on 'Quality of life' and 'Homebased rehabilitation', to raise awareness of the inclusion of people with disabilities in developing countries.
- There will be a website in 2021, enabling the knowledge exchange between PDIs and LPOs.

Netherlands Water Partnership

Two years ago, Wilde Ganzen became a member of the Netherlands Water Partnership (NWP). This network organisation for the water sector supports its members in international water projects and other matters. We use the expertise of NWP's members to better advise and serve organisations with projects relating to water. In addition, we want

to share our acquired knowledge as much as possible with those of our collaboration partners who are interested in it.

Nacht van de Fooi

Nacht van de Fooi (tip night) is a national initiative by students who raise money for charity in collaboration with Wilde Ganzen. It is an annual initiative by students in eleven cities. Over 250 catering establishments in the Netherlands donate the tips they receive in one evening to enable projects selected by Wilde Ganzen. We double the amount raised, allowing four projects to be financed in full.

In 2020, the students could not organise a Nacht van de Fooi. The lockdown meant that all catering establishments had to be closed. The board of the Nacht van de Fooi did set up alternative actions, but this has yielded less than expected. Nevertheless, Wilde Ganzen was very appreciative of the efforts made. And we were able to fully finance the selected projects in Kenya, the Dominican Republic, Burkina Faso and Uganda.



Sustainable alternative

Guinea-Bissau and Kenya

The coronavirus crisis has made hand-washing an absolute necessity, including in areas where there is no water tap. This 'baby calabash' is made from local materials, is easily fixed and better for the environment than plastic tanks. There are now hundreds of them in hospitals, pharmacies and markets in Guinea-Bissau and Kenya.



Builders of hope

Guatemala

In Guatemala, there is a group of fifty young persons who now look to the future more optimistically. They are all from traditional Maya families and received practical agricultural training. This knowledge will help these young people become accomplished farmers. Their products will be sold on the local market which in turn will ensure a better income.





Better future

South Africa

In South Africa, Wilde Ganzen supports the Hillcrest Aids Centre. We helped towards the purchase of 139 solar panels. This saves the centre so much money that it now has more money to spend on care and training of vulnerable groups, such as young girls. Director Candace Davidson: "Our energy bill is now 27 cents. Isn't it amazing! We used to pay between 700 and 800 euros per month."



Birth care at great heights

Nepal

In the highest inhabited area of the world, the infant mortality rate is unfortunately also very high. Three clinics have been built with Wilde Ganzen's support. "The Nepalese government is proud of these clinics", says Krijn de Best of the Nepal Foundation (Stichting Nepal). "They have taken over the management of the clinics and pay the staff's salaries. The clinics have a committee that arranges the maintenance and people in the neighbourhood help out if, for example, a road to the clinic needs to be repaired."

Programmes

The Programmes department supports the objectives of Wilde Ganzen by running different programmes. We do so with Change the Game Academy and Frame, Voice, Report! New this year are the programmes: Giving for Change and My Climate Action.



Wilde Ganzen's educational programme

Change the Game Academy

Many civil society organisations with which Wilde Ganzen collaborates are still largely dependent on foreign funding. This makes them vulnerable and risks making them donor-driven and losing sight of their own development priorities. We also see that repressive governments are increasingly frustrating the work of civil society organisations, for example when these organisations focus on human rights or environmental issues.

Change the Game Academy wants to offer a solution to these challenges. First, by supporting local organisations in strengthening their own fundraising capacity. Raising their own funds not only improves the financial sustainability, it also increases the commitment of the community, the local ownership and the legitimacy of the work. As organisations with a local support base are also better able to hold their government to account, we also train organisations in mobilising the support of governments.



Change the Game Academy offers e-learning courses, classroom courses and individual coaching via a network of national partner organisations.

Change the Game Academy's two training programmes are:

1. Local fundraising

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

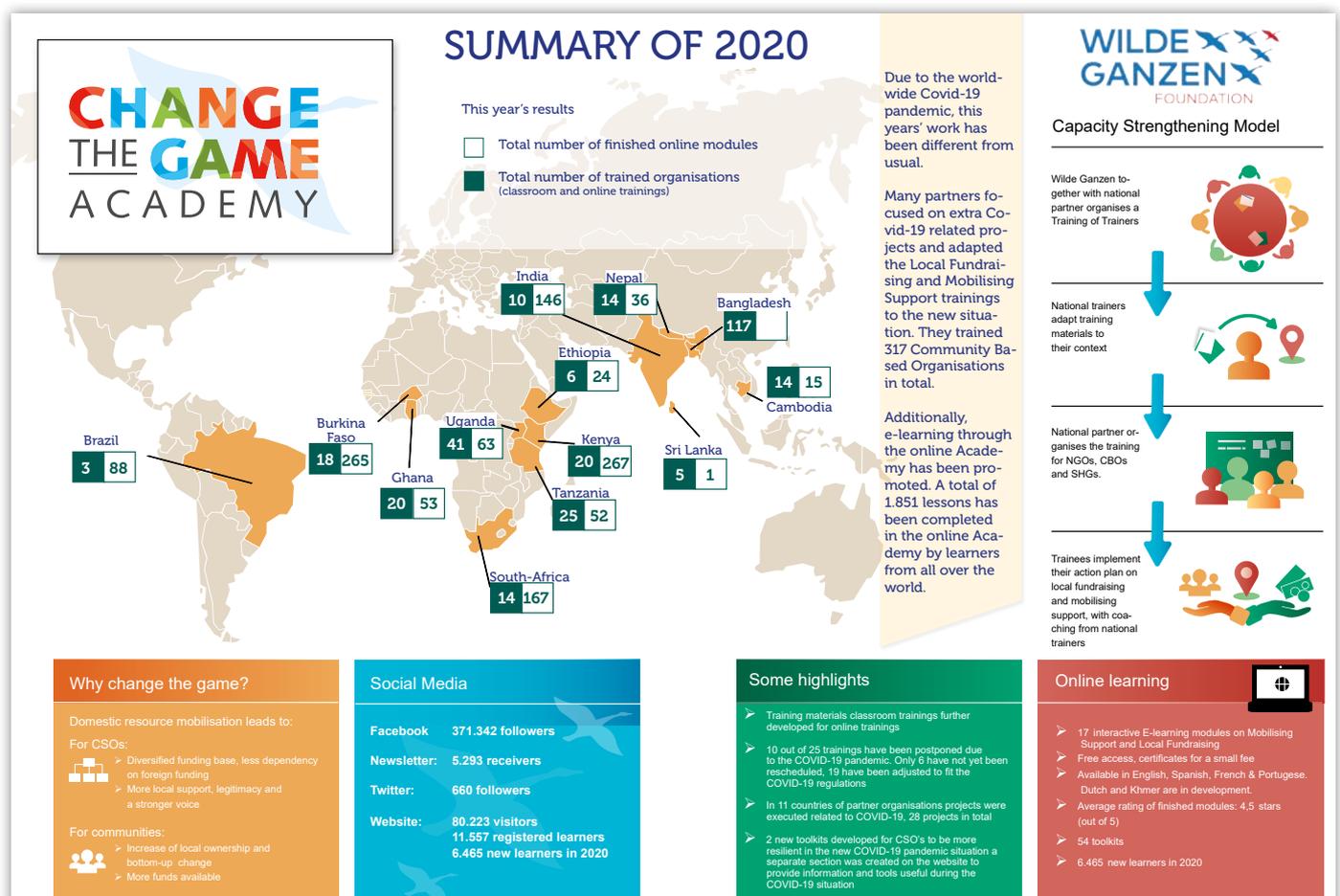
2. Mobilising support

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

We are active in countries where we can collaborate with a National Partner Organisation.

An overview of these partners can be found in Appendix 2. The NPOs co-develop the training programmes, adapt the materials to the local context, run the courses and coach participants in the implementation of plans made. By means of a train-the-trainer programme, new master trainers are continuously being trained in the various countries. They train people who will then provide training activities to LPOs and other local organisations.

The thirteen countries where Change the Game Academy was active in 2020, are: Bangladesh, Brazil, Burkina Faso, Cambodia, Ethiopia, Ghana, India, Kenya, Nepal, Uganda, Sri Lanka, Tanzania and South Africa.



Results for 2020

The coronavirus pandemic has had a major impact on this year's plans and the course choices of Change the Game Academy. Like in the Netherlands, many countries were in lockdown. This made it impossible to hold physical meetings, including the classroom courses. Out of necessity, the transition to fully offering online courses came about at an accelerated pace. The pace varied per country, depending on knowledge, experience and culture.

We could see that not only our NPOs ran into financial difficulties because of the coronavirus crisis, but also many of the organisations they work with. We have therefore taken a lenient approach and made funds available for emergency aid.

Marketing

This year, a great deal of effort went into marketing Change the Game Academy to international development organisations, with the aim of making the programme less dependent on Wilde Ganzen by raising external income. The NPOs play a key role in these marketing efforts in various countries. The marketing meeting scheduled for March, which was intended to draw up national marketing plans together with NPOs, could not take place due to the measures taken against COVID-19. Instead, different webinars were organised. An international marketing plan has been written, which will be implemented in 2021. The focus has shifted from mainly asking the end user for a financial contribution to partnering with larger NGOs and other organisations. They can get access to our educational package

against payment, so that they can train their own support base. We have listed the full range and set prices. We noticed that this approach offers many opportunities to arrive at a truly sustainable means of financing the Change the Game Academy programme.

It is now also possible to use the Change the Game Academy as a *private label*. KidsRights is the first organisation to have made use of this option. Using our educational programmes, they provide training under their own name to young *changemakers* in order to improve children's rights worldwide. The income from such collaborations, helps us to continue to develop the Change the Game Academy and to offer training activities to those who cannot afford to pay for this themselves: the people living in poverty who are at the forefront of Wilde Ganzen's mission.

"Every active initiator who becomes successful is at least one successful active initiator"

Eric Verduyn is Director of Education at NCOI. This institute has officially recognised Change the Game Academy this year. "It is a very clever solution of Wilde Ganzen to respond to online courses. Very thorough training programmes have been set up. At NCOI, we are impressed by the quality of the contents, by how people are guided through the amount of study material and by how practically the assessment is organised. We readily give our approval to that." Participants in Change the Game Academy training programmes can, thanks to the partnership with NCOI, receive a formally recognised certificate that is recognised internationally.



Results

Due to the coronavirus crisis, we were unable to train as many organisations in 2020. However, a substantially higher number of people attended the free online course on *Local Fundraising or Mobilising Support*: 6,465 social changemakers against 2,300 in 2019. Research has shown that training programmes are effective: organisations raise an average of 15% more money locally after one year of completing the training.

	Number of trained trainers	Total number of trainers	Number of organisations trained in local fundraising	Number of organisations trained in Lobby & Advocacy
2020	14	143	93	224
2019	20	158	286	217
2018	64	138	220	90
2017	48	108	110	315

Objectives in 2020

Within the framework of the 2020-2023 strategic multi-year policy plan, the Projects department has the following objectives:

1. LPOs 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. We want to achieve this by providing them with training programmes on local fundraising, mobilising support and organisational strengthening.

Due to the lockdowns, many of these courses went differently than expected. Where possible, the courses started again (online) in the third and fourth quarter, others have been postponed until 2021. Together with KidsRights, nine young *chapter leaders* have been trained, who then proceeded to set up a team to further share knowledge and improve children's rights.

+15%



Those organisations that have followed a training programme, succeed in generating 15% more local income.



Planned actions in 2020

Results

Improved (online) structure and content of the courses; measurement plan; expanding international marketing; main contributor Giving for Change

The implementation of a Gender module started in collaboration with Edukans. The first paid certificates have been awarded. A Facebook campaign resulted in a growing number of people who not only took a course but also completed it. On 3 December, Giving for Change was approved by the Ministry of Foreign Affairs. Also see [page 41](#).

Initiating an impact research

In collaboration with Radboud University Nijmegen, two students initiated an impact study. Also see [page 28](#).

NPOs teach classroom courses and coaching

In many countries, the classroom courses have restarted again or are taught online. Thanks to many courses by ICCO in Bangladesh, more LPOs have been trained in the end than was initially assumed.

Premium on locally raised funds or seed money local lobbying activity

In 2020, nine projects were approved in India and two projects were approved in Kenya for which local funds are being raised. Additionally, 83 Action for Children projects have been funded, as well as 28 corona projects.

Facilitating the exchange of knowledge and ownership of Change the Game Academy

Groups of trainers have converted classroom courses into online courses. We have participated in the completion of a five-year programme with the Civic Engagement Alliance. Different webinars have been organised in various countries.



2. Providing leading support in developing countries to people working in the NGO sector and NPOs

We want to turn our efforts outwards to a much greater extent in close interaction with our NPOs 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 is why we worked hard this year as well to improve content, test out new ways of learning, increase brand awareness of Change the Game Academy, and strengthen the brand position with new marketing plans.

Trainee satisfaction of online courses (on a scale of five)



*Survey carried out among 1,775 participants in a training programme in 2020.

Planned actions in 2020

Results

Online courses continue to be valued highly

Training programmes clearly meet a need. This is not only reflected in the appreciation, but is also regularly reported back to us in other ways.

Increasingly more organisations approach us for collaboration and advice

This year, there were meetings with KidsRights, AIDS fund, Edukans, Woord en Daad and the Salvation Army. A collaboration agreement has been drawn up with KidsRights.

Taking on more activities on a project-by-project basis

We did more ourselves in terms of Change the Game Academy's marketing, the (online) structure and course content. As a result, we now have more in-house knowledge.

Concluding the European Frame, Voice, Report! programme

In the last quarter, there was an online partner meeting for the evaluation and to consider possibilities for a follow-up. Also see [page 45](#).

Setting up a European network

See [page 28](#).

Collaborations 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 locally. Wilde Ganzen and the NPOs fund the other half.



Result

This year, 83 'regular' projects plus 28 corona projects have received support.

Civic Engagement Alliance

Wilde Ganzen was 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. This partnership was from 2016 to 2020.

Result

- Approximately 560 civil society organisations and informal groups in eight countries have been trained to lobby their interests with the government using the Change the Game Academy method. The training programmes were provided by local trainers, who were trained via a train-the-trainer programme of Change the Game Academy.

- Refresher sessions were organised for trained groups. The trained groups were also further guided in the implementation of their strategy.
- The programme has been completed and evaluated.

INTRAC

The renowned British research agency INTRAC conducted an evaluation* of the results of the Change the Game Academy within the Civic Engagement Alliance programme. The results have been positive: the training programmes are well received and reach a lot of people in an efficient manner. The training programmes result in a better understanding of lobbying and advocacy and application of this knowledge, a better credibility and legitimacy of the trained organisations and a better relationship with local governments.

NCOI

NCOI has officially recognised the Change the Game Academy training programmes. Thanks to the collaboration with NCOI, participants in the training programmes may be awarded a formally recognised certificate.

*This report is available upon request.

Civicus and Resource Alliance

The network organisations Civicus (connecting civil society organisations worldwide) and Resource Alliance (connecting fundraisers worldwide) have linked their names to Change the Game Academy and thus underline the quality of the training programmes on Mobilising Support (Civicus) and Local Fundraising (Resource Alliance).

Vice Versa

This year, we once again worked hard to draw attention to the importance of giving local organisations more say in the work that they do. By doing so, we joined the global #ShiftThePower movement. Not the parties that will leave eventually, but the people who are staying, are the owners of development projects.

We collaborate with the journalistic platform Vice Versa. An online knowledge file is filled with new articles every month. Shift the Power also appears monthly in the Wereld Café (World Cafe) webinar which we organise together with Vice Versa. During the webinar, we, together with well-known and less well-known guest speakers from the field of development cooperation, discuss innovations and developments in the sector and how the work can be managed more effectively and more locally.

Global Exploration

Wilde Ganzen wants to create more activities aimed at young people. With the Global Exploration Foundation we work together in the My Climate Action campaign. See [page 47](#) for more information.





Project in Tanzania

Adapting to the pandemic

In March, our partner organisation The Foundation for Civil Society in Tanzania had to hastily adapt to the new reality. "Could we offer online training programmes", [Martha Olotu wondered](#). "Could we be online long enough without any hiccups?" It did not take long for those questions to be answered: in May, they offered two complete courses online. Despite technical challenges, the participants were taught all aspects of the training programme. A wonderful digital success.



Project in Ghana



Illegal logging

[In the past, the Social Initiative for Literacy and Development Program](#) (SILDEP) in Ghana participated in a Change the Game Academy training programme and came into action this year against a company that cuts down timber in the village of Tumu. The illegal logging greatly destroyed the environment. Residents joined the protest en masse, resulting in the government eventually revoking the company's licence and banning it from logging and exporting any more timber.





Project in Brazil

Successful campaign

In March, [160 civil society organisations](#) from Brazil called on the government to agree to a law enabling financial aid to those affected by the coronavirus crisis. They worked together on information material, involved the media and set up an online petition, all to convince the parliamentarians to vote in favour of the law. On 2 April, the law was passed allowing more people to receive an even higher compensation than was initially suggested.



Programme

Frame, Voice, Report!

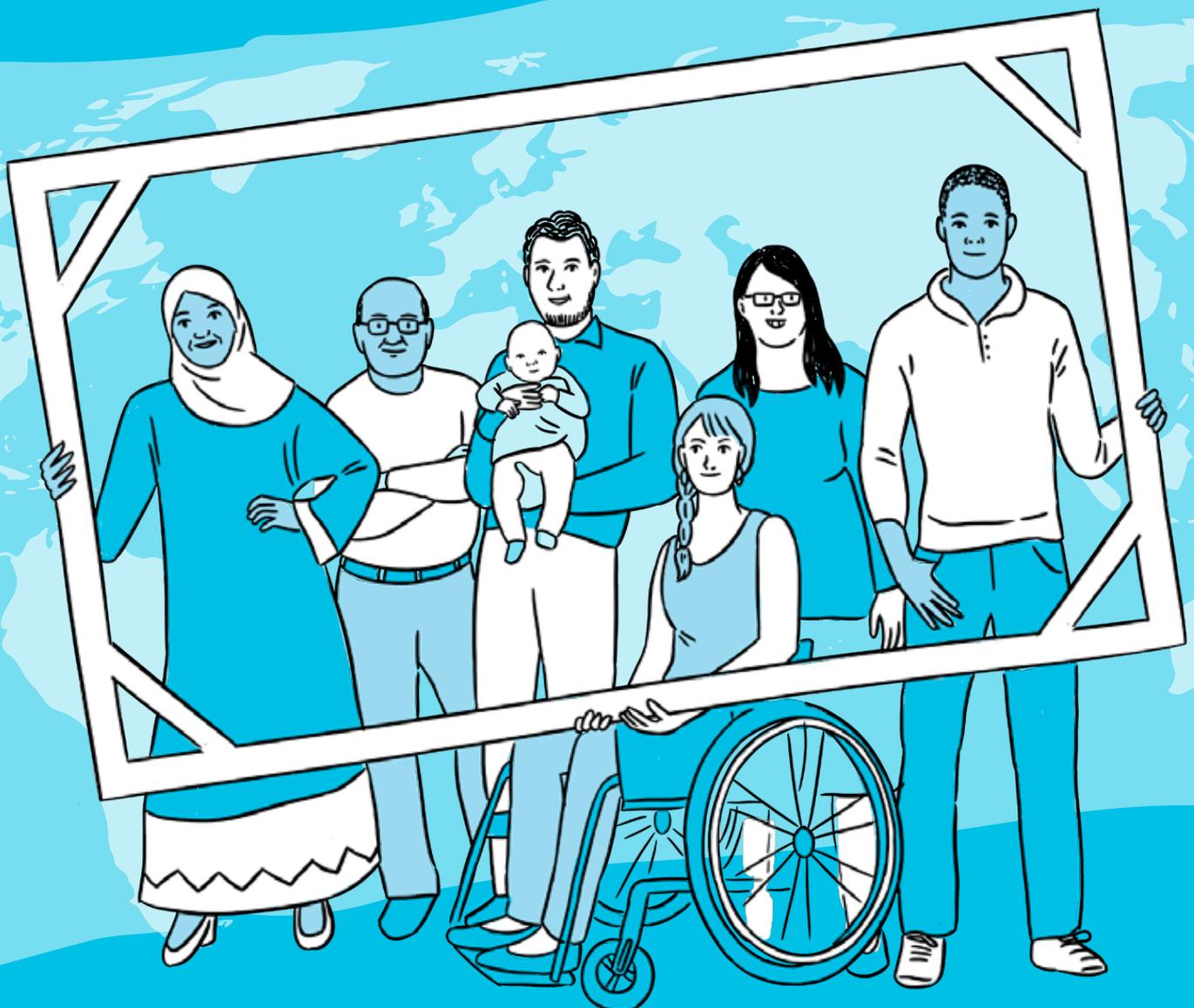
In recent years, Wilde Ganzen organised the Frame, Voice, Report! campaign on behalf of the European Union to promote the Sustainable Development Goals (SDGs) in the Netherlands and Belgium. This was all done in collaboration with various organisations in the Netherlands and Europe. 2020 was the final year of this campaign.



Result

- At the end of the year, an online partner meeting was held with the partners from Belgium, Denmark, Finland, France, Italy and Spain to evaluate the campaign. This [evaluation, which had been conducted externally](#) showed a positive assessment of the effectiveness and the efficiency.
- Across the entire project period, through the 37 projects supported by Wilde Ganzen and our Belgian partner 11.11.11, three million Dutch and Flemish people were reached and almost 30,000 people became actively involved in the SDGs. This is considerably more than the targets set out in the project plan.
- Check out all the projects carried out in the seven European countries on the website of Frame, Voice, Report!

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



Giving for Change

In the fight against poverty, development projects are often conceived in rich countries and implemented by white people. There must be a better way.

This year, we joined forces with three other organisations that share our vision: Global Fund for Community Foundations, Africa Philanthropy Network and Kenya Community Development Foundation. These organisations are among the frontrunners worldwide when it comes to promoting local fundraising and local ownership of the projects, in other words, community philanthropy.

Result

- Wilde Ganzen is the main proposer of the jointly developed Giving for Change programme.
- Within the framework of the Power of Voices subsidy programme, we have been selected by the Dutch government this year to use this five-year programme to promote local giving and local ownership to the tune of €24 million. The programme also wants to induce international organisations, governments and foundations to adjust their policies, so that most of the money no longer runs through organisations from Europe and America, and that there will be more direct collaboration with organisations of people in low- and middle-income countries themselves. This programme will start in 2021.

My Climate Action

Last autumn, a pilot of the My Climate Action fundraising campaign was launched. Children play an online game in the classroom, making them climate experts. They will then raise their own funds, set up a green school project and support a development project elsewhere in the world.

The campaign is an initiative of Wilde Ganzen in collaboration with the Global Exploration Foundation (SGE). This organisation wants to encourage Dutch young people to explore the world, and in particular developing countries, in order to bring about a change in behaviour.

Result

Some schools are already participating in My Climate Action this year. The aim - if the corona measures permit it - is to further roll out this campaign in 2021.



Marketing





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

- Social Media, radio, tv, print, outdoor advertising, free publicity

New and potential donors

- Website, Wilde Ganzen Magazine, newsletters, social media, webinars and (digital) meetings, face-to-face fundraising, telemarketing

Capital funds and businesses

- Personal approach, newsletters

PDI's

- Website, newsletters, social media, webinars and (digital) meetings

Work method in 2020

Together with a team of communication specialists and fundraisers we each year work on growing the income stream and increasing the brand awareness of Wilde Ganzen. As a result of these efforts, we saw a huge increase from donations and bequests of 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. We are very grateful to these organisations.



PDI fundraising

Each project is being financed by means of a contribution from Wilde Ganzen and the PDI in question. Due to the measures taken against coronavirus, this proved a difficult year for PDIs for their fundraising activities. Markets and fairs were closed and presentations could not take place. That made it difficult to generate extra income and increase their brand awareness. At the same time, these organisations were under enormous pressure to support their partners in developing countries. The fact that many PDIs managed to appeal to their own support base thus enabling the funding of all projects merits great appreciation.

It is wonderful to see that so many volunteers have strengthened local initiatives in developing countries,

shared the stories of the active initiators and raised funds with such great enthusiasm and perseverance. At Wilde Ganzen, we are particularly proud of this.

Dutch Postcode Lottery

Wilde Ganzen has been one of the beneficiaries of the Dutch Postcode Lottery for years. Just before the first measures against coronavirus were introduced, we attended the Goed voor Geld Gala on 4 March in Carré, Amsterdam. A record amount of over €376 million was distributed among 123 charities. In 2020, we received an amount of €900,000, for which we would like to thank all those who took part in the Dutch Postcode Lottery.



Objectives in 2020

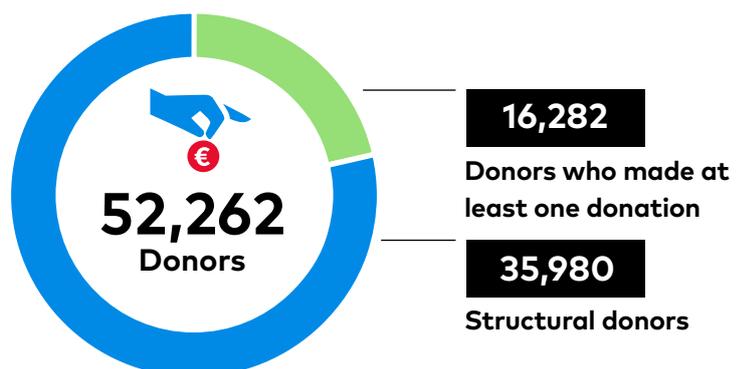
Within the framework of the 2020-2023 strategic multi-year policy plan, the Marketing department has the following objectives:

1. 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. 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.

Number of donors

A total of 52,262 donors, of which 35,980 structural donors.



Planned actions in 2020

Results

Monitoring favourable relationships with donors and at the same time benefit from growth opportunities

By reactivating former donors, thanking existing donors and sending updates on projects, we were able to ask donors for their opinion, reconnect them with us and show them the impact of their gifts. We also linked donors to a local foundation by means of a postcard action.

Recruiting new donors

In 2020, face-to-face fundraising, in particular, enabled us to recruit many new donors again. The total income was 2% lower than expected.

Investing in long-term face-to-face fundraising

We launched a pilot, whereby an external telemarketing agency would call recently recruited donors. This did not yield better results, so there will be no follow-up to this pilot in 2021.

Strict monitoring of the use of face-to-face agencies meant that we decided not to continue with one agency in 2021.

Use of direct mailing

Five DM campaigns ran this year, of which the extra mailing for the Wilde Ganzen Corona Fund and the December mailing did particularly well.

Use of telemarketing

There were multiple ongoing campaigns this year. The results were particularly good in December.

Relationship management capital funds

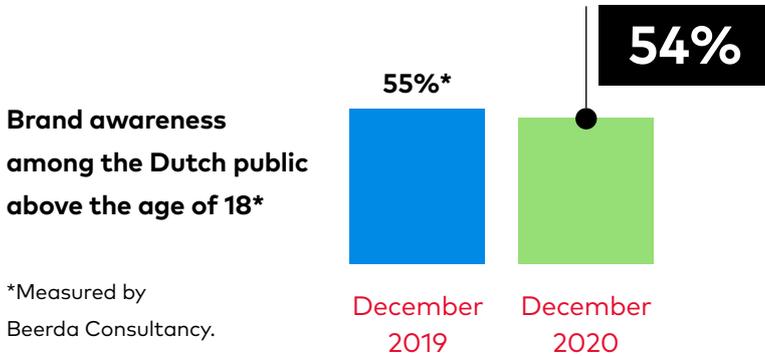
Wilde Ganzen has good relationships with about thirty capital funds. The income of €3.1 million was an absolute record. The growth is mainly owing to an additional contribution from existing relations. In addition, some smaller funds have started to cooperate with us.

Income from bequests

The released bequests have far exceeded four million euros. From the third quarter, an online campaign was launched, focusing on bequeathing to Wilde Ganzen, our services and, for example, the possibility of appointing Wilde Ganzen as executor. Physical meetings on bequeathing did not prove possible this year, however, we did organise a well-viewed webinar.

2. 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.



Aanpakkers kijken liever naar wat je wél kunt oplossen

Armoede is een grote vijand van vooruitgang en geluk. Maar het is geen onoplosbaar probleem. Dat bewijzen aanpakkers overal ter wereld; mensen die een kans zien en gewoon beginnen. Wilde Ganzen steunt ze, omdat je armoede samen van onderop kunt doorbreken. Met kleine, slimme projecten zorg je voor cruciale vooruitgang in mensenlevens, buurten en dorpen.

Ook jouw euro maakt verrassend veel verschil. Hoeveel? Kijk op wildeganzen.nl

WILDE GANZEN / Klein project Groot verschil



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Ook jouw euro maakt verrassend veel verschil. Hoeveel? Kijk op wildeganzen.nl

WILDE GANZEN / Klein project Groot verschil

Wilde Ganzen aims to further increase brand awareness and brand proposition in the coming years. In 2019, we brought our corporate story and corporate identity into order. We have been focusing on visibility and consistent branding throughout 2020.

We ran a continuous campaign, especially online, and four major media campaigns were launched throughout the year. In terms of timing, these campaigns clearly reflected the planning of the various mailings and the Wilde Ganzen Magazine, so that these different campaigns then also reinforced each other. We will continue this strategy in 2021.

Planned actions in 2020

Results

Launch of new proposition and corporate identity

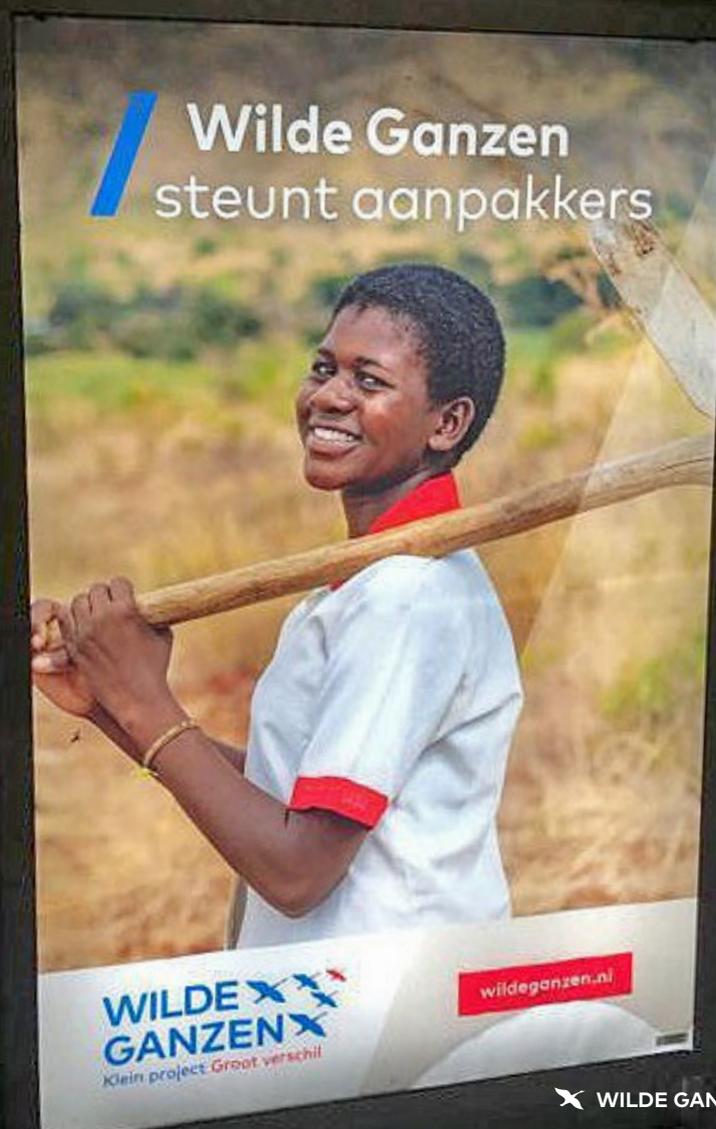
All means of communication have been adjusted. The Wilde Ganzen Magazine has been renewed. The website has been given a new look, our Sunday TV commercial has been given a fresh design and all other communications have been provided with our updated logo and font. All texts on Wilde Ganzen have been adjusted to a new tone of voice.

Increasing the brand awareness among young persons

Together with the Global Exploration Foundation, we have launched the My Climate Action campaign. We have also entered into a collaboration with publishing company Young & Connected. We have placed advertisements in the Samsam and Kidsweek periodicals and have also set up wildeganzen.nl/kids on our website.

Better online visibility and content strategy

New features have been added to our website. A great deal of effort has been put into SEO: when placing content, we take searchability in search engines more into account. The navigation structure has improved. An initial start has been made to introduce a platform for PDIs. Various campaigns have been launched on social media and via Google Display. The monitoring of our online presence has improved, as a result of which we now have more insight into range and results.



Results of online communication

Due to Wilde Ganzen's improved website and increased online visibility, the number of visitors has increased for wildeganzen.nl. The Change the Game Academy's website also had more visitors due to the coronavirus crisis, as more online courses were followed.

Below figures are the sum of Wilde Ganzen and Change the Game Academy channels.

	2017	2018	2019	2020
 Visits to websites*	104,817	150,510	224,544	304,686
 Registered users	x	2,500	5,206	11,557
 Newsletter recipients*	30,346	38,216	43,443	53,596
 Facebook fans*	29,026	250,792	403,702	403,342
 Twitter followers*	1,901	2,290	2,590	2,807
 Instagram followers	x	303	511	824

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

Organisation

Guided by our core values - flexibility, commitment, responsibility, fairness and consideration - Wilde Ganzen's employees work with passion and responsibility every day. In so doing, we not only look after people living in poverty, we also look after each other.



Development of the organisation

This year was the start of us working from the new office in Amersfoort. At a central location, all employees work in the same room, which increases visibility and facilitates interdepartmental cooperation. As of March, the measures against coronavirus forced us to mostly work from home. Work processes were quickly switched to online work processes, and extra attention was paid to working from home and working-from-home facilities.

We devoted much time this year on the implementation of our own Employment Conditions Scheme. The starting points were uniformity and equal treatment for all employees, with as little administrative complexity as possible.

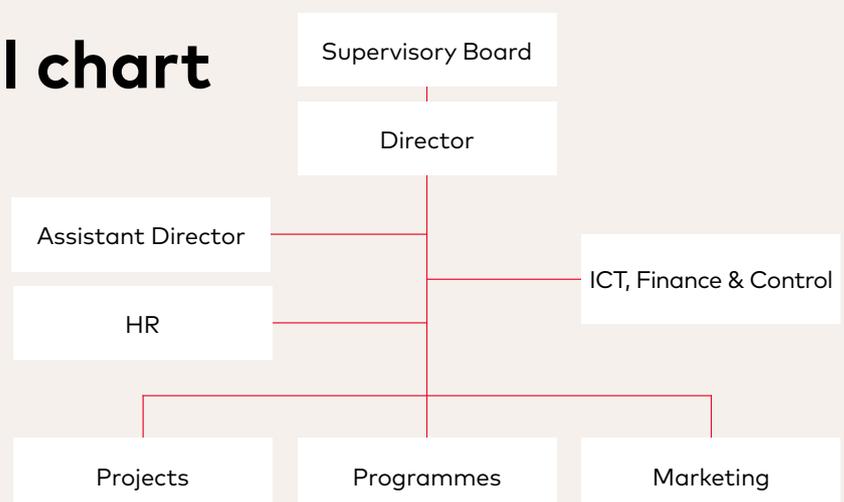
This new scheme was implemented on 1 January 2021 after close consultation with the Works Council.

The focus in ICT was on facilitating working from home, switching to the cloud and the purchase of new hardware. This will be further developed in 2021. Finance & Control dedicated their time on making thorough analyses with scenarios for the impact of the coronavirus crisis. A new reporting tool was put into use and the format for the annual plan was improved.

Number of employees

Measurement date	Number of employees	Number of FTE
31-12-2020	52	44.74
31-12-2019	49	42.76
31-12-2018	49	40.82
31-12-2017	47	38.95

Organisational chart



Director's remuneration

Kees de Jong's annual income in 2020 amounted to €107,472 based on 34 hours per week (0.94 FTE). Wilde Ganzen adheres to the Regulations for Remuneration of Directors of Charities. Using weighted criteria, this regulation provides a maximum standard for the annual income. This results in a so-called BSD score of 440 points, with a maximum annual full-time remuneration of €125,011.

The annual income, the taxed allowances/additional tax, the employer's pension contribution, the pension compensation and the other types of remuneration amounted to €120,276 and remained within the

maximum annual limit of €201,000, as specified in the regulations.

On the advice of the Remuneration Committee, the Supervisory Board determined the level of the executive remuneration. This is periodically updated. Kees de Jong's remuneration has been laid down in the employment contract in May 2018, which Wilde Ganzen entered into with him on the occasion of his appointment as Director. An explanation is available on [page 102](#)

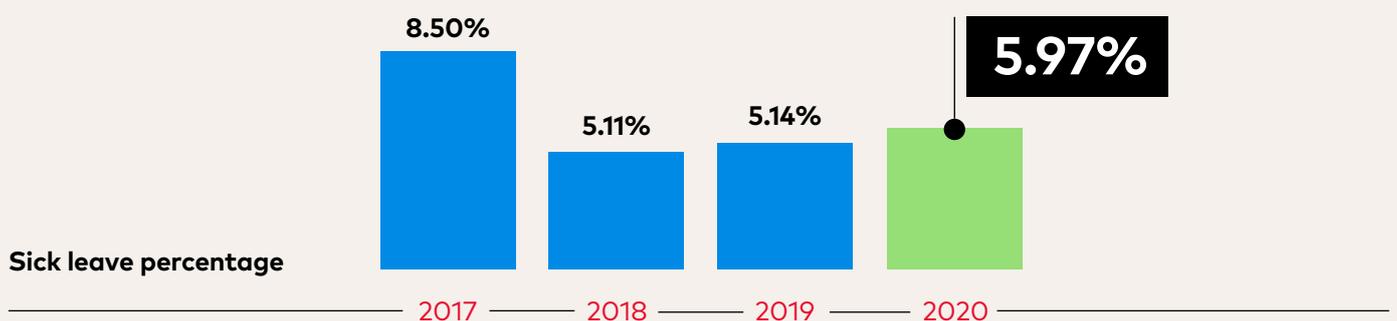
Vitality and absenteeism

Coronavirus has brought new challenges in the area of safe and healthy work conditions. Since mid-March, work has been done almost entirely from home. A lot of attention is being paid to the physical and mental well-being of employees, but also to the sense of involvement with the organisation and each other.

As an organisation, we promote an open, and transparent culture, within which employees can speak up freely, in which integrity is fostered and safeguarded. In 2020, all employees attended a giving and receiving feedback training programme. We also initiated ethical leadership.

We actively work on vitality within the organisation: an organisation with an energetic and positive climate, where colleagues value, inspire and empower one another and where there is room for (personal) growth, innovation and creativity. An organisation full of colleagues who enjoy their work, work with passion and experience a proper balance between their personal and work life, between hectic and relaxed, and between challenge and routine. To stress the importance of vitality, we are working on a vitality programme, which will be ready at the beginning of 2021 at the latest.

At 5.97%, the sick leave percentage was slightly higher than the level in 2019.



Integrity

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. Below lists our further measures:

- **Responsibility for integrity within Wilde Ganzen**
The integrity officer is responsible for the integrity policy as well as management and 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 a suspicion thereof. The Director has ultimate responsibility and a member of the Supervisory Board has integrity in their portfolio.
- **The Code of Conduct**
The code of conduct serves to prevent inappropriate behaviour and enforces 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 and forms part of the collaboration contract with our project partners.
- **Certificate of Conduct (VOG)**
A certificate of conduct (VOG) is requested for all Wilde Ganzen employees, interns and volunteers.
- **The Complaints Regulations for Undesirable Behaviour (for employees)**
We actively implement a policy to prevent undesirable behaviour and offensive behaviour. An independent complaints committee is appointed to deal with reports.
- **A confidential advisor**
An internal and external confidential advisor has been appointed for employees who report or have complaints about undesirable behaviour in the working environment, such as aggression and violence, sexual harassment/unwanted intimidation, bullying, discrimination or general undesirable behaviour from colleagues or managers.
- **Misconduct Reporting Procedure / Whistle-blower's Regulation**
As of the beginning of 2020, we have a whistle-blower's regulation. This regulation sets out how the employer deals with reports of a suspicion of abuse or misconduct, integrity violations or irregularities. This law regulates the possibilities and the protection of employees who want to report an abuse or misconduct, integrity violation or irregularity.
- **Guidelines for additional employment activities**
There is a guideline and register relating to additional employment activities. This is part of a solid integrity policy and was done in the context of transparency and to prevent any conflicts of interest or the appearance thereof.
- **Creating an open, transparent culture**
We promote and safeguard integrity by discussing it with each other. All employees have attended a feedback training programme in 2020. There have also been sessions with management on ethical leadership. The code of conduct, the complaints procedure and the whistle-blower's regulation are available in different languages on Wilde Ganzen's website.

Reports

There are various ways to report a violation of integrity or a suspicion of abuse or misconduct at Wilde Ganzen:

- through the supervisor;
- through the confidential advisor;
- through the complaints procedure for business relations on the website;
- through the integrity officer;
- through the advisory organisation Gimd.

Result:

No breaches of integrity were reported in 2020.

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](#).

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 the Good Governance Code (Code Wijffels, part of the CBF seal).

ISO certification

We are ISO-9001 and Partos-9001 certified. A comprehensive audit takes place once every three years for the renewal of the certification. In the years in between, periodic audits are carried out to evaluate the quality system.

Result:

As the renewal of the certification took place in 2019, we had a periodic audit this year. This audit was positive and no shortcomings were found.

Corporate Social Responsibility

Wilde Ganzen wants to contribute to our mission and vision through our policy on Corporate Social Responsibility (CSR). We believe that it is important to make responsible choices that contribute to a healthy and informed society. Specific attention should be paid to the environment. Fossil resources are running out, the climate is changing, sea levels are rising and linear business models are polluting. If nothing changes, these developments will affect everyone, and especially those people living in poverty.

A new CSR policy plan was presented and approved in December. We have put the ownership much more in the hands of the departments themselves, so that employees will personally become involved in the goals.

The overview below shows the declared intentions and improvements made measurable. Our objective is to achieve the results by 1 January 2023 at the latest.



<p>Administration: creating more incentives for carpooling, using bicycles and public transport</p>	<p>More than 75% of the employees commute by public transport or bicycle.</p> <p>In 2020, this was 82%.</p>
<p>Human rights</p>	<p>The Child Policy is secured through the training and coaching of our employees. There is a Child Protection Procedure toolkit and a gender policy.</p> <p>The first two items have been implemented in 2020.</p>
<p>Employees / work practice</p>	<p>There is a vitality programme for employees, as well as an integrity plan for employees, PDIs and LPOs.</p>
<p>Environment: promoting the use of sustainable products</p>	<p>75% of all products used at the office is fair trade or has another sustainability label.</p> <p>In 2020, this was 68%.</p>
<p>Environment: further improving sustainable procurement practices</p>	<p>Sustainability is reflected in our supplier assessment and purchasing policy. Half of the suppliers are considered to be sustainable based on the supplier assessment.</p> <p>Both objectives have been met in 2020.</p>
<p>Environment: annually reducing and compensating the carbon footprint</p>	<p>Wilde Ganzen operates in a climate neutral manner.</p>
<p>Consumer topics: promoting CSR to PDIs / LPOs and encouraging projects that contribute to environmentally friendly practices in developing countries</p>	<p>At least one instrument has been created for CSR focused on PDIs.</p> <p>A climate funds has been established.</p> <p>The second objective has been realised in 2020.</p>
<p>Social involvement: involving partners in the (multi-year) policy</p>	<p>The sounding board group of NPOs from several countries gives advice at least once a year on the Change the Game Academy policy and budget.</p> <p>Policy is being developed in 2021. The first meeting will be scheduled for 2022.</p>
<p>Social involvement: involving local communities in the developing agenda</p>	<p>The Giving for Change programme has been launched.</p> <p>This programme was submitted in October and approved by the Dutch government in December.</p>
<p>Communicating the CSR objectives</p>	<p>The annual report will disclose the extent to which we have achieved our CSR objectives.</p> <p>Indicators are included in the organisation-wide measurement plan; progress is discussed in the MT at least annually.</p> <p>Both items have since been implemented.</p>

Works Council

As a small organisation, Wilde Ganzen had a Staff Representation (PVT) up until last year. On 1 May, the number of employees was fifty. That legally entitles Wilde Ganzen to a Works Council (OR). In consultation with the Director and the Chair of the Supervisory Board, Wilde Ganzen set up its own Works Council that same day.

The four employees of the Staff Representation jointly transferred to the Works Council. Regulations were drawn up, setting out arrangements on the composition, the elections and the work method. The term of office is four years. As no elections had been held, it has been agreed that in 2021 half of the Works Council will resign. Elections will therefore be held on 1 July 2021 at the latest.

Result

- The Works Council has held intensive discussions with the management council on a new Employment Conditions Scheme. This scheme entered into force on 1 January 2021.
- The Works Council dedicated much time on matters relating to working from home as well as on the measures that had to be taken in light of the coronavirus crisis.
- Furthermore, the focus this year was on the development of employees, the prevention of absenteeism, the privacy of employees and diversity matters.





Outlook

Coronavirus will also have a significant impact on 2021. We see millions of people facing poverty around the world as a result of the coronavirus crisis. We therefore expect additional aid requests from our partners. There is also the risk of projects, programmes and training activities being postponed; there are very limited travel possibilities; there is less cohesion due to working from home on a full-time basis; and income is uncertain. The risks in question have been carefully mapped. The coronavirus crisis requires the necessary flexibility, navigating carefully between physical and online presence, proper monitoring of activities, income and employees' well-being.

Self-reliance

The focus in 2021 ties in with the 2021-2023 multi-year policy plan. We want to draw more attention to the ultimate result for people living in poverty. Together with PDIs 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 reinforce our contact with LPOs. In our new policy, we work in a differentiated manner with three categories of partners and projects, these being the growers, the bloomers, the harvesters, aimed at sustainable relations, committed local communities and - where possible- local fundraising.

Activities

- quality assessment and funding of at least 250 projects, whereby we will implement our new projects policy, starting with focus countries, the continuation of Wilde Ganzen Klein;
- in project consulting, focus on the movement from a) project to organisation, b) short-term to long-term effect, c) funder to advisor and coach;
- more qualitative consulting, i.e. through partner tools, sharing best practices and online and offline meetings.

Less dependency on foreign aid

It is crucial that not only people, but also their local organisations become self-reliant. By 2021, we are helping local organisations to become increasingly independent from foreign aid through training and lobbying on local fundraising together with National Partner Organisations.

Activities

- start of Giving for Change, the lobbying programme for *community philanthropy* by sixty communities of practice and thirty impact initiatives in eight countries, thirty #ShiftThePower meetings;
- Change the Game Academy: 27 training programmes in thirteen countries with 270 participating organisations; additional training activities with third parties, including KidsRights; continued development of online group learning, e-coaching;
- reinforcing shared ownership of Change the Game Academy by means of a marketing and Director's meeting, setting up a Guidance Committee.



A more customer-oriented approach

We will turn our efforts outwards to much greater extent in close interaction with our most important stakeholders. We will provide more customised services for PDIs in 2021 and reduce the time taken for processing applications; we will become more and better visible and findable to the public, especially online, and we will enthuse young people about My Climate Action; we will improve our relationship with donors by means of diversification, personalisation, information, quality and innovation.

Activities

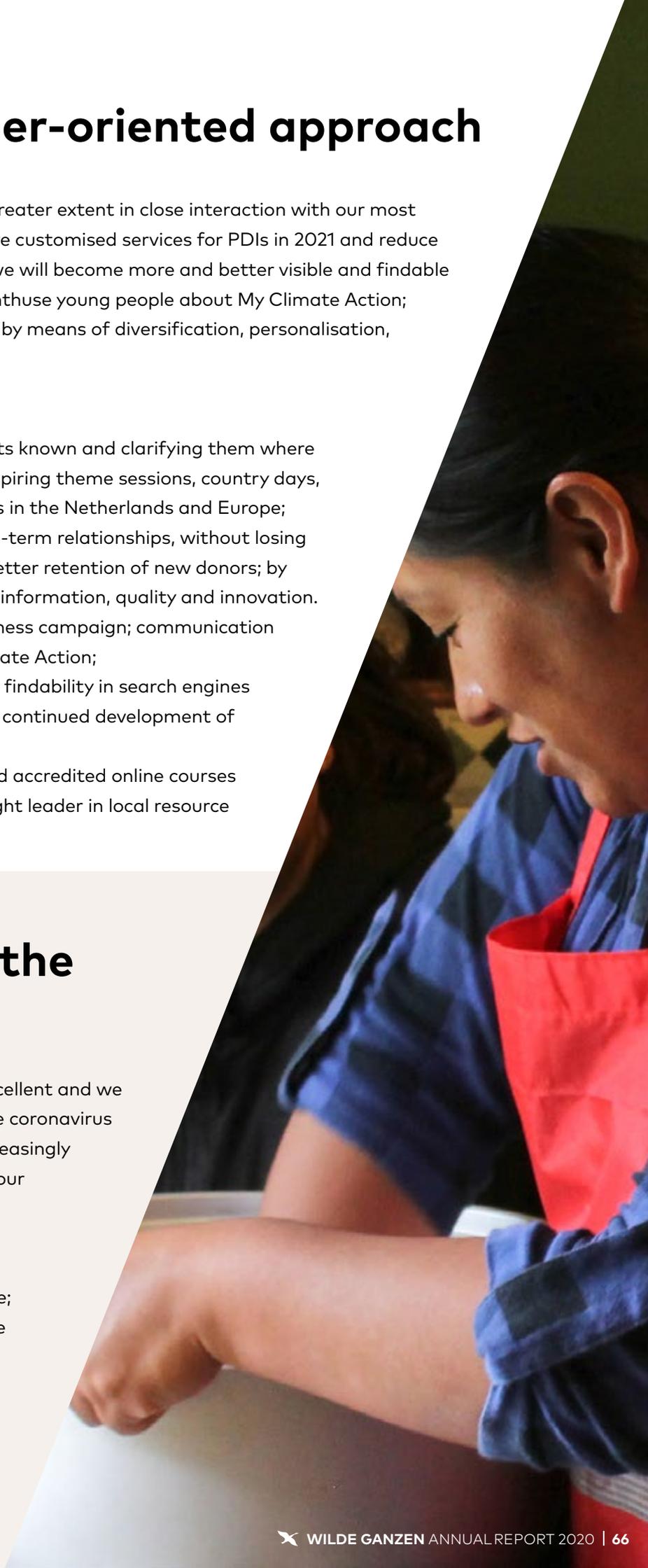
- PDI: making threshold criteria and formats known and clarifying them where necessary, tight lead times; organising inspiring theme sessions, country days, a PDI day; strengthening support for PDIs in the Netherlands and Europe;
- donors: focusing on monitoring good long-term relationships, without losing sight of growth opportunities and with better retention of new donors; by means of diversification, personalisation, information, quality and innovation.
- the public: in-depth (online) brand awareness campaign; communication plan for young persons, including My Climate Action;
- online: better presence through increased findability in search engines and ongoing optimisation of the website, continued development of 'Mijn Wilde Ganzen' (platform for PDIs);
- Change the Game Academy: renewed and accredited online courses with paid certificates; international thought leader in local resource mobilisation.

Strengthening the organisation

The quality of our internal organisation is excellent and we will keep it at the current high level. Once the coronavirus crisis is under control, our new office will increasingly become a meeting point for employees and our customers, particularly PDIs.

Activities

- ICT: migration to the cloud, new hardware;
- HRM: more volunteers; introduction of the vitality programme; ethical leadership;
- Finance & Control: implementing recommendations from the ISO certification audit; cost reduction in debt collection and insurance; optimisation of the quality management system.



A young woman with short dark hair, wearing a black long-sleeved shirt and a blue patterned skirt with yellow and white designs, is smiling and holding a wooden-handled machete. She is standing in a field of dry, brown branches and twigs. The background is a blurred green field. A blue diagonal bar is on the left side of the page.

Appendix



Approved projects in 2020

Regular projects

Projectland	Hoofdsector	Naam POI	Naam LPO
Armenië	Water en sanitatie	Pijnackernaren helpen Armenië	Stichting Little Bridge
Bangladesh	Zorg en welzijn	Niketan	DRRA
Benin	Water en sanitatie	Ben-in-Connection	PlanFutur Bénin
Bolivia	Zorg en welzijn	Stichting Perspectief 3000	Orden de San Agustín - Vicariato de Bolivia
Bolivia	Voedselzekerheid	Stichting Samay	VOSERDEM
Bolivia	Onderwijs	Stichting Ayni Bolivia-Nederland	ONG Ayni Bolivia
Bolivia	Voedselzekerheid	Stichting NME Mundial	Fundacion Alerta Verde
Bosnië en Herzegovina	Zorg en welzijn	Stichting Proplan	IFS-EMMAUS
Brazilië	Onderwijs	Stichting Power2Fly	ASAS Ações Sociais Amigos Solidários
Brazilië	Onderwijs	Stichting Help mij leven	Associação REMER
Burkina Faso	Onderwijs	Stichting Moeders OntwikkelingsProjecten (MOP)	Association Faag Taaba de Sabou
Burkina Faso	Water en sanitatie	Stichting Steun voor Oudalan	Association Dagnal Roobe
Burkina Faso	Sociaal-economisch	Commissie ZWO van de protestantse Kerk te Geldrop	Association Losani
Burkina Faso	Opbouw civil society	Stichting Télé-Vie-Deo	Télé-Vie-Déo
Burkina Faso	Onderwijs	Stichting ASAP	ASAP Foundation
Burkina Faso	Onderwijs	Stichting de Gouwkamp	Association Féminine Teeli-Taaba
Burkina Faso	Water en sanitatie	Stichting Steun voor Oudalan	Association Dagnal Roobe
Burundi	Onderwijs	Stichting EJO Burundi	AJMPD - Association pour la Jeunesse en Mission de Paix par le Développement
Burundi	Opbouw civil society	Millennium microprojects	IBAZA (Imfura Burundi Zacu a.s.b.l)
Buthan	Onderwijs	Stichting Global Exploration	
Cambodja	Onderwijs	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodja	Onderwijs	Stichting Cambodia-Dutch	Cambodia-Dutch Organization
Cambodja	Opbouw civil society	Friends of Kakot (FOK)	Cambodian ChildLife Foundation
Cambodja	Water en sanitatie	Stichting Sawasdee	Don Bosco Foundation of Cambodia
Cambodja	Onderwijs	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodja	Sociaal-economisch	Stichting Scholenproject Cambodja Rotterdam (SSCR)	NGO Spien
Cambodja	Onderwijs	Stichting Equal Chance	Cambodian Child and Hope Association
Cambodja	Onderwijs	Stichting Scholenproject Cambodja Rotterdam (SSCR)	Don Bosco Foundation of Cambodia
Cambodja	Onderwijs	Stichting Hopeful Children Center	NGO Hopeful Children Center
DRC - Democratische Republiek Congo	Onderwijs	Stichting Bon Berger International	Bon Berger International
DRC - Democratische Republiek Congo	Onderwijs	Stichting Bambale	Fondation pour le Développement stichting Bambale (FDSB)
DRC - Democratische Republiek Congo	Sociaal-economisch	Stichting 4u2develop	ACPDI - Actions des Communautés Paysannes pour le Développement Integre
Egypte	Zorg en welzijn	Foundation Ard el Amal - Nederland	Foundation Ard el Amal - Egypt
Ethiopië	Water en sanitatie	Stichting Equator Medicare	NCS - Nekemte Catholic Secretariat
Ethiopië	Onderwijs	StartUp4kids Foundation	Development Education Center (DEC)
Ethiopië	Water en sanitatie	Stichting Kleinschalige Afrikaanse Projecten	The Well in Action (TWA)
Filippijnen	Onderwijs	Stichting Kalinga	Papaya Academy Inc
Gambia	Gezondheid	Stichting Help Gambia Helpen	Makoye Gambia Foundation
Gambia	Onderwijs	Stichting Care for Gambia	Care for Gambia Association
Gambia	Onderwijs	Jong, de	Action for Youths Africa-Gambia (AYA)
Gambia	Gezondheid	Wal, Van der	Mama Africa for Gambia Foundation
Gambia	Verbetering leefomgeving	Stichting Casa Gambia Nederland	Casa-Gambia
Gambia	Gezondheid	Future4all	Future4all Foundation
Gambia	Onderwijs	Wolfert van Borselen Tweetalig	Usman Bin Affan School in collaboration with Kairah Garden Foundation
Gambia	Onderwijs	Stichting Steun en opbouw Gambia	Foundation Waledeeren Golen the Gambia
Ghana	Gezondheid	Stichting Bereikum	Catholic Diocese of Sunyani
Ghana	Water en sanitatie	Stichting Shining Light	Rhema Tidings
Ghana	Gezondheid	Stichting Their Voice	Ghana Health Service
Ghana	Sociaal-economisch	Stichting Basic Education Care (EDUCARE)	Joint Ownership: Biakoye Farmers Association, Unity Farmers Association, Educare Schools Ghana
Ghana	Sociaal-economisch	SOKPO	Job Creation and Training Centre for the Deaf
Ghana	Water en sanitatie	Stichting De Doel	Home Coming Platform
Ghana	Verbetering leefomgeving	Vrienden van YETS Ghana	YETS Ghana
Ghana	Gezondheid	Stichting St. John Hospital Ghana	St. John of God Hospital Ghana
Ghana	Voedselzekerheid	Stichting Vrienden van Christopher	Gambibgo Ghana Project
Ghana	Gezondheid	Stichting Awinbono	Awinbono Foundation Ghana
Ghana	Sociaal-economisch	Stichting Adamfo Ghana	Catholic Archdiocese of Kumasi - Street Children Project
Ghana	Onderwijs	Dare2Care	DaretoCare international school
Guatemala	Onderwijs	Stichting Flor Ayuda	Asociación Guatemalteca de Desarrollo Integral (AGDI)
Guatemala	Onderwijs	Stichting Kinderprojecten Guatemala	Asociación Constru Casa
Guatemala	Opbouw civil society	Stichting International Tree Fund	CGTG Central General de Trabajadores de Guatemala
Guinee	Water en sanitatie	Stichting Fougouance	Association pour la Promotion de la Santé à Fougou (APSF)
Haiti	Voedselzekerheid	Vrienden van Haiti Nederland	Association Lorrain Delhoux pour le Développement Grand-Goave (ALODD-GG)
Haiti	Voedselzekerheid	Stichting Jarikin	Cœur pour Haiti / NGO Fondation Jarikin Haiti (dans la Création)
India	Onderwijs	Stichting Ladder	Sigaram Academy of Excellence (Academy for Excellence and Empowerment)
India	Onderwijs	Stichting Suryodaya	Our Lady's Convent
India	Gezondheid	Stichting Armen en Wezen (SAW)	Shrimad Dayanand Vedarsh Mahavidhyalaya Nyas
India	Gezondheid	Stichting Global Exploration	
India	Onderwijs	Stichting Amaidhi	Karunalya Social Service Society
India	Sociaal-economisch	Vereniging Ontwikkelingshulp De Brug	ROPHE (Rural Organisation for People's Health)
India	Onderwijs	Stichting Helpende Handen India	Udavum Karangal Educational Trust.
India	Onderwijs	Stichting Sari	St. Peter Paul Educational and Cultural Trust
India	Water en sanitatie	Stichting Himalaya Resources	Uttarakhand Jan Jagriti Sansthan
India	Onderwijs	Stichting Focus On Education	I.C.M. Sisters
India	Gezondheid	Stichting Amaidhi	St. Thomas Hospital
India	Onderwijs	Colourful Children	The Sivakasi Don Bosco Society
India	Onderwijs	Stichting Ladder	The Roman Catholic Diocese of Kuzhithurai
India	Onderwijs	Stichting Metta Child	Buddha's Smile School (Dikshit Shiksha Society)
India	Gezondheid	Stichting Ananda Bhavan	Kurji Holy Family Hospital
India	Sociaal-economisch	Stichting Jalihal	Yerala Projects Society (YPS)
India	Zorg en welzijn	Stichting Ananda Bhavan	Diocese of Palghat
India	Zorg en welzijn	Stichting Raja	Bangalore Oniyavara Seva Goota (BOSCO)
Indonesië	Zorg en welzijn	Stichting Yayasan Setetes Embun	Yayasan Setetes Embun / Perikumplan Wong Mujur
Indonesië	Zorg en welzijn	Stichting VLOK (Vrienden van Lombok)	Yayasan Lombok Sahabat Bangsa
Indonesië	Verbetering leefomgeving	Stichting Global Exploration	DeTara Foundation
Indonesië	Gezondheid	Stichting Rotary Waterprojecten	Rotary Club of Yogya Tugu
Irak	Water en sanitatie	NSKI (Nederlandse Stichting voor de Kinderen van Irak)	NSKI
Kameroen	Gezondheid	Stichting Maasdriel steunt haar missionarissen	Holy Union Sisters
Kenia	Gezondheid	Wings of Support	Redeemed Gospel Church Development Programme (RGCDP)
Kenia	Opbouw civil society	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenia	Onderwijs	Stichting Tele Family Nederland	Tele Family Foundation

Kenia	Onderwijs	Stichting Homa Bay	EDUCATION AND HEALTH FOR CHILDREN IN KENYA
Kenia	Onderwijs	FAPADAG (facilitation and participation of disadvantaged groups)	Shammah Community Based Organization
Kenia	Water en sanitatie	Stichting Waterpas	Dutch Water limited
Kenia	Onderwijs	Stichting Kibandaongo	Ufunguo CBO
Kenia	Water en sanitatie	Stichting Pamoja Kenia	CBO/Foundation Pamoja Kenia
Kenia	Onderwijs	Tenda Pamoja Kenya - Nederland	Tenda Pamoja Foundation
Kenia	Onderwijs	Rotary Club Amsterdam International	St Therese vocational training center
Kenia	Sociaal-economisch	Stichting Kidscare	KidsCare Kenya
Kenia	Onderwijs	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenia	Onderwijs	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenia	Onderwijs	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenia	Zorg en welzijn	Kolff	Investing in Children and their Societies (ICS SP) Africa
Lesotho	Onderwijs	Stichting Seliba SA Baithuto	Seliba Sa Baithuto Trust Fund / Learning Centre
Libanon	Zorg en welzijn	SPIN (Stichting Palestijnse Islamieten in Nederland)	Palestijnse vrouwen Unie Libanon
Malawi	Onderwijs	Stichting Vrienden voor Afrika	CCAP Blantyre Synod
Malawi	Onderwijs	Verburg Charity Foundation	EVTI ? ECOM Vocational Training Institute
Malawi	Onderwijs	Verburg Charity Foundation	SVTI - Stephanos Vocational Training Institute
Malawi	Onderwijs	Verburg Charity Foundation	TDCC ? TEEM Development Centre College
Malawi	Gezondheid	Stichting Malawi Mission Work Team	Embangweni Hospital, CCAP Synod Livingstonia
Malawi	Onderwijs	Stichting Mirjam in Malawi	The Registered Trustees of the CMC Mission
Malawi	Gezondheid	Stichting St. Luke's Hospital Malawi	St. Martins Hospital Malindi
Malawi	Onderwijs	Edukans	Archdiocese of Lilongwe
Malawi	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Blantyre institute for Community Ophthalmology (BICO)
Malawi	Onderwijs	Stichting Beter Malawi	MANAO - Mawa Ndi Anthu Otisamala (CBO)
Mauritanië	Voedselzekerheid	Stichting Silent Work	Silent Work Afrique de l'Ouest
Namibië	Sociaal-economisch	Beautiful Kidz Namibia NL	Beautiful Kidz Namibia
Namibië	Onderwijs	Steunstichting Onderwijs en Opvoeding Jeugdigen Afrika - SOJA	Anistemi College and Training Centre (ACTC)
Namibië	Onderwijs	Stichting Wake up Windhoek	Penduka Daycare Centre Trust
Nepal	Onderwijs	Stichting Maya Universe Academy Netherlands	Maya Universe Academy
Nepal	Gezondheid	Stichting Nepal	The Nepal Trust
Nepal	Onderwijs	Stichting Nepal Sammaan	SSDO Social Sunshine Development Organization
Nepal	Onderwijs	Stichting Perspectief 3000	Sathya Uddhyan
Nepal	Zorg en welzijn	Stichting Dipa Foundation	Paid (Parents Association Intellectual Disabled)
Nepal	Onderwijs	Stichting Ton Memorial School Sailing	KLES
Nepal	Zorg en welzijn	Stichting Nepal	Autism Care Society Gandaki (ACSG)
Niger	Water en sanitatie	Stichting Smart Centre	Eglise Evangelique de la Republique du Niger (EERN)
Nigeria	Water en sanitatie	Rural Women Foundation NL	Rural Women Foundation
Oeganda	Onderwijs	Egoli Africa	Egoli Africa Uganda
Oeganda	Onderwijs	Stichting Global Exploration	
Oeganda	Opbouw civil society	Stichting Mirembe	Tusaideina Uganda Limited (TUL)
Oeganda	Onderwijs	Stichting Schools for Youth	John Fisher Youth Initiative Uganda (JFYIU)
Oeganda	Water en sanitatie	Stichting Project Voice	Project Voice Uganda Organisation
Oeganda	Onderwijs	Stichting Bona Baana	MCAFS; Masanafu Child And Family Support
Oeganda	Water en sanitatie	Kwataniza	Abanya-Rwenzori Mountaineering Association (AMA)
Oeganda	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Ruharo Eye centre-Ruharo Mission Hospital
Oeganda	Zorg en welzijn	Stichting Hope & Dreams Uganda	Home of Hope and Dreams Uganda
Palestijnse Autoriteit	Gezondheid	Stichting Palestina	Dar Essalam Hospital
Palestijnse Autoriteit	Gezondheid	Stichting Palestina	Dar Essalam Hospital
Papoea-Nieuw-Guinea	Gezondheid	Stichting Khuska	Gulf Christian Services
Peru	Onderwijs	StartUp4kids Foundation	FINCA Peru
Peru	Onderwijs	Stichting Oportunidades Iguales (StOI)	Asociación Holanda
Peru	Onderwijs	Stichting HoPe	Asociacion Civil Fundacion HoPe Holanda Peru
Peru	Onderwijs	Stichting de Bruijn-Kleinen	ONG Mama Alice
Peru	Verbetering leefomgeving	Stichting Amazon Fund	Picafior Research Centre, Tambopata
Peru	Onderwijs	Steunstichting Inca Educa	CETPRO INCA EDUCA
Rwanda	Sociaal-economisch	The Cornerstone Foundation	RWAFAT
Servië	Onderwijs	Rotary Club Amsterdam International	Novak Djokovic Foundation (LPO)
Sri Lanka	Sociaal-economisch	Stichting Sampath Foundation	Northern Co-operative Development Bank (NCDB)
Sri Lanka	Onderwijs	Isuru Preschool Sri Lanka	Sevalanka Foundation
Sri Lanka	Sociaal-economisch	Stichting Sampath Foundation	Arthacharya Foundation
Sri Lanka	Onderwijs	Stichting Need 4 Care	Caritas Anuradhapura
Sri Lanka	Voedselzekerheid	S2T Sri Lanka (Stichting Thuis en Toekomst Sri Lanka)	Miridiya
Sri Lanka	Voedselzekerheid	Stichting ZOM	St. Mary's Church, Nayakkanda, Hendala, Wattala. ZAP (ZOM Animal Project)
Sri Lanka	Onderwijs	Stichting tot Steun aan Dr. Reijntjes Dovenschool	Dr.Reijntjes School for the Deaf
Suriname	Zorg en welzijn	Stichting CaritaSu	Mr. Huber Stichting
Suriname	Sociaal-economisch	Stichting Afrisol	SURISOL IMPACT
Suriname	Onderwijs	Stichting Shaan Creations International	Stichting Shaan Creations Suriname
Syrië	Water en sanitatie	Stichting Humanitaire Hulp Syrië (SHHS)	New Start
Syrië	Gezondheid	Stichting Humanitaire Hulp Syrië (SHHS)	New Start
Tanzania	Sociaal-economisch	Stichting Zenji Treasures	Chako
Tanzania	Gezondheid	Stichting Vrienden Sengerema Hospital	Sengerema designated District Hospital (SDDH)
Tanzania	Zorg en welzijn	Stichting Matamba	Roman Catholic Parish Matamba
Tanzania	Onderwijs	Stichting support school fees	Rotary Club Igoma Mwanza
Tanzania	Verbetering leefomgeving	Stedenband Tilburg-Same Tanzania	Mater Dei Africa (MDA)
Tanzania	Zorg en welzijn	Stichting Make Autism Really Known (MARK)	MARK's farm & lodge ltd.
Tanzania	Onderwijs	Stichting Mazingira Nederland	Mazingira Community Development Forum
Tanzania	Gezondheid	Stichting SINTAN IP	Mater Dei Africa (MDA)
Tanzania	Verbetering leefomgeving	Stichting Stipulae	Mater Dei Africa (MDA)
Tanzania	Onderwijs	Stichting Hulp voor Isingiro	Yohana Wavenza Health Institute
Tanzania	Zorg en welzijn	Kwagala Foundation	More Africa
Tanzania	Zorg en welzijn	Stichting Brood voor weeskinderen	Inuka Trust Tanzania
Tanzania	Onderwijs	Stichting Global Exploration	High Peaks Expeditions
Thailand	Onderwijs	Thai Child Development Foundation (TCDF)	Thai Child Development Foundation
Togo	Onderwijs	Stichting Tomoka Support	Tomoka
Vietnam	Gezondheid	Child Surgery Vietnam (CSVN), Stichting	Center II - Direct Support For Disabled Children (CII)
Wit-Rusland	Verbetering leefomgeving	Expeditie-Onderwijs Project Wit-Rusland	Children's center "Our House" - NashDom
Zambia	Onderwijs	Stichting Kambo	School Language Academy
Zambia	Onderwijs	Stichting Hetty Denen voor Zambia	Hetty Denen Primary School
Zambia	Onderwijs	Stichting ProjectsNow	Nanyanga Ward Development Committee (NWDC)
Zambia	Onderwijs	Diaconie PKN Drunen	Nsobe Development Trust
Zambia	Sociaal-economisch	Stichting Jacana	Jacana Foundation Zambia
Zambia	Onderwijs	ZAP - Zambia Allocation Program	ZAP - Foundation Zambia
Zambia	Gezondheid	Stichting St. Francis' Hospital - Medical Support Group	St. Francis' Hospital
Zimbabwe	Water en sanitatie	Mplo Foundation	Nyamakate Secondary School
Zimbabwe	Onderwijs	Diaconie Protestantse Gemeente Rotterdam-Zuid	Synod of the Reformed Church in Zimbabwe
Zimbabwe	Water en sanitatie	Stichting Zuva Rabuda	Eberhard Services (Private) Limited trading as Get Wet Borehole Drilling Services
Zimbabwe	Onderwijs	Stichting Kukura	Chaka Stead (primary School)
Zimbabwe	Onderwijs	Durstone Foundation Zimbabwe	Durstone Primary School
Zuid-Afrika	Onderwijs	Stichting Rhiza	Rhiza Babuyile
Zuid-Afrika	Verbetering leefomgeving	Stichting Platform Stedenband Oudtshoorn ZA	St Luigi Scrooppi Sorgsentrum
Zuid-Afrika	Zorg en welzijn	Stichting Zulu Aid	Hillcrest AIDS Centre Trust (HACT)
Zuid-Afrika	Onderwijs	Stichting Mzamomhle	Starting Chance Trust
Zuid-Afrika	Onderwijs	Rakhorst	Bambanani Community Development Organisation - BCDO
Zuid-Afrika	Onderwijs	Wings of Support	Biblienef South Africa NPC
Zuid-Afrika	Onderwijs	Stichting Global Exploration	Soneike High School
Zuid-Afrika	Water en sanitatie	Wings of Support	Child and Youth Care Centre Goeie Hoop - Kiman Foundation South Africa
Zuid-Afrika	Onderwijs	Stichting Mzamomhle	The Early Education Centre (TEEC)
Zuid-Afrika	Zorg en welzijn	Stichting Bobbi Bear Nederland	Operation Bobbi Bear (official: the Bobbi Bear Foundation)

Kaapverdië	Gezondheid	Stichting Water voor Leven	Associação Agua para Viver
Kameroen	Voedselzekerheid	Stichting Fakkel 2000	ACFISA
Kameroen	Gezondheid	Stichting Gehandicapte Kinderen Kameroen	Casey Association Cameroon
Kameroen	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Presbyterian Church in Cameroon (PCC) - Presbyterian Eye Services
Kameroen	Gezondheid	Stichting Stedenband Dordrecht-Bamenda	CBCHS
Kameroen	Gezondheid	Stichting Stedenband Dordrecht-Bamenda	Ntankah Village Women Common Initiative Group
Kameroen	Gezondheid	Stichting Stedenband Dordrecht-Bamenda	National Polytech University Institute (NPU)
Kameroen	Voedselzekerheid	LiveBuild	Center for Economic Development
Kenia	Voedselzekerheid	Stichting KidsCare	KidsCare Kenya
Kenia	Voedselzekerheid	Stichting IMANI	Victoria Friendly Montessori (VFM)
Kenia	Voedselzekerheid	FAPADAG (facilitation and participation of disadvantaged groups)	Shammah centre shammah community based organisation
Kenia	Gezondheid	Stichting ELIMU Mount Elgon	Mount Elgon Trust (MET)
Kenia	Voedselzekerheid	Blessed Generation Nederland	Blessed Generation Nyamira
Kenia	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Foundation Oloonkolin Kenya
Kenia	Voedselzekerheid	Our Energy Foundation	Visitation Daughters of the Immaculate Heart of Mary
Kenia	Voedselzekerheid	Stichting Kibandaongo	Ufunguo CBO
Kenia	Gezondheid	Stichting Wanawa	Community Health Promotion Fund (CHPF)
Kenia	Gezondheid	SBNN - Stichting Buru Nyakwere Nederland	SBNN Kenya
Kenia	Gezondheid	Stichting Kenia Health Nederland	Mercal Healthcare
Kenia	Gezondheid	Stichting Share	Kajiado Catholic Church
Kenia	Voedselzekerheid	Amara foundation	Urusi
Kenia	Gezondheid	Our Energy Foundation	Nyabondo Rehabilitation Centre
Kenia	Voedselzekerheid	Learn! Foundation	Lifting the Barriers
Kenia	Gezondheid	Ultimate Hope Foundation	Abikom Youth Foundation
Kenia	Water en sanitatie	Stichting Pamoja Kenia	CBO/Foundation Pamoja Kenia
Kenia	Zorg en welzijn	Stichting Foundation Saidiakwale	ANNETY WOMEN GROUP
Kenia	Sociaal-economisch	Osotua Foundation	Nkoilale Community Development Organization (NCDO)
Kenia	Zorg en welzijn	Stichting Macheo Nederland	Macheo Children's Organization
Kenia	Gezondheid	Cycling out of Poverty	Cycling out of Poverty foundation Kenya
Kenia	Voedselzekerheid	Stichting Foundation Saidiakwale	Bang'a primary school
Kenia	Voedselzekerheid	KCDF, Kenia	
Kenia	Voedselzekerheid	KCDF, Kenia	
Kenia	Voedselzekerheid	KCDF, Kenia	
Kenia	Voedselzekerheid	KCDF, Kenia	
Kenia	Voedselzekerheid	KCDF, Kenia	
Kirgizië	Onderwijs	Stichting Elnura	Center for the Protection of Children (CPC)
Lesotho	Water en sanitatie	Stichting Ontwikkelingshulp Lesotho Malealea (SOLMA)	Malealea Development Trust (MDT)
Lesotho	Gezondheid	Stichting Paballong	Paballong Trust - HIV/aids Care Centre
Libanon	Onderwijs	Stichting Andeweg Mediterranean Training for the Deaf - Nederland (AMT-NL)	The Learning Center for the Deaf (LCD)
Liberia	Water en sanitatie	Stichting Stepping Stone Liberia	Stepping Stone Liberia (SSL)
Malawi	Gezondheid	Verburg Charity Foundation	Mulanje Mission Hospital
Malawi	Gezondheid	Stichting Malawi Mission Work Team	Embangweni Hospital, CCAP Synod Livingstonia
Malawi	Gezondheid	Stichting Passion for People	Trinity Hospital
Malawi	Zorg en welzijn	English Reformed Church	Mulanje Mission Hospital
Malawi	Voedselzekerheid	IMBA Nederland	IMBA Malawi
Malawi	Onderwijs	Stichting Het Goede Doel	Good Go Foundation
Malawi	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Blantyre institute for Community Ophthalmology (BICO)
Malawi	Water en sanitatie	Stichting Smart Centre	CCAP SMART Centre - Synod of Livingstonia Development Department
Malawi	Gezondheid	Stichting Cypressa	Ekwendeni Mission Hospital
Malawi	Gezondheid	Stichting Quality Centre Malawi	Window of Hope Foundation, Mangochi
Mali	Gezondheid	Partners Pays Dogon	Association Dogon Initiatives
Marokko	Voedselzekerheid	Stichting Perma Atlas	Association Ajjal Al Ghede pour le Développement et des Oeuvres Sociales (AAAG)
Marokko	Voedselzekerheid	Najib Foundation	Najib Foundation
Mauritanië	Gezondheid	OMNDHP	Association pour le Développement et de la Promotion des Droits Humains (ADPDH)
Moldavië	Onderwijs	Stichting Help de kinderen van Orhei te Moldavië	Funda?ei Gratia
Moldavië	Zorg en welzijn	Stichting Ouderenzorg Moldavië	Neoumanist Association for Education
Mongolië	Voedselzekerheid	Stichting Vrienden van Source of Steppe Nomads Mongolie	Source of Steppe Nomads NGO
Mozambique	Voedselzekerheid	Verburg Charity Foundation	ESPANOR - Esperança Para Novo Rebento
Namibië	Voedselzekerheid	Beautiful Kidz Namibia NL	Beautiful Kidz Namibia
Namibië	Voedselzekerheid	Stichting Penduka Multicultureel	Penduka Trust
Nepal	Sociaal-economisch	Beumer	Khadgamaya Sangroula Memorial Foundation (KSMF)
Nepal	Onderwijs	Stichting Maya Universe Academy Netherlands	Maya Universe Academy
Nepal	Gezondheid	Stichting Nepalimed Holland	Dhulikhel Hospital
Nepal	Gezondheid	Stichting Kind en Oor	Community Health Centre Nepal - CHCN
Nepal	Zorg en welzijn	Stichting Kumari NL	Special Education and Rehabilitation Center for Disabled Children in Kathmandu/ Nepal
Nepal	Voedselzekerheid	Stichting Maya	Shree Janakalayan Boarding School
Nepal	Gezondheid	Stichting Nepal	The Nepal Trust
Nepal	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Himalaya Eye Hospital (HEH)
Nepal	Gezondheid	Stichting Reach Out Too	Karuna Foundation Nepal
Nepal	Onderwijs	Stichting Maya	Shree Janakalayan Boarding School
Nepal	Onderwijs	Stichting Maya	Shree Janakalayan Boarding School
Nepal	Voedselzekerheid	Nepal CtGA Coalition (NCC)	
Nepal	Voedselzekerheid	Nepal CtGA Coalition (NCC)	
Nepal	Water en sanitatie	Nepal CtGA Coalition (NCC)	
Nepal	Gezondheid	Nepal CtGA Coalition (NCC)	
Niger	Voedselzekerheid	Stichting Aman-Iman	ONG Idela
Nigeria	Zorg en welzijn	Roy of Light Foundation	Bruce Cerew Farm Nigeria
Nigeria	Voedselzekerheid	Stichting Vital Aid Foundation	Vital Aid & women empowerment foundation Nigeria (VA&WEF)
Oeganda	Zorg en welzijn	St. Kinderen van Uganda	BOFTA
Oeganda	Gezondheid	Egoli Africa	Egoli Africa Uganda
Oeganda	Voedselzekerheid	Stichting Schools for Youth	John Fisher Youth Initiative Uganda (JFYIU)
Oeganda	Voedselzekerheid	Stichting Mirembe	Kawempe Youth Centre
Oeganda	Gezondheid	Stichting Equator Medicare	Pope John's Hospital, Aber, Uganda
Oeganda	Voedselzekerheid	Stichting ter ondersteuning van PEFO Uganda / Adopteer een geit	Phoebe Education Fund for Orphans and Vulnerable Children (PEFO)
Oeganda	Gezondheid	Cycling out of Poverty	Cycling out of Poverty Uganda
Oeganda	Voedselzekerheid	Stichting Christian Childcare Programme Nederland	Christian Childcare Programme
Oeganda	Voedselzekerheid	Stichting Stop Poverty	Mazima Community Development Initiative
Oeganda	Voedselzekerheid	Stichting Kiwanuka	St. Cecilia's school in Villa Maria in Uganda
Oeganda	Voedselzekerheid	Stichting Benja	KYDA (Kawempe Youth Development Association)
Oeganda	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Ruharo Eye centre-Ruharo Mission Hospital
Oeganda	Gezondheid	Stichting Lions Fight for Sight The Netherlands	KCCO (Kilimanjaro Centre for Community Ophthalmology)
Oeganda	Voedselzekerheid	Stichting Otuke Harvest Foundation	Otuke Harvest Foundation (Uganda)
Oeganda	Voedselzekerheid	Stichting Mirembe	Tusaidiane Uganda Limited (TUL)
Oeganda	Gezondheid	Stichting Weeraba	Hospital Management Team Villa Maria Hospital
Oeganda	Onderwijs	Stichting Kinonikids	Apex Nursery and primary school
Oeganda	Voedselzekerheid	Stichting Mama and Me Uganda	Tusaidiane Uganda Limited (TUL)
Oeganda	Zorg en welzijn	Stichting POWER (Zonta aan de Leede)	Zonta club Kampala
Oeganda	Voedselzekerheid	Stichting Crane	SHARING YOUTH CENTRE - KAMPALA
Oeganda	Voedselzekerheid	Stichting Amuria	Amuria Foundation Uganda
Oeganda	Voedselzekerheid	UNNGOF, Uganda	
Pakistan	Gezondheid	Stichting Equator Medicare	Anjuman Khuddam-e-Rasool Allah (AKRA)
Pakistan	Gezondheid	Stichting Equator Medicare	Medicare Health Foundation
Palestijnse Autoriteit	Gezondheid	Stichting Palestina	Dar Essalam Hospital
Peru	Verbetering leefomgeving	Stichting Huize Buitenveldert/ CM Pennings	Asociación Por Eso! Perú
Peru	Onderwijs	Stichting Huize Buitenveldert/ CM Pennings	Asociación El Manguaré
Peru	Verbetering leefomgeving	Stichting Huize Buitenveldert/ CM Pennings	Pachamama Raymi

Peru	Gezondheid	Stichting Huize Buitenveldert/ CM Pennings	Asociación Abrazos
Peru	Sociaal-economisch	Stichting Huize Buitenveldert/ CM Pennings	Asociacion Dignidad Peru
Peru	Zorg en welzijn	Stichting Huize Buitenveldert/ CM Pennings	Solid opd
Peru	Gezondheid	Stichting Huize Buitenveldert/ CM Pennings	Asociación Yachaychaca
Peru	Zorg en welzijn	Stichting Huize Buitenveldert/ CM Pennings	Wasi Esperanza
Peru	Onderwijs	Stichting Huize Buitenveldert/ CM Pennings	Asociacion Civil Fundacion HoPe Holanda Peru
Peru	Sociaal-economisch	Stichting Huize Buitenveldert/ CM Pennings	CEDNA
Peru	Onderwijs	Stichting Huize Buitenveldert/ CM Pennings	Fundación Los Cachorros Utrecht Holanda Filial Peruana
Peru	Onderwijs	Stichting Huize Buitenveldert/ CM Pennings	ONG Mama Alice
Rwanda	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Rwanda Charity Eye Hospital
Rwanda	Voedselzekerheid	Stichting IFUNI	Eglise Presbyterienne au Rwanda
Senegal	Gezondheid	Stichting Silent Work	Silent Work Afrique de l'Ouest
Senegal	Voedselzekerheid	Stichting Kakaran	Kakaran Senegal
Sierra-Leone	Gezondheid	Stichting Lion Heart Foundation	Lion Heart Medical Centre (LHMC)
Sierra-Leone	Gezondheid	Stichting Smarter Hospitaal	City Garden Clinic
Sierra-Leone	Sociaal-economisch	Sierra Leone Youth Initiative (SLYI)	SEP investment Service
Somalïë	Sociaal-economisch	Stichting Kaalo Nederland	Kaalo Nederland Garowe
Somalïë	Voedselzekerheid	Stichting KARDO	Kulmis Fishery Cooperation Umbrella
Sri Lanka	Voedselzekerheid	Friendship Foundation	Dutch-Lanka Friendship Foundation
Sri Lanka	Voedselzekerheid	Stichting Sampath Foundation	Northern Co-operative Development Bank (NCDB)
Sri Lanka	Voedselzekerheid	Rockkids Foundation	Caritas Valvuthayam Mannar
Sri Lanka	Voedselzekerheid	Co-operative Society of Netherlands for Humanitarian Activities (CSNHA)	Federation of Thrift and Credit Co-operatives Societies Unions (FTCCSU)
Sri Lanka	Voedselzekerheid	Stichting Kansarmen Sri Lanka (SKSL)	Kansarmen S L Foundation (KSLF)
Sri Lanka	Voedselzekerheid	Stichting Sampath Foundation	Arthacharya Foundation
Sri Lanka	Onderwijs	Stichting MM Foundation	BEdS - Batticaloa Education Development Solutions
Sri Lanka	Voedselzekerheid	Rockkids Foundation	Prosperous Life
Sri Lanka	Voedselzekerheid	Stichting Theo de Wit - Lanka Education Fund	SAFE Foundation
Sri Lanka	Voedselzekerheid	ASM, Sri Lanka	
Sri Lanka	Zorg en welzijn	TIME, Sri Lanka	
Syrië	Zorg en welzijn	Stichting Humanitaire Hulp Syrië (SHHS)	New Start
Tanzania	Gezondheid	Stichting Vrienden van Turiani	St. Francis Turiani Mission Hospital
Tanzania	Gezondheid	Stichting Vrienden Sengerema Hospital	Sengerema designated District Hospital (SDDH)
Tanzania	Voedselzekerheid	Stichting Tan-kids	NGO ACODETA (Advocacy for Community Development Organization),
Tanzania	Voedselzekerheid	Stichting Tan-kids	Smile Academy
Tanzania	Voedselzekerheid	Stichting Upendo Daima Nederland (UDN)	Upendo Daima Tanzania
Tanzania	Gezondheid	Stichting Zenji Treasures	Chako
Tanzania	Gezondheid	SPOT Tanzania	Chamavita
Tanzania	Gezondheid	Stichting SINTAN IP	Ushirika Wa Wamagilaji Lemkuna (UWALE)
Tanzania	Gezondheid	Stichting Vrienden van Mikumi	St. Kizito Hospital
Tanzania	Gezondheid	FCS, Tanzania	
Togo	Water en sanitatie	Stichting Tomoka Support	Tomoka
Zambia	Water en sanitatie	Stichting Jacana	Jacana Foundation Zambia
Zambia	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Macha Mission Hospital
Zimbabwe	Gezondheid	Stichting Kukura	Muvonde Mission Hospital and Driefontein TB Sanatorium
Zimbabwe	Water en sanitatie	Mpilo Foundation	Eberhard Services (Private) Limited trading as Get Wet Borehole Drilling Services
Zimbabwe	Zorg en welzijn	IMBA Nederland	IMBA Zimbabwe
Zimbabwe	Gezondheid	Diaconie Protestantse Gemeente Rotterdam-Zuid	Synod of the Reformed Church in Zimbabwe
Zimbabwe	Gezondheid	Stichting Lions Fight for Sight The Netherlands	Zimbabwe Council for the Blind
Zuid-Afrika	Voedselzekerheid	Stichting Rhiza	Rhiza Babuyile
Zuid-Afrika	Voedselzekerheid	Stichting ICAN Trust (International Christian Aids Network)	Sr Mura Foundation
Zuid-Afrika	Voedselzekerheid	Tjommie Foundation	Ndlovu Medical Trust t/a Ndlovu Care Group
Zuid-Afrika	Voedselzekerheid	Stichting Victory4All (Nederland)	Victory4All Foundation Trust (South Africa)
Zuid-Afrika	Voedselzekerheid	Stichting vrienden van Umthombo	uMthombo Street Children
Zuid-Afrika	Voedselzekerheid	KidsRights	Nkosi's Haven
Zuid-Afrika	Voedselzekerheid	Stichting Thamsanqa.nl	Family Restoration Services
Zuid-Afrika	Gezondheid	Stichting Zulu Aid	Hillcrest AIDS Centre Trust (HACT)
Zuid-Afrika	Voedselzekerheid	Izingane Happy Foundation	Olievenhoutbosch Disabled Organization
Zuid-Afrika	Voedselzekerheid	Wings of Support	Run4Schools Foundation Trust
Zuid-Afrika	Voedselzekerheid	Stichting COR	Ikamva Labantu
Zuid-Afrika	Voedselzekerheid	Rakhorst	Bambanani Community Development Organisation - BCDO

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)
- Rhiza Babuyile (South Africa/Southern Africa)

For further development of Change the Game Academy:

- Intrac
- Podium
- Resource Alliance
- NCOI
- Civicus
- Edukans
- Africa Philanthropy Network
- Global Fund for Community Foundations
- Fundraising



Codes and guidelines

In addition to all the relevant statutory provisions, such as the General Data Protection Regulation, we adhere to the following codes and guidelines:

- CBF Erkenningsregeling (Charity Qualification Regulations);
- SFB 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 to 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;
- Handreiking inzake de verwerking van toezeggingen aan partners (Guidance on the processing of commitments to partners).

Accountability of Management and the Supervisory Board General

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

The Wilde Ganzen foundation is managed by a Director-General (one natural person).

This Director is appointed by the Supervisory Board and is responsible for the day-to-day management. The Director is 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 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 are also present.

Remuneration Committee: composition and competencies

This committee consists 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 meeting 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 2020

In 2020, 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 persons with different expertise and areas of interest.

The supervisory task covers in any event:

- achieving the foundation's social objective;
- the strategy, identity and continuity of the foundation;
- the relationship and dialogue with internal and external stakeholders;
- the compliance with laws and regulations;
- the business operations, risk management and the 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 Audit Committee had three meetings.

The annual accounts were discussed in April, followed by a budget meeting in November.

This year, the committee also made a selection between new asset managers.

The Remuneration Committee had three meetings.

In February, they conducted an annual performance and assessment review with the Director. They also discussed the volunteer compensation which the members of the Supervisory Board receive annually. Later in the year, due to the upcoming expiry of the second term of one of the members, a job profile and process was established. In December, the distribution of the various roles and portfolios within the Supervisory Board was examined, also because of the resignation of one of its members in early 2021.

The Chair plus another member of the Supervisory Board also met with the Works Council.

The Supervisory Board had five meetings, always in the presence of the Director and the Deputy Director. The finance team leader was also present

to discuss financial matters. Two out of these five meetings took place physically; the other three meetings had been held online due to the coronavirus crisis. This is also the reason why there were no theme meetings in 2020. Instead, it was decided to hold an additional meeting to discuss the current situation and risks involved in working from home and the coronavirus crisis. On a number of occasions, employees were invited to present a particular topic, such as the integrity policy, the Wilde Ganzen Corona Fund and the methods of fundraising within Wilde Ganzen.

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

- the management report on a quarterly basis;
- the financial report with prognoses regarding the annual result;
- the 2019 annual report and annual accounts;
- the 2020 management letter;
- the 2021 budget and annual plan;
- the multi-year policy plan for 2021-2023;
- the risk inventory;
- the coronavirus crisis; the possible impact on the budget, risks, working from home and the impact on employees;
- the annual trend analysis of registered complaints;
- the fundraising policy, in particular the face-to-face fundraising policy;
- the integrity policy;
- the compensation of the Supervisory Board;
- the reflection on the long-term personnel costs;
- the resignation timetable;
- collaborations.

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. Topics include: the performance of the Supervisory Board, the collaboration between the Supervisory Board and management, the collaboration among the members of the Supervisory Board.

Other topics include the resignation timetable and any incompatibilities between principal and secondary positions. The Remuneration Committee prepares the self-evaluation. The Supervisory Board informs management of the essence of the discussions and the results. As the Supervisory Board attaches importance to a live discussion of

its self-evaluation, it has been suspended until further notice in connection with the corona measures in 2020. The Remuneration Committee did prepare the self-evaluation.

Harm Bruins

Chair of the Supervisory Board

In 2020, the Supervisory Board consisted of:

Name: Mr H.J.E. Bruins Slot

Position: Chair and member of the Remuneration Committee

Appointed: 2016, reappointed in 2020

Relevant secondary positions: Chair of the Supervisory Board of Omroep Gelderland

Name: Mr R. Vermaas

Position: Vice Chair

Appointed: 2013, reappointed in 2017, will resign as of 1 April 2021

Relevant secondary positions: none

Name: Mr J.L. Sebel

Position: member, and Chair of the Audit Committee

Appointed in 2014, reappointed in 2018

Working as: Supervisor

Relevant secondary positions: member of the Audit Committee and Investment Advisory Committee of Stichting KNFG Geleidehonden, Chair of the Supervisory Board of HandicapNL, Chair of the Management Board of the Fair Capital Impact Fund, member of the Supervisory Board of Hospice Huizen

Name: Ms A.T. van Koningsveld - van der Wal

Position: member, Chair of the Remuneration Committee since 2018

Appointed: 2016, reappointed in 2020

Working as: Director of Quatrospect B.V.

Relevant secondary positions: member of the Supervisory Board of MBO Rijnland, as well as Chair of the Education Committee, member of the Supervisory Board of KWH (Kwaliteitscentrum Woningcorporaties Huursector), member of the Supervisory Board of Studiekeuze123, Chair of the Management Board of the Jan van der Snelfonds, member of the Committee of Objections of Stichting Certificering Openbare Bibliotheken.

Name: Ms M.C.M. Senten MBA

Position: member, Member of the Audit Committee since 2018

Appointed: 2017

Working as: Head of Allianties, Wetenschap & Innovaties (Alliances, Science & Innovation) at Hartstichting

Relevant secondary positions: none

Name: Ms P.R. Eenhoorn

Position: member

Appointed: 2018

Working as: Head of Marketing and Communications, Faculty of Science, Maths and Informatics, University of Amsterdam

Relevant secondary positions: none

The Supervisory Board has expanded in 2021 with the following members:

Name: Mr R.J.T. van der Veen

Position: member

Appointed: as of 1 April 2021

Working as: Knowledge and Innovation Manager at Hersenstichting

Relevant secondary positions: Member Committee Menzis cooperative.

Name: Ms T.J. Terpstra

Position: member

Appointed: as of 1 April 2021

Working as: Deputy

Director of the Protocol and Host Country Department at the Ministry of Foreign Affairs
Relevant secondary positions: Member of the Supervisory Board of Delft Montessori School and Advisor for the Center for Strategic and International Studies (CSIS), Washington D.C.



Results of savings and investments

in euros

	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Actual 2020
Bond yields	85.542	80.284	56.065	67.646	52.035
Dividend	45.502	59.661	68.863	49.838	53.129
Gains on investment	256.948	279.334	-192.002	951.007	525.374
Gross investment result	387.992	419.279	-67.074	1.068.491	630.538
Investment costs	-40.727	-47.521	-45.377	-54.131	-49.666
Net investment result	347.265	371.758	-112.451	1.014.360	580.872
Investment return	4,6%	4,8%	-1,5%	12,2%	5,9%
Average return 2016 - 2020 in %	5,2%				
Average return 2016 - 2020 in €	440.361				
Net result liquid assets					
Bank overdraft interest	7.584	2.732	2.744	649	-342

Appendix 7 Budget 2021

in 1,000 euros

Income

Income from individuals	9.671
Income from companies	20
Income from lottery organisations	900
Income from government subsidies	5.073
Income from other non-profit organisations	10.040

Total income **25.704**

Expenditure

Expenditures for objectives **23.232**

Income from fundraising
Own fundraising costs 2.056

Management and administration
Management and administration costs 525

Total income **25.813**

BALANCE OF FINANCIAL INCOME AND **-109**

Balance of financial income and expenditure **109**

BALANCE OF INCOME AND EXPENDITURE **0**



Appendix 8

Relevant key figures

	Actual 2019	Actual 2020
Income from individuals	9.248.126	10.505.371
Income from companies	112.931	87.869
Income from lottery organisations	900.000	900.000
Income from government subsidies	808.365	396.077
Income from other non-profit organisations	9.155.232	11.177.848
Total income	20.224.654	23.067.164
Expenditure for objectives	17.531.178	20.539.841
Own fundraising cost as % vof income	7,4%	8,8%
Expenditures for objectives as % of total income	86,7%	89,0%
Expenditures for objectives as % of total expenditure	90,1%	88,5%
Management and administration costs as % of total expenditure	2,1%	2,7%
Number of FTEs	40,5	44,3

A photograph of a woman and a young child in a garden. The woman, on the left, is smiling broadly and wearing a white, short-sleeved, open-knit cardigan over a black top with green floral patterns. She is holding the child. The child, on the right, is also smiling and wearing a white sleeveless top with a red floral pattern and a red collar. The background is a lush, green garden with various plants and trees. A blue diagonal bar is visible in the top left corner.

Annual accounts 2020

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Balance as at 31 December

after appropriation of balance of income and expenses in euros

Assets		2020	2019
<i>Tangible fixed assets</i>	A	421.828	1.276.817
<i>Receivables and accrued assets</i>	B	4.741.709	5.201.771
<i>Securities</i>	C	10.270.421	9.578.957
<i>Liquid assets</i>	D	<u>9.403.903</u>	<u>3.826.127</u>
		<u>24.416.033</u>	<u>18.606.855</u>
Total		<u>24.837.861</u>	<u>19.883.672</u>
LIABILITIES			
<i>Reserves and funds</i>			
- Reserves	E		
Continuity reserve	E1	3.821.657	3.350.009
Appropriated reserves	E2	8.308.981	8.236.560
Other reserves	E3	<u>0</u>	<u>477.128</u>
		12.130.638	12.063.698
Funds	F		
Designated fund(s)		<u>2.002.591</u>	<u>1.619.988</u>
		14.133.230	13.683.686
<i>Provisions</i>	G	1.291.183	1.601.760
<i>Short-term debt</i>	H	<u>9.413.448</u>	<u>4.598.225</u>
Total		<u>24.837.861</u>	<u>19.883.672</u>

Statement of income and expenses

in euros

		Actual 2020	Budgeted 2020	Actual 2019
INCOME				
Income from individuals	I	10.505.371	9.111.000	9.248.126
Income from companies	J	87.869	50.000	112.931
Income from lottery organisations	K	900.000	900.000	900.000
Income from government subsidies	L	396.077	548.000	808.365
Income from other non-profit organisations	M	11.177.848	9.890.000	9.155.232
Total income		23.067.164	20.499.000	20.224.654
EXPENDITURES				
Expenditures for objectives				
Projects	N1	15.733.682	13.298.844	13.240.406
Programmes	N2	2.248.506	3.035.310	2.737.355
Capacity building of private initiatives and project owners	N3	0	0	168.907
Information provision	N4	2.557.652	2.425.640	1.384.510
		20.539.841	18.759.794	17.531.178
Fundraising costs				
Own fundraising costs	O	2.031.591	2.479.081	1.503.303
Management and administration costs				
Management and administration costs	P	626.716	688.365	413.494
Total expenditures		23.198.148	21.927.240	19.447.975
Balance before financial income and expenditure		-130.984	-1.428.240	776.679
Balance of financial income and expenditure	Q	580.529	463.000	1.015.009
BALANCE OF INCOME AND EXPENDITURE		449.544	-965.240	1.791.687
Statement of income and expenditure in euros				
Addition/withdrawal from:				
Continuity reserve		471.648		619.766
Appropriated reserves		72.421		2.221.883
Other reserves		-477.128		-3.211.803
Total reserves		66.941		-370.154
Total designated funds		382.603		190.709
BALANCE OF INCOME AND EXPENDITURE		449.544	-965.240	-179.445

Cashflow statement for 2020

in euros

	2020	2019
Cashflow from operational activities		
Balance of income and expenditures	449.544	1.791.687
Adjusted for:		
- Depreciation on tangible fixed assets	125.353	90.800
- Change in value of financial fixed assets	0	0
- Change in value of securities	-525.374	-951.007
- Change in provisions	-310.577	-115.387
- Interest and dividend income	-104.822	-118.133
Gross cashflow from operational activities	-365.877	697.960
Changes/movements:		
- Receivables and accrued assets	460.062	-806.628
- Debts and deferred liabilities	4.815.223	320.732
- Interest received	51.693	68.295
- Dividend received	53.129	49.838
Net cashflow from operational activities	5.014.229	330.197
Cashflow from investement activities		
Investements in tangible fixed assets	729.637	-274.241
Investements in financial fixed assets	0	314.487
Investements in securities	-12.006.369	-3.006.078
Divestment of securities	11.840.280	1.362.254
Total	563.548	-1.603.578
Total cashflow	5.577.776	-1.273.382
Summarised as followed		
Liquid assets end of financial year	9.403.903	3.826.127
Liquid assets start of financial year	3.826.127	5.099.505
Change in liquid assets	5.577.776	-1.273.378

Notes to the 2020 annual accounts

General

Wilde Ganzen Foundation/IKON, domiciled in 2020 at Piet Mondriaanlaan in Amersfoort, 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 2020 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	10,0%
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 writedown. 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 its 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 its received.

Income from lottery organisations

This income is recognised in the year its 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 investment.

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;

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

	2020	2019
Personnel costs	77,4%	72,8%
Accommodation costs	4,2%	0,5%
Office and general costs	14,9%	24,1%
Depreciation and interest	3,6%	2,6%

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 2020	Total 2019
Acquisition value					
Balance of 1 January	1.757.720	96.704	390.356	2.244.781	2.006.506
Investments	47.991	163.326	9.046	220.363	274.241
Divestments	-1.607.508	0	-263.946	-1.871.454	-35.966
Balance on 31 December	198.203	260.030	135.456	593.690	2.244.781
Decreciation					
Balance on 1 January	657.508	6.251	304.206	967.964	913.128
Divestments	-657.508	0	-263.946	-921.454	-30.180
Depreciation	17.574	46.775	61.003	125.352	85.016
Balance of 31 December	17.574	53.026	101.263	171.862	967.964
Book value on 31 December	180.629	207.004	34.193	421.828	1.276.817

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. Receivables and accrued assets in euros

	2020	2019
Bequests	3.470.099	3.685.534
Interests on securities	40.091	43.860
Other subsidies to be received	89.595	119.941
National Postcode Lottery	900.000	900.000
Programme receivables	6.129	44.401
Other receivables	235.795	408.035
Balance on 31 December	4.741.709	5.201.771

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 from the programme EU Frame Voice Report.

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.

C. Securities in euros

	2020		2019	
The securities are retained for investment				
Equities	3.986.130	38,9%	3.443.886	36,1%
Bonds	6.284.290	61,2%	6.135.071	64,0%
Balance on 31 December	10.270.421	100%	9.578.957	100%

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 January	3.443.886	6.135.071	9.578.957
Purchases	4.824.835	7.181.534	12.006.369
Sale/Redemptions	-4.722.727	-7.117.553	-11.840.280
Gains on investments	440.136	85.238	525.374
Balance on 31 December	3.986.130	6.284.290	10.270.421

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	Cost on investments	Total 2020
Equities	53.129	440.136		493.265
Bonds	52.035	85.238		137.273
Investment costs			-49.666	-49.666
Total net yield 2020	105.164	525.374	-49.666	580.872

D. Liquid assets in euros

	2020	2019
Bank accounts	9.403.691	3.825.922
Cash	212	205
Balance on 31 December	9.403.903	3.826.127

All liquid assets can be withdrawn on demand and are retained for immediate use in the context of the objective.

E. Reserves in euros

	2020	2019
E1 Continuity reserve	3.821.657	3.350.009
E2 Appropriated reserves	8.308.981	8.236.560
E3 Other reserves	0	477.128
Balance on 31 December	12.130.638	12.063.698

The changes to the reserves can be viewed as follows:

	Continuity reserve	Appropriated reserves	Other reserves	Total 2020	Total 2019
Balance on 1 January	3.350.009	8.236.560	477.128	12.063.698	10.626.089
Changes: addition/withdrawal from reserves	471.648	72.421	-477.128	66.941	1.437.608
Balance on 31 December	3.821.657	8.308.981	0	12.130.638	12.063.697

E1 Continuity reserve

	2020	2019
Balance on 1 January	3.350.009	4.868.520
Addition/ withdrawal through the appropriated balance	471.648	-1.518.511
Balance on 31 December	3.821.657	3.350.009

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 €3,821,657 on 31 December 2020.

The standard for 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 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.

F2 Appropriated reserves

	Operational management assets	Our own contribution to programmes	Bequest in progress	Total 2020	Total 2019
Balance on 1 January	1.276.816	6.900.000	59.740	8.236.560	5.757.569
Changes/movements: from appropriated balance	-854.989	904.791	22.620	72.422	2.478.991
Balance on 31 December	421.828	7.804.791	82.360	8.308.981	8.236.560

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 55% of the budgeted income for 2021 less the continuity reserve already formed. This represents an amount of 10,3 million euro. This reserve is 7,8 million euro end 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.

E3 Other reserves

	2020	2019
Balance on 1 January	477.128	0
Changes/movements: -from appropriated balance - withdrawal from designated funds	-477.128	477.128
Balance on 31 December	0	477.128

F. Funds in euros	2020	2019
Balance on 1 January	1.619.988	1.265.909
Changes/movements:		
- addition to designated funds	2.708.317	1.302.878
- withdrawal from designated funds	-2.325.713	-948.799
Balance on 31 December	2.002.591	1.619.988

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.

G. Provision for projects in euros	2020	2019
Balance on 1 January	1.601.760	1.717.148
Changes/movements:		
-Addition	5.034.299	4.059.841
-Withdrawals	-5.344.877	-4.175.229
Balance on 31 December	1.291.183	1.601.760

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.

H. Short-term debts in euros	2020	2019
Project obligations	3.319.579	3.232.166
Programme obligations	5.217.988	652.304
Debts and deferred liabilities	875.882	713.754
Balance on 31 December	9.413.448	4.598.224

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 (€312.127) and Giving for Change programme (€4.905.861).

Debts and deferred liabilities consist of:

	2020	2019
Holidays and holiday allowance	214.366	181.315
Payroll tax due	204.882	176.309
Pension contributions	392	36.183
Creditors	415.199	165.125
Other	41.043	154.822
Balance on 31 December	875.882	713.754

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 on from current programmes, and the interest relates to the interest over the fourth quarter of 2020.

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 2021-2025. Wilde Ganzen's share of the total subsidy amount for the remaining term is €24.254.836 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 expenses

Notes on the statement of income and expenditure

I. Income from individuals in euros

	Result 2020	Budgeted 2020	Result 2019
Donations and gifts	5.694.334	5.811.000	5.103.209
Bequests	4.811.037	3.300.000	4.144.917
	10.505.371	9.111.000	9.248.126

J. Income from companies in euros

	Result 2020	Budgeted 2020	Result 2019
Income from companies	87.869	50.000	112.931

K. Income from lottery organisations in euros

	Result 2020	Budgeted 2020	Result 2019
Income from the Dutch National Lottery	900.000	900.000	900.000

L. Subsidies from government bodies in euros

	Result 2020	Budgeted 2020	Result 2019
Income in the context of EU subsidy Frame, Voice, Report!	243.890	199.000	615.492
Income in the context of subsidy Strategic Partnership	152.187	149.000	192.873
Income from other subsidy providers	0	200.000	0
	396.077	548.000	808.365

M. Income from other non-profit organisations in euros

	Result 2020	Budgeted 2020	Result 2019
Income from other non-profit organisations	8.046.551	7.740.000	7.098.076
Income from capital funds	3.131.297	2.150.000	2.057.156
	11.177.848	9.890.000	9.155.232

N. Expenditures for objectives in euros	Result 2020	Budgeted 2020	Result 2019
N1 Expenditures for projects in the sector			
1. Education and training	5.205.156	6.274.299	6.246.728
2. Health	2.881.829	1.733.107	1.725.492
3. Water and sanitation	958.460	1.590.913	1.583.923
4. Care and welfare	2.198.184	1.442.706	1.436.367
5. Job opportunities and income	1.722.555	751.486	748.183
6. Food security	2.674.015	643.791	640.962
7. Other	93.482	862.542	858.752
	15.733.682	13.298.844	13.240.406
N2 Expenditures for programmes			
Programme Change the Game	2.056.928	2.787.338	1.896.584
Programme EU Frame Voice Report	191.578	247.972	840.771
	2.248.506	3.035.310	2.737.355
N3 Capacity building Private initiative and Project Owners	0	0	168.907
N4 Information provision	2.557.652	2.425.640	1.384.510
Total objectives expenditure	20.539.841	18.759.794	17.531.178

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 demanddriven, Wilde Ganzen uses a guiding framework to see whether the projects contribute to the shared vision of empowering people.

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:

	Result 2020	Budgeted 2020	Result 2019
Total expenditure	20.539.841	18.759.794	17.531.178
Total income	23.067.164	20.499.000	20.224.654
Expenditure as percentage of income	89,0%	91,5%	86,7%
Total expenditure	20.539.841	18.759.794	17.531.178
Total expenditures	23.198.148	21.927.240	19.447.975
Expenditures as percentage of liabilities	88,5%	85,6%	90,1%

O. Fundraising costs in euros

	Result 2020	Budgeted 2020	Result 2019
Operational costs of own organisation	417.812	860.456	482.410
Direct marketing costs	2.930.474	2.889.750	1.672.844
Other	148.543	173.750	329.626
Costs allocated to the information provision objective	-1.465.239	-1.444.875	-981.578
	2.031.591	2.479.081	1.503.303

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

	Result 2020	Budgeted 2020	Result 2019
Total income	23.067.164	20.499.000	20.224.654
Fundraising costs	2.031.591	2.479.081	1.503.303
Fundraising cost rate	8,8%	12,1%	7,4%

P. Management and administration costs in euros

	Result 2020	Budgeted 2020	Result 2019
Management and administration costs	626.716	688.365	413.494
Management and administration costs as % of total expenditure	2,7%	3,1%	2,1%

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.

Q. Balance of financial income and expenditure in euros

	Result 2020	Budgeted 2020	Result 2019
Income from interest and income from investments			
Dividend	53.129	50.000	49.838
Interest	51.693	58.000	68.295
Gains on investments	525.374	400.000	951.007
	630.196	508.000	1.069.140
Investment expenses			
Banking charge effects	49.666	45.000	54.131
	580.529	463.000	1.015.009

R. Notes on the appropriated balance in euros

		Result 2020	Budgeted 2020	Result 2019
Continuity reserve (1)	F1			
Addition/withdrawal from continuity reserve		471.648		-1.518.511
Appropriated reserves (2)	F2			
Addition/withdrawal from Operational Management Assets		-854.989		183.438
Addition/ withdrawal from Projects appropriated reserve		904.791		2.295.553
Addition/withdrawal from bequests in progress appropriated reserves		22.620		0
		<u>72.422</u>		<u>2.478.991</u>
Other reserves (3)	F3			
Addition/withdrawal from other reserves		-477.128		477.128
Total addition/withdrawal from reserves (1) t/m (3)	F	66.941		1.437.608
Designated funds (4)				
Addition/withdrawal from designated funds		382.603		354.079
Total appropriated balance (1) t/m (4)		449.544	-965.240	1.791.687

S. Notes for expenditure distribution in euros

Summary of the specification and distribution of costs over 2020 by allocation.

Allocation	Expenditure on projects	Expenditure on programmes	Information provision	Subtotal objectives expenditure	Fundraising costs	Management and administration costs	Total	2020
Expenses								
Subsidies and contributions provided	13.866.741	1.981.701	2.254.164	18.102.606	0	0	18.102.606	
Communication costs	0	0	0	0	1.613.778	0	1.613.778	
Personnel costs	1.444.550	206.441	234.825	1.885.816	323.283	484.924	2.694.023	
Accommodation costs	77.480	11.073	12.595	101.147	17.340	26.009	144.496	
Office and general costs	277.697	39.686	45.142	362.524	62.147	93.221	517.892	
Write-down costs	67.215	9.606	10.926	87.747	15.042	22.564	125.353	
Total	15.733.682	2.248.506	2.557.652	20.539.841	2.031.590	626.718	23.198.148	

Notes on the expenditure model is included in the Appendix.

Notes on the operational costs in the expenditure model in euros

	Result 2020	Budgeted 2020	Result 2019
Personnel costs			
Wages and salaries	2.474.057	2.384.330	2.247.635
Employee insurance	387.112	381.493	359.603
Pension insurance	253.503	309.963	226.328
Sickness benefit received	-55.922	0	-37.230
Other personnel costs	280.384	237.220	370.404
Costs of expenditures on objectives	-645.111	-603.250	-658.819
	2.694.023	2.709.756	2.507.921
Accommodation costs			
Maintenance charges	138.732	156.164	0
Other accommodation	5.764	3.156	16.492
	144.496	159.320	16.492
Office and general costs			
Office charges	113.888	77.000	86.464
Corporate communication	0	0	340.699
Automation	180.848	170.000	227.039
Other general costs	223.156	220.750	357.291
Costs of expenditures on objectives	0	0	-180.921
	517.892	467.750	830.572
Write-down costs			
Depreciation	125.353	105.000	90.800
Total operational costs	3.481.764	3.441.826	3.445.785

Staff

The average number of employees was as follows:

	2020	2019
Number of FTEs	44,3	40,5

Remuneration of management in euros

	2020	2019
Name	C. de Jong	C. de Jong
Position	Director	Director
Employment contract		
Type (term)	permanent	permanent
Hours (FTE)	36	36
Part-time percentage	94%	94%
Term	1/1-31/12	1/1-31/12
Remuneration		
Annual income		
Gross salary/salary	92.674	86.080
Holiday allowance	7.106	5.244
Year-end benefit	7.692	7.145
Other income emoluments		
Total annual income	107.472	98.469
Taxable allowance/levies		
Pension premium employer contribution	12.804	12.355
Pension compensation		
Other future emoluments		
	120.276	110.824
Total remuneration	120.276	110.824

The total remuneration of the individual members of the management remains within the maximum of €125.011 (as of 1 July 2020 on the basis of a full-time employment contract and a fixed BSD score of 440 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.

Bezoldiging Remuneration of Supervisory Board

The Supervisory Board does not receive remuneration for its activities.

Signature

Amersfoort, 18-5-2021

Management:

Dhr. ir. C. de Jong

Supervisory Board

Dhr. mr. H.J.E. Bruins Slot
Mw. mr. drs. A.T. van der Wal
Dhr. drs. J.L. Sebel
Mw. dr. M.C.M. Senten MBA
Mw. drs. P.R. Eenhoorn
Dhr. R.J.T. van der Veen
Mw. drs. T.J. Terpstra

Supplementary information

Post balance sheet events

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 2021. 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 2020 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
Expenses							
Subsidies and contributions	4.587.518	2.539.874	844.731	1.937.350	1.518.158	2.356.720	82.390
Communication							
Personnel costs	477.899	264.588	87.999	201.821	158.152	245.508	8.583
Accommodation costs	25.632	14.191	4.720	10.825	8.483	13.168	460
Office and general costs	91.870	50.864	16.917	38.798	30.403	47.196	1.650
Depreciation and interest	22.237	12.311	4.095	9.391	7.359	11.424	399
Total	5.205.156	2.881.829	958.460	2.198.184	1.722.555	2.674.015	93.482

Expenditure (continued)	Subtotal expenditures for projects (i)	Programme Change the Game	Programme Frame Voice Report	Subtotal expenditures for subsidy programmes (i)	Information provision (iii)	Subtotal expenditures for objectives (i)-(iii)=(a)
Expenses						
Subsidies and contributions	13.866.741	1.812.855	168.846	1.981.701	2.254.164	18.102.606
Communication				0		
Personnel costs	1.444.550	188.852	17.589	206.441	234.825	1.885.816
Huisvestingskosten	77.480	10.129	943	11.073	12.595	101.147
Accommodation costs	277.697	36.304	3.381	39.686	45.142	362.524
Depreciation and interest	67.215	8.787	818	9.606	10.926	87.747
Total	15.733.682	2.056.928	191.578	2.248.506	2.557.652	20.539.841

Expenditure (continued)	Subtotal expenditures for objectives (a)	Fundraising costs (b)	Management and administration costs (c)	Total 2020 (a) (c)	Budgeted 2020	Total 2019
Expenses						
Subsidies and contributions	18.102.606			18.102.606	16.866.790	14.981.296
Communication		1.613.778		1.613.778	1.618.625	1.020.892
Personnel costs	1.885.816	323.283	484.924	2.694.023	2.709.756	2.507.922
Accommodation costs	101.147	17.340	26.009	144.496	159.320	16.492
Office and general costs	362.524	62.147	93.221	517.892	467.750	830.572
Depreciation and interest	87.747	15.042	22.564	125.353	105.000	90.800
Total	20.539.841	2.031.591	626.718	23.198.148	21.927.240	19.447.975

Appendix: Overview of designated funds in 2020 in euros

Name	Starting Balance	Gifts	Projects	Final Balance
	(a)	(b)	(c)	(a to c)
Aanpakkers tegen Corona fonds	0	871.326	-697.921	173.404
B.J. Kuikfonds	39.018	0	-568	38.451
CNS Sportfonds	6.813	0	1.345	8.157
De Tantes	313	10.000	-10.000	313
Familiefonds Kool	80.582	2.000	-15.241	67.341
FEMI-fonds	38.137	0	-20.000	18.137
Fonds Beroepsonderwijs West-Afrika	38.250	0	0	38.250
Fonds Kinderen	12.955	5.457	0	18.412
Fonds Project van de Week	33.635	12.020	0	45.655
Gerritdina Educatie Fonds	0	10.000	-10.000	0
Heijmerink Reith Fonds	6.916	90.250	-86.616	10.550
Honaert Fonds	101	22.127	-22.127	101
Mathieu Beurskens - Idai Fonds	41.770	12.529	-54.314	-15
MRC Holland	1.002	0	0	1.002
My Climate Action		3.325	0	3.325
Onderwijs en gezondheid Lesotho	244.948	0	-227.333	17.615
Retera van het Hof	11.019	800.000	-746.894	64.125
SAS Fonds	1.000	0	4.488	5.488
Sectorfonds Drinkwater en sanitatie	370.218	3.268	-7.216	366.269
Sectorfonds Gezondheid (curatief en preventief)	236.940	300	110.576	347.816
Sectorfonds Landbouw, veeteelt, bosbouw, visserij	42.462	486	1.465	44.413
Sectorfonds Onderwijs en training	6.569	500	269.705	276.774
Sectorfonds Werk en inkomen	4.585	0	156	4.740
Sectorfonds Zorg en welzijn	35.227	6.321	70.202	111.750
Stichting BEA Rotterdam	0	4.540	0	4.540
Stichting RAM van Schalkwijk	5.726	40.000	-38.781	6.945
Stichting Virtutis Opus	18.393	223.869	-196.202	46.059
Stichting Weeshuis te Nijkerk	3.213	0	3.994	7.207
Subsidies en programma's	89.260	20.000	-109.260	0
Temminck Groll Fonds	9.620	10.000	-10.000	9.620
Anonieme fondsen	241.319	560.000	-535.170	266.148
Total	1.619.988	2.708.317	-2.325.713	2.002.592

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	1.323.539	2.921.002	1.902.153	4.597.082	1.549.613
2. Health	515.441	1.640.110	1.168.774	2.545.169	779.156
3. Water and sanitation	245.576	482.317	306.865	846.492	188.266
4. Care and welfare	630.024	858.520	524.939	1.941.389	72.094
5. Job opportunities and income	281.000	729.050	478.915	1.151.667	337.297
6. Food security	175.583	1.227.563	1.076.448	2.361.633	117.961
7. Other	61.002	385.088	281.318	452.218	275.191
Total	3.232.166	8.243.649	5.739.413	13.895.651	3.319.579

CONTROLEVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

Aan: het bestuur en de raad van toezicht van Stichting Wilde Ganzen/IKON te Hilversum.

A. Verklaring over de in het jaarverslag opgenomen jaarrekening 2020

Ons oordeel

Wij hebben de jaarrekening 2020 van Stichting Wilde Ganzen/IKON te Hilversum gecontroleerd.

Naar ons oordeel geeft de in dit jaarverslag opgenomen jaarrekening een getrouw beeld van de grootte en de samenstelling van het vermogen van Stichting Wilde Ganzen/IKON per 31 december 2020 en van het resultaat over 2020 in overeenstemming met de in Nederland geldende RJ-Richtlijn 650 Fondsenwervende Organisaties.

De jaarrekening bestaat uit:

1. de balans per 31 december 2020;
2. de staat van baten en lasten over 2020; en
3. de toelichting met een overzicht van de gehanteerde grondslagen voor financiële verslaggeving en andere toelichtingen.

De basis voor ons oordeel

Wij hebben onze controle uitgevoerd volgens het Nederlands recht, waaronder ook de Nederlandse controlestandaarden vallen. Onze verantwoordelijkheden op grond hiervan zijn beschreven in de sectie 'Onze verantwoordelijkheden voor de controle van de jaarrekening'.

Wij zijn onafhankelijk van Stichting Wilde Ganzen/IKON zoals vereist in de Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO) en andere voor de opdracht relevante onafhankelijkheidsregels in Nederland. Verder hebben wij voldaan aan de Verordening gedrags- en beroepsregels accountants (VGBA).

Wij vinden dat de door ons verkregen controle-informatie voldoende en geschikt is als basis voor ons oordeel.

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B. Verklaring over de in het jaarverslag opgenomen andere informatie

Naast de jaarrekening en onze controleverklaring daarbij omvat het jaarverslag andere informatie, die bestaat uit de volgende in het bestuursverslag opgenomen onderdelen:

- korte financiële samenvatting;
- onze missie, visie en strategie;
- projecten die wij steunen;
- onze programma's;
- marketing;
- organisatie;
- vooruitblik 2020;
- bijlagen.

Op grond van onderstaande werkzaamheden zijn wij van mening dat de andere informatie met de jaarrekening verenigbaar is en geen materiële afwijkingen bevat.

Wij hebben de andere informatie gelezen en hebben op basis van onze kennis en ons begrip, verkregen vanuit de controle of anderszins, overwogen of de andere informatie materiële afwijkingen bevat.

Met onze werkzaamheden hebben wij voldaan aan de vereisten in de Nederlandse Standaard 720. Deze werkzaamheden hebben niet dezelfde diepgang als onze controlewerkzaamheden bij de jaarrekening. Het bestuur is verantwoordelijk voor het opstellen van de andere informatie, waaronder het jaarverslag, in overeenstemming met RJ-Richtlijn 650 Fondsenwervende Organisaties.

C. Beschrijving van verantwoordelijkheden met betrekking tot de jaarrekening

Verantwoordelijkheden van het bestuur en de raad van toezicht voor de jaarrekening

Het bestuur is verantwoordelijk voor het opmaken en getrouw weergeven van de jaarrekening in overeenstemming met de in Nederland geldende RJ-Richtlijn 650 Fondsenwervende Organisaties. In dit kader is het bestuur verantwoordelijk voor een zodanige interne beheersing die het bestuur noodzakelijk acht om het opmaken van de jaarrekening mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fouten of fraude.

Bij het opmaken van de jaarrekening moet het bestuur afwegen of de organisatie in staat is om haar werkzaamheden in continuïteit voort te zetten. Op grond van genoemd verslaggevingsstelsel moet het bestuur de jaarrekening opmaken op basis van de continuïteitsveronderstelling, tenzij het bestuur het voornemen heeft om de organisatie te liquideren of de activiteiten te beëindigen, of als beëindiging het enige realistische alternatief is.

Het bestuur moet gebeurtenissen en omstandigheden waardoor gerede twijfel zou kunnen bestaan of de organisatie haar activiteiten in continuïteit kan voortzetten, toelichten in de jaarrekening.

De raad van toezicht is verantwoordelijk voor het uitoefenen van toezicht op het proces van financiële verslaggeving van de organisatie.

Onze verantwoordelijkheden voor de controle van de jaarrekening

Onze verantwoordelijkheid is het zodanig plannen en uitvoeren van een controleopdracht dat wij daarmee voldoende en geschikte controle-informatie verkrijgen voor het door ons af te geven oordeel.

Onze controle is uitgevoerd met een hoge mate maar geen absolute mate van zekerheid, waardoor het mogelijk is dat wij tijdens onze controle niet alle materiële fouten en fraude ontdekken.

Afwijkingen kunnen ontstaan als gevolg van fraude of fouten en zijn materieel indien redelijkerwijs kan worden verwacht dat deze, afzonderlijk of gezamenlijk, van invloed kunnen zijn op de economische beslissingen die gebruikers op basis van deze jaarrekening nemen. De materialiteit beïnvloedt de aard, timing en omvang van onze controlewerkzaamheden en de evaluatie van het effect van onderkende afwijkingen op ons oordeel.

Wij hebben deze accountantscontrole professioneel kritisch uitgevoerd en hebben waar relevant professionele oordeelsvorming toegepast in overeenstemming met de Nederlandse controlestandaarden, ethische voorschriften en de onafhankelijkheidseisen.

Onze controle bestond onder andere uit:

- het identificeren en inschatten van de risico's dat de jaarrekening afwijkingen van materieel belang bevat als gevolg van fouten of fraude, het in reactie op deze risico's bepalen en uitvoeren van controlewerkzaamheden en het verkrijgen van controle-informatie die voldoende en geschikt is als basis voor ons oordeel. Bij fraude is het risico dat een afwijking van materieel belang niet ontdekt wordt groter dan bij fouten. Bij fraude kan sprake zijn van samenspanning, valsheid in geschrifte, het opzettelijk nalaten transacties vast te leggen, het opzettelijk verkeerd voorstellen van zaken of het doorbreken van de interne beheersing;
- het verkrijgen van inzicht in de interne beheersing die relevant is voor de controle met als doel controlewerkzaamheden te selecteren die passend zijn in de omstandigheden. Deze werkzaamheden hebben niet als doel een oordeel uit te spreken over de effectiviteit van de interne beheersing van de organisatie;
- het evalueren van de geschiktheid van de gebruikte grondslagen voor financiële verslaggeving en het evalueren van de redelijkheid van schattingen door het bestuur en de toelichtingen die daarover in de jaarrekening staan;
- het vaststellen dat de door het bestuur gehanteerde continuïteitsveronderstelling aanvaardbaar is, tevens het op basis van de verkregen controle-informatie vaststellen of er gebeurtenissen en omstandigheden zijn waardoor gereede twijfel zou kunnen bestaan of de organisatie haar activiteiten in continuïteit kan voortzetten. Als wij concluderen dat er een onzekerheid van materieel belang bestaat, zijn wij verplicht om in onze controleverklaring aandacht te vestigen op de relevante gerelateerde toelichtingen in de jaarrekening. Als de toelichtingen inadequaat zijn, moeten wij onze controleverklaring aanpassen. Onze conclusies zijn gebaseerd op de controle-informatie die verkregen is tot de datum van onze controleverklaring. Toekomstige gebeurtenissen of omstandigheden kunnen er echter toe leiden dat een organisatie haar continuïteit niet langer kan handhaven;
- het evalueren van de presentatie, structuur en inhoud van de jaarrekening en de daarin opgenomen toelichtingen;
- het evalueren of de jaarrekening een getrouw beeld geeft van de onderliggende transacties en gebeurtenissen.



Wij communiceren met het bestuur en de raad van toezicht onder andere over de geplande reikwijdte en timing van de controle en over de significante bevindingen die uit onze controle naar voren zijn gekomen, waaronder eventuele significante tekortkomingen in de interne beheersing.

Amsterdam, 2 juni 2021

Dubois & Co. Registeraccountants

ValidSigned door G. Visser RA
op 02-06-2021

G. Visser RA

Wilde Ganzen Foundation/IKON, May 2020
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