

**Coop
AFRICA**



Poverty Cycling out
(Coop)

**ANNUAL REPORT
2021**



“The bicycles have eased our household visits. Since I received my bicycle, I have made over 20 referrals for expectant mothers. They are now attending clinics”

Lydia Digo – Community Health Volunteer Kisumu



Colofon

Annual Report 2021 Cycling out of Poverty Foundation, including Annual Account @ April 2022, Cycling out of Poverty Foundation (CooP-Africa)

Cover photo: Nurse in Uganda receiving a bicycle in our Bike4Care programme

All photo's in this report are made by staff or volunteers of CooP-Africa

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2021 – ANOTHER COVID YEAR

The year 2021 has been tumultuous. The COVID-19 pandemic has dominated our lives and work since day one in 2020 and has now really stretched our resilience to its limits.

Everyone is experiencing a devastating impact of corona, the lockdowns and the consequences. The schools in Uganda have been closed since the pandemic set foot in Uganda in March 2020. People are already talking about a 'lost generation'. Health workers can't meet the need of the thousands of unintended teen pregnancies. Millions lost their job or were hindered to do their income generation activities so poverty levels sky rocketed. And if someone has been able to keep afloat in these tumultuous times, they are experiencing challenges in the family, with friends and at work.

I am extremely proud and thankful to our Cycling out of Poverty teams for their resilience and their seemingly unlimited motivation and passion. With practically zero tourists in Uganda and Kenya, our social enterprise Bikeventures was running at very low level without any income and funding was also limited. Against this background we had to do some reorganisations impacting also our staffs. But they stayed on-board and together we managed to make a difference again for thousands of families in Kenya and Uganda.

408 health workers were equipped with bicycles improving access to health care for more than 40,000 households. 186 students were supported with bicycles to improve access to education. And 145 entrepreneurs and farmers were also equipped with bicycles and bicycle water pumps. And while the world is upside down trees grow. This year we started growing another 3,293 trees.

This Annual Report will give you an introduction to Cycling out of Poverty, an insight in all activities and finances in 2021 and a look to the future.

I sincerely hope that this Annual Report is giving you hope, confidence and affirmation that a bicycle is making the difference. Thank you for your support and to a prosperous cycling future.

Luuk Eickmans – Executive Director Cycling out of Poverty



MISSION and VISION

A BIKE MAKES THE DIFFERENCE

Cycling out of Poverty improves access to education, health care, work and income with bicycles and other mobility aids. We believe a bicycle makes the difference in the field of empowerment, health, poverty reduction, climate change, etc.

UNIQUE ACCESS & MOBILITY APPROACH

The distinctive and unique character of Cycling out of Poverty's approach is to look at development issues from a mobility perspective. Health care, education and income are all crucial topics for development. And with each of these topics, **access to** is essential and **mobility** plays an important role in this. We are committed to supporting those people who have no or limited access to basic health care, education, income, social participation, etc., due to lack of mobility.

AGROFORESTRY APPROACH

In our efforts to create inclusive sustainable communities Cycling out of Poverty supports communities with greening and restoring degraded land through the promotion of agroforestry practices. This also has a positive impact on water and food security and biodiversity.

SOCIAL ENTERPRISES

To achieve our goals and ambitions we combine our fundraising efforts for the bicycle and agroforestry projects with our efforts to run social bicycle and agrobusiness enterprises to enable ourselves to support more people in need with bicycles and other mobility aids and agroforestry.

MISSION

Improve the lives of African communities and families by making the bicycle available and accessible and creating bicycle ecosystems where more people, from more interest/social groups can cycle and want to cycle for more reasons and more often to fight many of the regions' (and Africa's) challenges.



Care in the Bike4Care project
Powered by Cycling out of Poverty Foundation
(Coop-Africa)

OUR DNA

In the past 15 years we have grown and gone through different organisational lifecycle stages, but our DNA is still the same. This DNA distinguishes us on the following core values:

Pure passion

We give substance to our work with dedication and enthusiasm. Our target group with each having their own talents and strength are always at the core of our work. We don't have a 9-to-5 mentality, we are flexible and we go the extra mile.

Own strength

We create opportunities to give African families a better future perspective. At the base of our activities are the passion, talents and strength of the target group and we always seek synergies with locally existing tried-and-trusted systems, methods and working procedures and make our contribution by making these better (more efficient, cheaper, more effective). In addition, we also expect a commitment from the target group itself. This can be in the form of a financial contribution, but also in the form of performance (at school), (volunteer) work or materials and services.

Customization

There is no one-size-fits-all solution. Together with the target group we analyse the challenges and develop the solutions. In this the bicycle is a means, the changemaker, but never is a means to an end. This results in mobility solutions such as customised bicycles and other mobility aids which are designed and/or produced locally, road safety and infrastructure. And also, in solutions such as bicycle entrepreneurship, agroforestry, bicycle powered off-the-grid supplies, etc.

Synergy

We are a network of independent, autonomous partner organisations in the global north and global south. Collectively we are committed to result-oriented, efficiently and fairly making a difference with a bicycle. With our local, autonomous teams, the bicycle projects, the trainings (such as riding skills and bicycle repair & maintenance) and the monitoring and evaluation, are executed. The purchase of bicycles, assembly, design and production of bicycles and other mobility aids are provided locally. And as a network we also make collective efforts to ensure continuity. We hereby combine our fundraising efforts and our social bicycle enterprises Bikeventures and Green Hub Shop in Kenya and Uganda, to distribute more bicycles and other mobility aids. After all, you achieve the best results together! And we are proud of that.

SOCIAL RELEVANCE AND RELEVANCE TO SDGs

The 17 Sustainable Development Goals are goals set by world leaders for a better world in 2030. Although we believe the bicycle/cycling contributes to achieving 14 of the 17 goals, our programmes are focusing on contributing to 8 of the 17 Sustainable Development Goals.



Goal 1 – No Poverty

A bicycle is an affordable and simple mode of transport enabling communities to improve their livelihoods and expand their business to increase their disposable income. A bicycle helps people to transport more in less time. More crops can be brought to the market, more markets can be visited (due to an expanded caption area) and the barrier of distance to economical activities can be overcome. Time saved can be used for more and other income generating activities (income diversification).

Goal 2 – Zero Hunger

A bicycle allows for better access to (food) markets and communities. Better access to markets means better access to inputs (e.g. fertilisers and quality seeds). And better opportunities to reach and sell to communities. So instead of surplus harvest going to waste it reaches the market. An incentive and opportunity for small scale farmers to produce more, earn more and contribute to food security.

Goal 3 – Good Health & Well-Being

A bicycle generates beneficial health effects due to decreased carbon emissions and increased levels of physical activity. But even more important, or even more, a bicycle supports health workers to visit twice as many households in a day to bring health care to people's doorsteps e.g., for prenatal or palliative care. Access to bicycles results in higher quality care, healthier communities and improved maternal and child health.

SOCIAL RELEVANCE AND RELEVANCE TO SDGs

Goal 4 – Quality Education

Access to education is a huge challenge, but the solution is simple: affordable and efficient transport. Providing bicycles to students can improve their attendance, performance, and retention in school. The valuable time saved with a bicycle allows students to combine education and household tasks. A bicycle gives girl students a fair chance to follow education and reduces the number of early school leavers through early pregnancies and ultimately offer opportunities for a better future.

Goal 5 – Gender Equity

A bicycle improves access for women and girls to water, schools, markets and jobs that may otherwise be inaccessible through available transport means. And bicycles can be used to make traditionally considered women's work, like most household chores, easier and faster. Freeing up womens' and girls' time for other pursuits - including income generation and school. Compared to walking, bicycles are a safer way for women and girls to travel long distances.

Goal 6 – Clean Water & Sanitation

The average distance (back and forth) in developing countries to (clean) drinking water is 6 kilometers. You can travel this distance in 1 hour on foot. Often women and girls are busy 3-4 hours a day to get water for the family. On the bicycle you can cover this distance in 20 minutes and more jerry cans can be transported. A saving of over 3.5 hours per day.

Goal 11 – Sustainable Cities and Communities

Bicycles are a safe, affordable, reliable, and sustainable transport option accessible to all people. Cycling as a healthy, clean and cheap mode of transport offers an efficient way of using expensive and scarce space in urban areas, making settlements more inclusive, safe, and sustainable for all.

Goal 13 – Climate Action

Environmentally, a bicycle is a symbol for decarbonizing transport and societies; it offers the possibility for immediate climate action. Governments at all levels can take action by integrating cycling into their climate action policies, strategies, education and awareness-raising.



2021 IN NUMBERS

	2021		2021	cum. '19+'21	target '19- '21
Income from fundraising	€ 49,628	Income from fundraising	€ 88,854	€ 404,315	€ 355,000
Spent on objective	€ 0	Income network partners	€ 49,628	€ 270,966	€ 205,000
Fundraising costs	€ 10	Spent on objective	€ 66,664	€ 286,314	€ 270,000
Management and Admin costs	€ 111	Fundraising costs	€ 5,227	€ 18,616	€ 30,500
Total expenditure	€ 121	Management and Admin costs	€ 13,799	€ 41,817	€ 28,500
		Total expenditure	€ 85,691	€ 346,748	€ 329,000



20 bicycles



201 bicycles



145 bicycles



70 pedal-powered water pumps



3,293 trees



205 phones



166 bicycles



207 bicycles



0 bicycles



366 phones

HOW DO WE WORK

We improve access to education, health care, work and income by supporting students, health workers, farmers and small entrepreneurs with bicycle to enable them to go cycling out of poverty on their own and improve their well-being and that of their families. To realise our mission and vision, we are running the following three primary bicycle interventions:



In the Bike4School projects Cycling out of Poverty supports students and teachers with bicycles. The bicycle creates favorable conditions that can improve performance in schools and access to education. The Bike4School projects are based on perform-to-own base (part of the bicycle is sponsored), which means that the implementation and scaling up of this programme requires additional funding. This extra financing comes from additional funds and/or proceeds from the social enterprises.

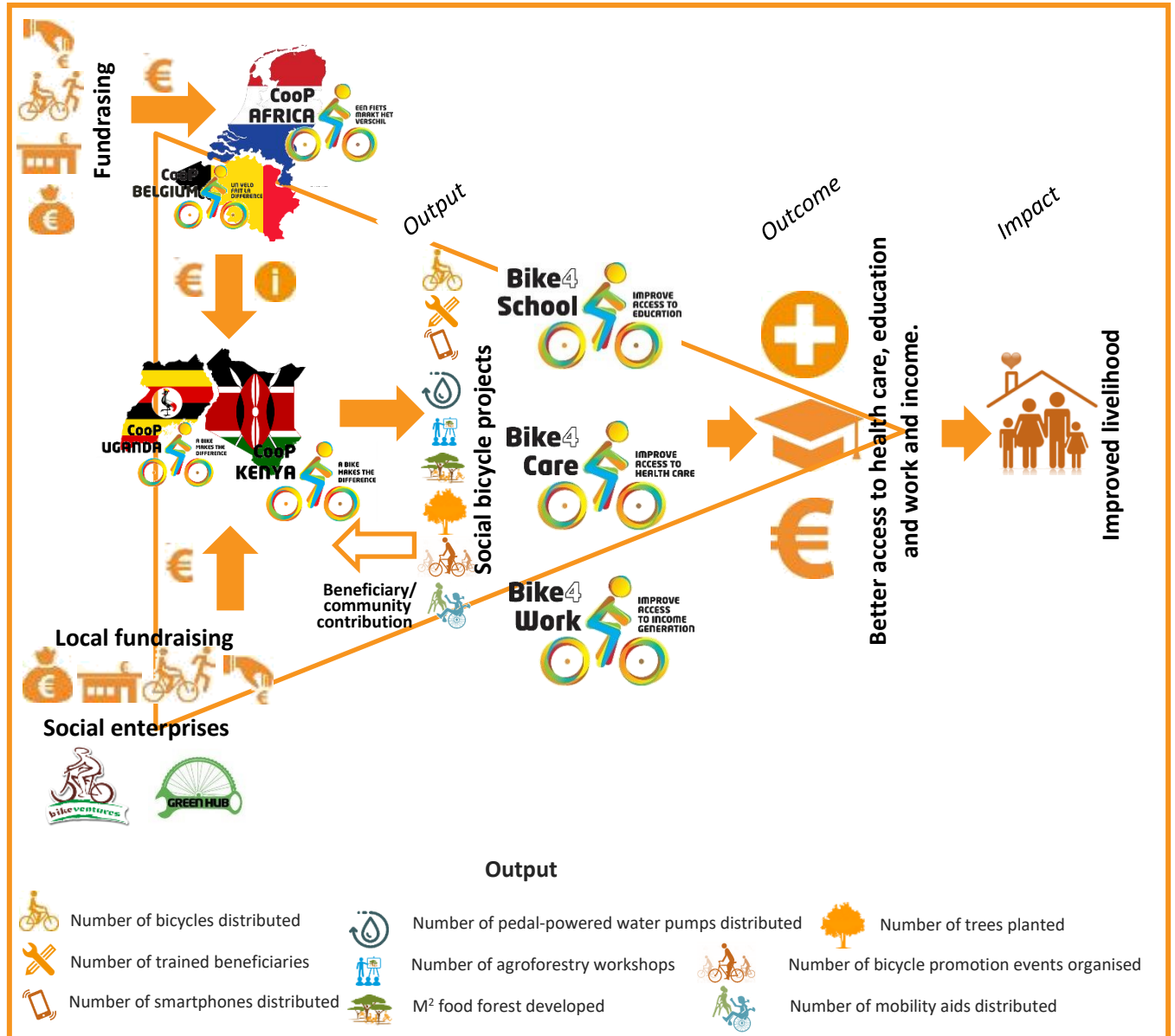


In the Bike4Care projects Cycling out of Poverty equips health volunteers and professionals with bicycles to visit more patients, reach patients faster and cover longer distances. The bicycle saves lives. Bike4Care projects are based on a work-to-own base (part of the bicycle is sponsored), which means that the implementation and scaling up of this programme requires additional funding. This extra financing comes from additional funds and/or proceeds from the social enterprises.



In the Bike4Work projects Cycling out of Poverty supports farmers, women and youth with (custom-made) bicycles, training and support in cycling business development, employment in the bicycle industry (e.g. bicycle factory and workshops) and training for bicycle technicians. Bike4Work projects are based on a work-to-own base (part of the bicycle is sponsored), but increasingly rolled out under financial services whereby 100% of the bicycle is paid. This means that the implementation and scaling up of this programme now still requires additional funding. This extra financing comes from additional funds and/or proceeds from the social

HOW DO WE WORK



UNGA FISH MARKET SHED

PATRON: PDM. ROSA AKIYI BUYU



BIKE4SCHOOL 2021 186 186 186

According to our annual plan we aimed to distribute 150 bicycles to students in Uganda and 150 bicycles to students in Kenya in our Bike4School programme. Because long distances and little or no transport options still force students to walk long distances to school, which in practice can easily take 2 to 3 hours. As a result, family support in income-generation and domestic activities are difficult to combine with education. Resulting in many children who tend to miss classes, are coming late and even drop out of school.

Ugandan schools however remained closed for the whole year, except for some exam classes. And we were only able to give out 20 bicycles due to this COVID-closure of schools. With the schools still closed in Uganda in December 2021, Uganda holds to world record of longest school closure due to COVID-19, almost reaching 2 years.

In Kenya the schools were open most of the year. And due to the high demand of bicycles we distributed 166 bicycles instead of the planned 150 bicycles. All students in the Bike4School programme, both in Uganda and Kenya, were trained in bicycle maintenance, bicycle repair and bicycle riding skills.



BIKE4CARE 2021  **408**  **408**  **385**



With COVID-19 still raging on in Kenya and Uganda we had an ambitious aim to equip 400 health workers with bicycle in 2021. And with the support of many we were able to do even more. In 2021 we supported 408 health workers with bicycles.

BIKE4WORK 2021 145 70 5 1,650

For 2021 we aimed to support 150 entrepreneurs with bicycles of which 100 would be distributed on (soft) credit and 50 would be on sponsorship. With the support of Fiets naar je Werk Dag we were able to support 145 entrepreneurs. Some with regular bicycles, some with modified bicycles to support them in their specific field of work.

In our agroforestry project in Uganda, in which we support 100 farming families to become more climate resilient, more mobile and self-sustainable and grow from peasant farmers to food producers, we have equipped another 70 farming families with our own-designed and manufactured pedal-powered water pumps. With these pumps and other water harvesting methods the farmers will become less rainwater depended and can farm year round. To support these 100 farming families in various agroforestry facets we have organised 5 refresher workshops in 2021 in among other things bee keeping. After this bee keeping training, we have set-up two apiaries with 10 hives. Finally, to reach our ultimate goal to grow 3,500 trees we have planted another 1,650 trees.



ONE BIKE TEN TREES 2021 1,643

Beside the 1,650 trees we planted with farmer families in our Bike4Work programme we have planted another 1,643 trees at schools, worship centres and health centres. Our ambition to plant 10 trees per 1 bicycle given out in Uganda is there for every year (since we started in 2020) coming closer to accomplishing. In 2020 we gave out 493 bicycles in Uganda and planted 1,850 trees: 1 bicycle to 3,75 trees. In 2021 we gave out 366 bicycles in Uganda and gave out 3,293 trees: 1 bicycle to 9 trees.

These 5,143 trees we have planted over the past 2 years will compensate 86.4 ton CO2 extra per year (5,143 trees x 24 kg/tree = 123.4 ton of CO2 compensated minus 30% for loss of trees due to loss). Average annual CO2 emission of a person living in the EU is 8-10 tonnes. So, these trees compensate CO2 for averagely 10 people in Europe. Or 665 people in Uganda, because the CO2 emissions per capita in Uganda are equivalent to 0.13 tons per person.

ADOPT A BIKE LANE 2021 4

Since congestion, noise, poor air quality, climate change, a lack of safety on the roads, social exclusion are emerging challenges, sustainable transport is increasingly growing important for health reasons, climate change and creating inclusive cities for all people. Therefore Cycling out of Poverty is also improving the communities in the regions where we work by building sustainable bicycle eco-systems. Cycling out of Poverty has organised four Mass Bike Ride. Mass Bike Rides are worldwide a best-practice to promote cycling and walking.

DISABILITY IS NOT INABILITY 2021 0

Cycling out of Poverty is improving the mobility of children in Uganda with physical (and/or intellectual) disabilities, by providing them with a mobility aid tailor-made in Uganda so that they have better access to education, have better access to social participation and have better access to income. Due to limited funds in 2021 Cycling out of Poverty has not distributed any mobility aids.



REFLECTION 2019-2021

Programme results (social projects)

Ambition: Our social bicycle project target is to give out 1,000 bicycles in our bicycle interventions in the coming 3 years (2019 – 2021) and to demonstrate 3 entrepreneurial bicycle interventions to improve the livelihood of African families.

From 2019 to 2021 we have support 1,664 students, health workers, farmers and entrepreneurs with a bicycle. That is 664 more than our ambition. Additionally, we have almost produced 100 mobility aids like wheelchairs, and tricycles. Planted 5,143 trees and developed 100,000 m2 of agroforestry land.

Fundraising

Ambition: To increase our impact by raising € 355,000 in the 2019-2021 financial years (plus € 205,000 additional funds from network partners).

We have raised € 404,315 in three years' time. Almost € 50,000 more than our ambition. The network partners raised another € 270,966 from 2019 to 2021. € 66,000 more than our ambition. An amazing result! But we are aware that we continuously need partners to finance our plans. Therefore we aim to build (new) long-term partnerships, orientate to organise a large annual fundraising event and develop a fundraising team jointly operating from the Netherlands, Uganda, Kenya and Belgium.

Programme results (social bicycle enterprises)

Ambition: Our social enterprise target, for Bikeventures, is to become a leading bicycle tourism business and make a turn-over of € 10,000 per year in the coming 3 years to be donated to the social bicycle projects. And for Green Hub Shop to become the one-stop-shop for bicycle, mountain bikes and custom-made mobility aids (such as wheelchairs, cargo bikes, etc.).

The ambition for Bikeventures was not met. This is largely due to the COVID-19 pandemic which has reduced Bikeventures' activities to zero in 2020 and 2021. The Green Hub Shop has delivered more as one of the leading bicycle and mobility aid suppliers in Uganda, whereas the operation in Kenya are limited to assembling the bicycles in our social bicycle interventions.

REFLECTION 2019-2021

Communication

Ambition: To increase, inform, inspire and activate the public/audience about Cycling out of Poverty, the bicycle interventions and how the bicycle makes a difference in this world.

Our general communication objective was not SMART formulated. But purely looking at our (social) media presence we can conclude we had a very slow growing group of followers on our social media channels.

Facebook grew from 1,380 followers to 1,919, Twitter from 491 to 621, Instagram from 118 to 399 and YouTube had 10 new subscribers. But our website saw an decrease in users from 18,000 (in 2019) to 16,000 (in 2020) and 13,000 (in 2021). So, we need to work on our support base. Without a wide support base, we are unable to deliver on our ambitions. We have to spread the word about what we are doing and interest people and organisations to support our cause. This is essential in getting Cycling out of Poverty to be more sustainable.

Staff and Organisation

Ambition: To create a network structure for institutional growth and create efficiency and cost reduction in a regional hub.

When looking back we have taken major steps in growing and strengthening the organisation and build a strong network. In 2018 Cycling out of Poverty Belgium vzw was registered as our last added partner. The registration of Cycling out of Poverty UK was postponed to primarily focus on establishing a solid structure with the current 4 partners in the Netherlands, Uganda, Kenya and Belgium. This new network structure has given Cycling out of Poverty more sustainability because (theoretically) responsibilities are now more shared. And as a network we have been able to put Cycling out of Poverty more in the picture. Although the basic structures, processes, policies and procedures are now in place, the financial independence of the partners in the Global South through the social bicycle enterprises and local fundraising proved to be a bridge too far.

We strive to keep on improving towards joint participation in a global policy setting as a means to create ownership of these policies in order to generate the responsibility and accountability needed to deliver the jointly defined objectives in a disciplined and effective manner.



WHO WE ARE

In 2004, the founders of the Cycling out of Poverty Foundation researched the impact of a bicycle on the livelihoods of poor African families. The results were very impressive. They started fundraising under the name 'Cycling out of Poverty' for bicycles for students, health workers and entrepreneurs in Africa. In 2007 Cycling out of Poverty got officially registered. Now almost 15 years later, the Dutch-registered Cycling out of Poverty Foundation has distributed more than 10,000 bicycles and has grown into a family with affiliates in Uganda, Kenya and Belgium. Cycling out of Poverty Foundation (stichting Cycling out of Poverty) is managed by co-founder and executive director Luuk Eickmans. Marieke de Wild serves as Head of Programmes and Operations.

They manage the family of Cycling out of Poverty affiliates both from The Netherlands and their offices of their affiliates in Jinja, Uganda and Kisumu, Kenya. In 2021 Cycling out of Poverty Foundation Uganda had 12 permanent staff members and a supervisory board. Cycling out of Poverty Foundation Kenya employed 4 staff members and 1 consultant and has a supervisory board. The youngest affiliate, Cycling out of Poverty Belgium (vzw)



We spend our time as 'network leader' on the following areas of work within the family:

- 🚲 Fundraising: development and assessment of project proposals and (joint) fundraising and finding partnerships for these projects.
- 🚲 Strategic planning, guidance, direction and advice to partner organisations in policy making (including HR and financial policy, processes, procedures, project monitoring and evaluation) and the development of projects and social enterprises.
- 🚲 Guidance and advice in the implementation of projects (monitoring and evaluation) and preparation and elaboration of reports for donors, financiers and subsidy providers.
- 🚲 Creating brand awareness among and providing information to the public about the role of a bicycle in development issues and the CoOP network concept (method and structure).
- 🚲 Quality and financial control
- 🚲 Capacity building of the organisations and people

WHO WE ARE



We work in four countries and in each country hard-working, passionate and competent people form a joint force with one aim: to improve access to education, health care, work and income with bicycles.



WHO WE ARE

In 2021 we have said farewell to two of the longest sitting board members: Christel Hoogland (2010) and Inge Rosendaal (2013). We are very grateful that they have supported us for so many years and have helped us to get where we are today. After a transition period Henk Hofste has officially taken over the role of chairman from Christel Hoogland. Henk Hofste is very experienced and has previously worked with Cordaid, VSO and Liliana Fonds. Desiree Oude-Groeniger is taking over the role of secretary from Inge Rosendaal. Desiree Oude-Groeniger comes in with a lot of management experience from Friesland Campina and Agriterre among other. We also welcome Sef Maessen as our new treasurer. In the Netherlands Sef Maessen is active as a tax adviser and accountant supporting Dutch companies, organisations and self-employed people with taxes, accounting and drafting their annual reports. Internationally Sef Maessen has extensive experience and education in diverse fields ranging from accountancy, auditing and human resource management up to organisational analysis, organisational advice, programme formulation and evaluation.

The current 5-headed supervising board in the Netherlands consists of the following passionate volunteers: (in alphabetic order):

Christel Hoogland	- outgoing chairman	- since 2010
Desiree Oude-Groeniger	- incoming secretary	- since 2020
Henk Hofste	- incoming chairman	- since 2020
Inge Rosendaal	- outgoing secretary	- since 2013
Sef Maessen	- incoming treasurer	- since 2021
Wilfried Deelen	- board member	- since 2018
Wim Goris	- board member	- since 2018

The board appoints an independent auditor for the annual audit of the administration, internal procedures and the annual accounts.

Thank you Soroptimists Wieringerland

Coop-UGANDA

We improve access to income generation,
education and health care by providing bicycles



PARTNERSHIPS

Thank you to our partners and partnerships, amongst others:



let's go!



FOUNDATION



- 🚲 Bikes4Africa
- 🚲 Brussels Airlines
- 🚲 Diaconie - Gereformeerde kerk Open Hof Bleiswijk
- 🚲 Fietsmobiliteit B.V.
- 🚲 Fiets naar je Werk Dag
- 🚲 Fondation Addex & Oryx
- 🚲 Frank van Rijn
- 🚲 Rotary United for #1000bicycles
 - Rotary Club Nijmegen
- 🚲 Soroptimist United for #100bicycles
 - Soroptimist Club Bennekom
 - Soroptimist Club Hoorn e.o.
 - Soroptimist Club Wieringerland
- 🚲 Stichting ontwikkelingshulp d.a.s.
- 🚲 Stichting Koppert foundation
- 🚲 Stichting Overall
- 🚲 Stichting kringloopwinkel reeuwijk 'de kring'
- 🚲 Stichting De Roeper
- 🚲 Stichting Taldeya
- 🚲 Stedelijk Gymnasium Nijmegen
- 🚲 Tools to Work
- 🚲 Urban Bike Concepts | Beixo



STRATEGY 2022-2024

Over the past years, we have been able to change many lives by making bicycles available for students, health workers and entrepreneurs. Over the years, we have made 2 important observations:

1. We noticed that other factors play a role in whether or not people are fully utilising the potential of the bicycle. It is not only the accessibility (availability and affordability) to bicycles that determines the bicycle use, but also factors such as traffic congestion, noise, poor air quality, climate change, a lack of safety on the roads, social exclusion are emerging challenges. Therefore sustainable transport is of critical importance, to have safe and equal access to public space, to protect the most vulnerable road users (pedestrians and cyclists) and ensure equal participation in society. The accessibility to bicycles is only successful if other factors are considered at the same time: a full package where bicycles are affordable, available, people know how to ride, and can ride safely and pleasantly, with opportunities to maintain and repair their bikes, with locally available spare parts, and a culture with a positive attitude towards cycling.
2. Cycling is not only an important means to access education, health care, work and income for the poor, but increasingly growing important for health reasons, climate change and creating inclusive cities for all people.

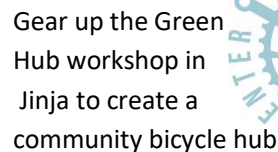
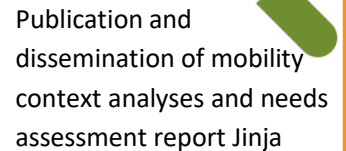
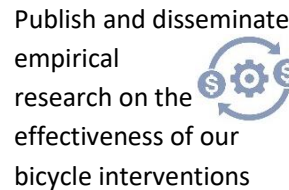
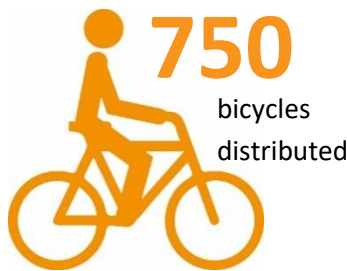
These 2 observations bring us to a shift towards a wider focus, from only looking at accessibility (availability and affordability) to bicycles, towards bicycle ecosystems in which people from all backgrounds embrace cycling and are able and would like to use a bicycle.

Our renewed inclusive, pro-poor (focused on women and youth) and pro-climate access and mobility approach aims to accelerate the adoption of cycling for transportation in Jinja region (UG) and Kisumu region (UG) where bicycle uptake is limited, through a joint top-down ('hard' civic infrastructure) and bottom-up ('soft' social/community) approach.

ANNUAL PLAN 2022

We will start this new period with further and deeper reviewing the impact of the bicycle interventions and researching the effectiveness of our approach. We will continue the strategic development process we started in 2020 in which we redefined our ambition to **create bicycle valleys or bicycle ecosystems in Jinja and Kisumu region where more people, from more interest/social groups can cycle and want to cycle for more reasons and more often to fight many of the regions' (and Africa's) challenges.** This process includes refreshing and/or redefining our vision, mission and core values and analysing our strength, weakness and learning curves. As well as making an analysis of our micro and macro environment, and describe foreseen threats and opportunities.

While reviewing our strategy we will not loose on delivering on our mission to improve livelihoods with bicycles: which will remain our primary focus.



Coop-UGANDA

We improve access to income generation, education and health care by providing bicycles

Bike4School



Bike4Care



Bike4Work



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Plot 1 Victoria Close
Jinja • Uganda
info@coop-uganda.s



GOVERNANCE

Cycling out of Poverty Foundation (CooP-Africa) started as a Private Initiative and has grown into a small professional development organisation. In its development it has still remained the initiative of passionate employees and volunteers, who are strongly connected by their great commitment to the objectives.

CooP-Africa has grown from a Private Initiative to a group of independent and locally registered partner organisations. In 2021, the network consisted of Cycling out of Poverty Foundation (2007), Cycling out of Poverty Foundation Kenya (2013), Cycling out of Poverty Foundation Uganda (2010, active since 2015) and Cycling out of Poverty Belgium vzw (2019). All partners have their own legal entities but serve the same unique access and mobility approach.

CooP-Africa was founded in 2007 in the Netherlands. From here and our base in Uganda we provide leadership, coordination and support to our partner organisations in Kenya, Uganda and Belgium. The teams of Cycling out of Poverty Kenya and Cycling out of Poverty Uganda are responsible for all programme activities, running the social enterprises and local fundraising. They work directly with the communities.

Supervisory board

The foundation in the Netherlands has a separation between supervision and implementation.

The unpaid Supervisory board has a supervisory function.

In accordance with the articles of association, the board meets four times a year and discusses, among other things, assessment and approval of the annual plan including the budgets, the quarterly reports drawn up by the management, in which income, expenditure and progress of the activities are compared with the annual plan and assessment and approval of the annual report. In addition to reviewing, approving and evaluating the (strategic) plans and progress, the board has an advisory role. The board advises on strategic choices, dilemmas, course, etc.

Board members are selected based on a job profile and are appointed for a period of five years, after which they can be reappointed.

Executive board and management

The day-to-day leadership is in the hands of the Executive Board, consisting of the Executive Director and co-founder Luuk Eickmans. Together with Marieke de Wild, the Head of Programmes and Operations, he forms the Management Team. The Executive Director attends board meetings to report on progress and financial accountability and to discuss strategic matters. The Management Team has been meeting with the teams in Kenya and Uganda on a weekly basis to discuss strategic and operational matters.

GOVERNANCE

Strategic Planning Cycle

Cycling out of Poverty has a 3-year strategic planning cycle that has been redefined in 2021 for 2022-2024. However, an annual operational plan with a budget is drawn up each year, which may deviate from the multi-year plan.

CBF quality mark

Cycling out of Poverty has the ANBI-status by the Dutch Tax Authorities as a non-profit organisation. And since January 2012 Cycling out of Poverty has a CBF quality mark, making it one of the small selection of 656 charities in the Netherlands that have this quality mark.

Good Governance

Cycling out of Poverty abides by the Dutch Code of Good Governance (Code Wijffels) for fundraising institutions and follows best practices in governance.

Internal management system

The Executive Director is responsible for the foundation's internal management system. The foundation has a manual in which the management system is presented, and in which the roles and responsibilities are specified for various activities. The system is aimed at effective management and efficient use of the obtained funds in the realisation of objectives. It also monitors the consistency of the administrative processes.

Each year, an external auditor performs audit activities aimed at providing an opinion on the annual accounts. The external auditor is appointed by the board. Recommendations from external audit activities are reported to the board and followed up by the Executive Director. The 2021 financial annual report was adopted by the board in May 2021.

Control measures

The Head of Programmes and Operations is responsible for ensuring that the financial expenditure in the projects is in line with the approved budget. The Head of Programmes and Operations therefore keeps track of the spending and the remaining budget on a monthly basis. As soon as expenditure for a project threatens to deviate from the budget (over- or under-spending), this is reported to the Executive Director, who discusses with the board how to deal with this.

In addition to expenditure in the projects, there are also general expenditures. This includes hosting the websites, costs for fundraising, etc. A financial framework is established annually in the annual plan for these expenditures. The director is responsible for managing general expenditure. Here too, as soon as general expenditure threatens to deviate from the budget (over- or under-spending), the Executive Director discusses with the board how to deal with this.

GOVERNANCE

Risk Management

The Supervisory Board assessed the risks for the foundation. The most threatening risks identified were:

1. *CooP-Africa is currently heavily depending on one-time grants and funds for a certain period of time. Declining income can lead to higher expense ratios and uncertain continuity.*

Measures:

- If financial targets are not achieved, project budgets will have to be cut. Project obligations are only be made when three quarters of the financing is covered.
 - A continuity reserve is being building up to a reserve of 1.5 years of general running costs.
 - Cycling out of Poverty has a board's liability insurance. The insured amount is €500,000 per claim and per insurance year for all insured persons together.
2. *CooP-Africa is heavily depending on the founders.*

Measures:

- We are working on more autonomy of the partner organisations in the network, and we invest, strengthen and enhance the capacity our staff and volunteers so that more tasks and responsibilities can be shared.
- We are working on digitalising our systems so that all affiliate team members can work together on fundraising, marketing and programme management.
- The supervisory board carries out professional

supervision and analyses risks, opportunities and scenarios for the medium term.

- CooP-Africa's network is expanding with new fundraising partners.

3. Coronavirus and the measures taken worldwide have a (potential) major impact on all facets of the organisation, its activities and fundraising.

Measures:

Creating a flat, flexible and multi-disciplinary structure and culture in the organisation, with a diversity of goals and activities and strong interdependence, which makes it possible to deploy the staff in a multi-disciplinary and flexible way and to enable quick and efficient changes in projects fitting the most current needs, chances and possibilities.

4. *CooP-Africa works in fragile environments and sector-wide there are more reports of numbers of sexually transgressive behaviour and abuse of power.*

Measures:

As a by Netherlands Fundraising Regulator (CBF) supervised charity CooP-Africa meets strict quality standards, including transparency, compliance, and proper conduct. These standards demand constantly attention. Every year the board evaluates, discusses, reviews and improves the Code of Conduct and procedures with regard to integrity, transgressive behaviour and abuse of power.



FINANCIAL REPORT

Key figures 2021

Key figures Coop-Africa	
Income	
Total income	€ 88,854
Income own fundraising	€ 88,854
Expenditure	
Expenditure Programme	€ 66,664
Costs fundraising	€ 5,227
Costs management and admin	€ 13,799
Total Expenditure	€ 85,691
Spending ratio's	
Spending Ratio <i>Expenditure Programme/Total Income</i>	75%
Spending Ratio <i>Expenditure Programme/Total Expenditure</i>	78%
Own fundraising Ratio <i>Cost own fundraising/Income own fundraising</i>	6%
Management and admin Ratio <i>Costs Management and admin/Total Expenditure</i>	16%

Balance sheet

	2021	2020
Current Assets		
<i>Receivables and accrued income</i>		
Donations to be received	€ 1,778	€ 1.626
Interest to be received	- € 12	€ 2
	€ 1,766	€ 1.628
<i>Liquid assets</i>		
Bank	€ 179,612	€ 177.702
	€ 179,612	€ 177.702
	€ 181,378	€ 179.330
Assets	€ 181,378	€ 179,330
Reserves		
Continuity reserve	€ 150,000	€ 105.000
Ear-marked reserve	€ 23,642	€ 65.479
	€ 173,642	€ 170.479
Current liabilities		
Taxes and social security contributions	€ 2,001	€ 1.084
Staff	€ 2,990	€ 2.131
Other	€ 2,744	€ 5.636
	€ 7,735	€ 8.851
Liabilities	€ 181,377	€ 179,330

FINANCIAL REPORT

Statement of Profit and Loss 2021

	2021		2020
	Actual	Budget	
Private donors	€ 26,753	€ 20,000	€ 17,424
Subsidies/grant organisations	€ 42,842	€ 80,000	€ 81,946
Corporates	€ 6,171	€ 10,000	€ 330
Fundraising events	€ 13,088	€ 25,000	€ 24,913
Income own fundraising	€ 88,854	€ 135,000	€ 124,613
Interest	€ 0	€ 0	€ 2
Income from interest	€ 0	€ 0	€ 2
Total income	€ 88,854	€ 135,000	€ 124,615
Expenditure on Programme	€ 66,664	€ 138,750	€ 77,758
Cost own fundraising	€ 5,227	€ 8,750	€ 7.103
Fundraising costs	€ 5,227	€ 8,750	€ 7.103
Costs Management and admin	€ 13,799	€ 12,500	€ 17.185
Total expenditure	€ 85,691	€ 160,000	€ 102,046
Result	€ 3,163	- € 25,000	€ 22,569

Result 2021

	Reserves 31-12-2020	Result 2021	Reserves 31-12-2021
Continuity reserve	€ 105,000	€ 45,000	€ 150,000
Ear-marked reserve	€ 65,479	- € 41,837	€ 23,642
Total	€ 170,479	€ 3,163	€ 173,642

FINANCIAL REPORT

Accounting Principals

General

The Statement of Profit and Loss is structured in accordance with the CBF Guideline 650 Fundraising Institutions (RJ 650). All amounts are stated in euros. Unless stated otherwise below, the assets and liabilities are stated at nominal value. Income and expenses are allocated to the year to which they relate.

Receivables

The receivables are valued at nominal value, taking into account possible bad debts.

Passiva: reserves and funds

The surplus or deficit for the financial year is added to or withdrawn from the appropriated reserve and funds. The proceeds from reserves and funds, as well as the designated reserve itself, are used for bicycle intervention projects in accordance with the foundation's statutory objective.

Continuity Reserve

The continuity reserve is intended as a general buffer to cover (financial) risks and to ensure that the foundation will continue to operate in the future and can meet its obligations and thus guarantee continuity.

Based on the risk analysis, the board considers it necessary to maintain a continuity reserve of 18 months of operational costs (€ 150,000) of Cycling out of Poverty Foundation.

Income from own fundraising

Income from own fundraising includes the (gross) received money and values from donations, gifts, contributions and interest in the financial year.

Cost of own fundraising

This includes all costs that are directly related to the activities associated with raising funds. In 2021 this concerns website management, printing of PR material, travel costs, salary and postage. The costs are determined on a historical basis and allocated to the annual report to which they relate.

Cost management and admin

This includes all office costs (telephone, internet, small inventory purchase), accountant costs, insurance, CBF recognition contribution, other administration and contribution costs and salary. The costs are determined on a historical basis and allocated to the annual report to which they relate.

FINANCIAL REPORT

Accounting Principals (cnt)

Expenditure on Programme

Expenditure on Programme includes, among other things, the benefits and contributions granted in the financial year in the context of aid. Allocations are fully charged to the financial year in which the payment is made. The expenditure of the benefits and contributions received by Cycling out of Poverty Kenya and Cycling out of Poverty Uganda is accounted for in internal reports and in the annual reports of these organisations, which are audited by independent qualified accountants.

Notes on balance sheet

Receivables and accrued income	Per 31-12-2021
Donations to be received	€ 1,778
<i>Geef December</i>	€ 1,778
Interest to be received	- € 12
Liquid assets	Per 31-12-2021
Bank	€ 179,612

Donations to be received

The donation to be received relate to donations made in 2021, but received in 2022.

Liquid assets

The liquid assets consists of current accounts and a savings account in the Netherlands. Coop-Africa has no cash. Coop-Africa takes into account that funds for projects must be available in short-term,

so does not put its reserves and designated funds in deposit accounts, stocks and/or investments.

Reserves and funds

The surplus for the financial year 2021 and deduction of the ear-marked reserves are added to create a continuity reserve of 18 months.

Current liabilities

Current liabilities concerns costs still to be paid in respect of the 2021 financial year, but which will be paid in 2022.

Notes on profit and loss statement

Explanation of income

In 2021, Coop-Africa collected €88,854 as income (see Statement of income and expenditure for distribution). And because Cycling out of Poverty does not receive any government support, this is entirely attributable to Own Fundraising.

Explanation of expenditure

The expenditure are subdivided into expenditure on programme, costs of fundraising and costs of management and administration.

FINANCIAL REPORT

Notes on profit and loss statement (cnt)

Expenditure on Programme, fundraising and management and administration are fully charged to that cost allocation. Grants provided to partner organisations plus the costs in the project countries that have been paid by Coop-Africa are passed on to Expenditure on Programme. The personnel costs are allocated based on of the actual booked hours spent by the employees.

Specification and distribution of costs by destination

Destination	Programme	Fundraising	Management and admin	Total 2021	Budget 2021	Total 2020
Project support	5,000			€ 5,000	€75,000	€ 29.241
Publicity and communication	€ 158	€ 333		€ 491	€ 750	€ 669
Staff costs	€ 59,040	€ 4,021	€ 9,087	€ 72,148	€ 75,750	€ 63.934
Office and general costs	€ 971	€ 806	€ 4,712	€ 6,489	€ 5,500	€ 6.211
Travel and accommodation costs	€ 1,495	€ 67		€ 1,562	€ 3,000	€ 1.991
Total	€ 66,664	€ 5,227	€ 13,799	€ 85,691	€ 160,000	€ 102,046

FINANCIAL REPORT

Specification of personnel costs in the Netherlands

Salary	€ 56,100
Reservation holiday pay	€ 3,629
Social security	€ 11,288
Expense allowance	€ 960
Total personell costs	€ 71,977

The workforce consists of 2 people who together are under contract for 1.0 FTE.

Director's remuneration

The Supervisory Board periodically evaluates and updates the remuneration policy, the amount of the executive remuneration and the amount of other remuneration components. The last evaluation was in 2020.

In determining the remuneration policy and determining the remuneration, Cycling out of Poverty Foundation follows the Remuneration Regulations for directors of charitable organisations (see www.goededoelennederland.nl).

This regulation sets a maximum standard for the annual income on the basis of weighting criteria. The weighting of the situation at Coop-Africa was done by the supervisory board. This led to a so-called BSD score of 380 points with a maximum annual income of € 111.345. (1 FTE/12 months).

The actual annual income of the director (in 2021 in EUR) L. Eickmans (0.4 FTE/12 months) was € 23,897. These remunerations remained within the applicable maximums.

The annual income plus the taxed allowances, the employer's pension contribution, the pension compensation and the other long-term benefits (for Luuk Eickmans, with an amount of € 28,407) remained within the maximum set amount of € 201,000 per year.

Name	Luuk Eickmans	
Position	Executive director	
Employment		
Nature (duration)	permanent	
Hours	40	
Parttime percentage	40	
Periode	1/1 – 31/12	
Remuneration		
Annual income		
Gross salary	€	22,440
Holiday pay	€	1,457
Total	€	23,897
Employer costs	€	4,510
Total 2021	€	28,407

The board members receive no remuneration. However, the board members are entitlement to a travel allowance and a volunteer allowance. In 2021 the board waived these compensations.

BEOORDELINGSVERKLARING VAN DE ONAFHANKELIJKE ACCOUNTANT

☎ 0800 - 26 63 476
✉ info@confirm.nu
🌐 www.confirm.nu

Aan het bestuur van:

Stichting Cycling out of Poverty

Wij hebben de jaarrekening (ook genoemd: "het financieel rapport") zoals opgenomen op pagina zevenendertig tot en met tweeënveertig in het jaarverslag 2021 van Stichting Cycling out of Poverty te Ubbergen, beoordeeld.

Deze jaarrekening bestaat uit:

1. de balans per 31 december 2021 met een balanstotaal ter hoogte van 181.378 EURO;
2. de staat van baten en lasten over 2021 met een resultaat ter hoogte van 3.163 EURO; en
3. de toelichting, waarin zijn opgenomen een overzicht van de gehanteerde grondslagen voor financiële verslaggeving en andere toelichtingen.

Verantwoordelijkheid van het bestuur

Het bestuur is verantwoordelijk voor het opmaken van de jaarrekening die het vermogen en het resultaat getrouw dient weer te geven en voor het opstellen van het jaarverslag, beide in overeenstemming met RJ-Richtlijn 650 "Fondsenwervende instellingen". Het bestuur is tevens verantwoordelijk voor een zodanige interne beheersing als het zij noodzakelijk acht om het opmaken van de jaarrekening mogelijk te maken zonder afwijkingen van materieel belang als gevolg van fraude of fouten.

Verantwoordelijkheid van de accountant

Onze verantwoordelijkheid is het geven van een conclusie over de jaarrekening op basis van onze beoordeling. Wij hebben onze beoordeling verricht in overeenstemming met Nederlands recht, waaronder de Nederlandse Standaard 2400 'Opdrachten tot het beoordelen van financiële overzichten'. Dit vereist dat wij voldoen aan de voor ons geldende ethische voorschriften en dat wij onze beoordeling zodanig plannen en uitvoeren dat wij in staat zijn te concluderen dat ons niet is gebleken dat de jaarrekening afwijkingen van materieel belang bevat.

Een beoordeling in overeenstemming met de Nederlandse Standaard 2400 resulteert in een beperkte mate van zekerheid. De in dit kader uitgevoerde werkzaamheden bestonden in hoofdzaak uit het inwinnen van inlichtingen bij het management en overige functionarissen van de stichting, het uitvoeren van cijferanalyses met betrekking tot de financiële gegevens alsmede het evalueren van de verkregen informatie.

De werkzaamheden uitgevoerd in het kader van een beoordelingsopdracht zijn aanzienlijk beperkter dan die uitgevoerd in het kader van een controleopdracht verricht in overeenstemming met de Nederlandse controlestandaarden. Derhalve brengen wij geen controleoordeel tot uitdrukking.

Conclusie

Op grond van onze beoordeling is ons niets gebleken op basis waarvan wij zouden moeten concluderen dat de jaarrekening geen getrouw beeld geeft van de grootte en de samenstelling van het vermogen van Stichting Cycling out of Poverty per 31 december 2021 en van het resultaat over 2021 in overeenstemming met RJ-Richtlijn 650 "Fondsenwervende instellingen".

Elst, 8 juni 2022

Coöperatie ConFirm U.A.

W.g

Drs. J. Peters RA