



airtel

1.5

BUNDLE YOU BUY	STANDARD DATA YOU GET
50	10000
100	20000
250	50000
500	100000
1000	200000
2000	400000
4000	800000

DIAL *544#

WORK



In Kenya, fish seller Rukiya Pamna Juma joined a VSO-led and organised discussion (part of the Youth Empowerment and Entrepreneurship project) speaking directly to policy makers, sharing her own ideas and experiences how to make things fairer for small business owners like herself.

Contents

Annual report

Foreword	2
Our year in numbers	5
Our vision and values	6
Doing development differently	9
Taking volunteering for development to scale	11
VSO Voluntary Workforce – Together We Are Changemakers	13
Impact	15
Breaking down barriers to sexual and reproductive health and rights (SRHR)	16
Family Planning for All	19
Youth unemployment in the Middle East and Africa	20
Youth employment in Bangladesh	22
Realising Rights in Tanzania	24
The Right Climate to Learn	25
Inclusive education in Ethiopia	27
Reaching Every Child in Rwanda	30
Numeracy for all	31
Working in Fragile Contexts	32
Healing from Ecological Crisis and Conflict	33
Post conflict Recovery in Oromia, Ethiopia	34
Building Knowledge, Delivering Influence	36
Partnerships, networks and advocacy	37
Partnership with Randstad	38
Organisation and management in the Netherlands	42
Structure and staff	44
Communication with stakeholders	45
Long-term vision	48
 Annual accounts	
Annual financial statements	52

Foreword



Once again, our work at VSO this year was dominated by the impact of COVID-19. Around the world, the closure of schools, pressure on health systems and economic hardship have made life even more difficult for those who were already very vulnerable. At the same time, restrictions on movement have made it more difficult to act. Despite this, VSO has continued to reach millions of people by redoubling our energies and adapting and refocusing our programmes.

A good example is our Bangladesh Youth Employment Programme, which was finalised in 2021. **Over four years, youth volunteers implemented around 1,600 voluntary campaigns**, including the supply of emergency food packets for the most marginal families, preventing early marriage, stopping eve-teasing, awareness-raising on climate change, promoting agroecology technologies, the distribution of education materials, and supporting the new businesses of skills trainees. In 2021 the programme also became involved in COVID-19 activities, including face mask and soap distribution, conducting awareness meetings on COVID-19 prevention, setting up hand-washing facilities and coaching families in need. Read more about this programme on page 22.

The same applies to 'Sharing skills to give thousands of school children a solid base in Ethiopia', another VSO programme that was finalised in 2021. **Thanks to the flexibility and years of engagement by many Dutch foundations and private donors, the programme was not only adjusted to COVID-19, but also to many other shocks, such as ethnic conflicts and rising poverty.** In total, this programme ensured that 21,500 children now have better future perspectives. In addition to that, we reached 150 teachers, 100 peer supporters, 100 vulnerable families, and 18 primary schools, which will benefit even more children's lives in Ethiopia. The success of the programme was also shown by the facts that **the 'VSO approach' became an example for other organisations:** the combination of improving education, supporting the poorest families with income generation, the focus on children with disabilities and minority children, and supporting teachers to deal with traumatised children in school, worked very well to bring the most marginalised children into schools. See page 27.

The pandemic also affected sexual and reproductive health rights, in particular of marginalised young people with compounded vulnerabilities. For this reason, pan-African and Dutch development organisations (including VSO), in partnership with the Netherlands Ministry of Foreign Affairs, started 'Make Way'. This strategic partnership addresses discrimination and exclusion from mainstream sexual and reproductive health services, which results in a vicious cycle of poverty and exclusion. **In 2021, a total of 47 civil-society organisations (CSOs) were brought in as collaborating partners.** Together, we co-designed the programming, which we will jointly implement in the coming four years. Read more on page 16.

Another growing global threat that affects youth is unemployment. VSO and its partners Palladium and Randstad are successfully addressing this issue within the Challenge Fund for Youth Employment, with support of the Dutch Ministry of Foreign Affairs. In 2021, the Challenge Fund was in its third year and is now working with more than 40 local partner organisations in five countries in Africa. **VSO's added value is to involve young people at an early stage, which is why we have trained so-called youth champions in four countries, who act as programme advisors.** Read more on page 20.

Of course, our volunteers are the true change makers and therefore at the heart of our organisation. Our Volunteering for Development method recognises the importance of relationships in forging a shared understanding and commitment and building collective action to lasting change. **Through blended teams of community, national and international volunteers, it brings together a diversity of**



A school teacher delivers a learning kit to his primary school-aged student in Mudon township, Mon State (Myanmar). Following the COVID-19 regulations and guidelines, the teacher committee actively supported the safer distribution of learning kits to all targeted children.

perspectives and experience to generate insights, innovate ideas and undertake actions that can address the underlying causes to complex problems facing our communities. In 2021-2022, 32 professional volunteers were recruited and onboarded by VSO Netherlands to contribute to VSO's programme implementation. Randstad, our valuable partner for over 17 years, sent 14 volunteers to projects addressing youth unemployment. See page 38.

Last but not least, **we saw an increase in the number of private donors: individuals who trusted us to do our work the best we can.** I find this heart-warming

and I am grateful to all those individuals, institutions and companies who have worked with us in the last year. Together we have shown we can work with the most vulnerable to change our world for the better. This is the power of our collective action.

We can be proud of what we have achieved with your support. With your help, we can be confident about fulfilling our plans for the future to leave no one behind.

Erik Ackerman
Director VSO Netherlands



Our year in numbers

Global results



3,505 people volunteered
with VSO

VSO worked with communities in 28 countries.

8.2 million

people were reached over 4.2 million indirectly
and nearly 4 million directly including:



Over

5.5 million

through our education
projects



Almost

500,000

through our resilient
livelihoods programme



Over

900,000

through our wider work on
resilience, inclusion and
social accountability. To help
people prepare for disaster, build
peaceful communities, tackle gender-
based violence, and create inclusive
societies for people with disabilities.



Over

1.2 million

through our health
projects

Our vision

**A fair
world for
everyone**

Our purpose

**Creating lasting change
through volunteering**

Collaboration

- Empower poor and marginalised people to take charge of their own development
- Share skills and knowledge to create long lasting, sustainable change
- Build collaborative partnerships that promote innovation, growth and impact

Knowledge

- Lead volunteering for development, setting the standard for ourselves and others
- Use evidence and insight to guide our actions
- Recruit the right people and work where we have the greatest impact

Inclusion

- Stand beside and advocate for those who have been denied choice and opportunity
- Promote diversity and equality throughout our work
- Encourage different, inquisitive perspectives

Integrity

- Commit to safeguarding and take a zero-tolerance approach to abuse and harm
- Treat others with respect, as equals
- Be open, transparent and accountable in everything we do

“We must be the generation that demands and implements change”

Youth engagement is a key element in our volunteering for development approach. We create environments and platforms that allow young people to participate in conversations concerning their livelihoods, pursue their dreams and aspirations and take action to improve their own and other's well-being. Fridah Okomo is a Kenyan Youth Champion, helping our Challenge Fund for Youth Employment (CFYE) and Kenyan implementing partners put the aspirations of Kenyan youth at the centre of project designs. She spoke at the Youth At Heart conference for the Dutch Ministry at the RewirEd Summit in Dubai.

‘My experience as a Youth Champion has been an incredible learning journey. Together with other young people, I got to participate in a design sprint aimed at putting youth at the centre of the CFYE programme through direct engagement in the programme's design, implementation, monitoring, and evaluation. The experience has been significant as it deconstructed the concept of youth engagement.

As young people, we are usually involved in youth-centred initiatives very late in the process. **I really like that in CFYE, we started from the onset, designing a role cognisant of youth aspirations and needs and one that is spearheaded by the young people themselves.**

When solutions are designed for young people without their involvement or based on the mere assumptions of what we want, many opportunities are being missed. So, I would say that direct involvement is key in building meaningful engagement.

The latter starts with not only consulting young people but enabling them to participate in decision-making. I witnessed CFYE's ambition of meaningfully engaging youth first-hand: on top of building solutions that align with young people's needs, the programme amplifies the voice of young people at every level of the programme. For example, promoting youth representation across all CFYE countries at national, regional, and international levels, including existing Youth Advisory Boards and conferences, is an excellent step towards letting young people drive critical conversations. Being part of CFYE opened my eyes to various possibilities that I had previously overlooked. My ambition for the CFYE youth champions, and young people in general, is to be the generation that demands and implements change. **Together, we change structures, deconstruct policies, and enact something new.** It is the start of something different – a new dawn to meaningful youth engagement.’

“Direct involvement is key in building meaningful engagement.”



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Doing development differently

Our volunteering for development approach

VSO's volunteering for development method provides opportunity for everybody to bring about lasting change. It does that by focusing first on those who are left out by society – those living in extreme poverty, or with disability and illness, those who face discrimination and violence for their gender, sexuality or social status. These are not passive “beneficiaries” of aid. They are the “primary actors” at the heart of our work. It is from their viewpoint and actions that we seek to define the issues, opportunities, and solutions that deliver sustainable and locally led change.

Our Volunteering for Development method recognises the importance of relationships in forging a shared understanding and commitment and building collective action to lasting change. Through blended teams of community, national and international volunteers, it brings together a diversity of perspectives and experience to generate insights, innovate ideas and undertake actions that can address the underlying causes to complex problems facing our communities. It inspires and ignites the potential for active citizenship everywhere across the globe to step forward and drive the change that will create a fair world for everyone.

All our programmes address the root causes of marginalisation by focusing on three areas – what we call “core approaches” – that reliably tackle the structures, systems and conditions that make people vulnerable. These core approaches are fundamental to our Volunteering for Development method, ensuring the people we work with have the confidence and capacity to bring about change in their own lives.

Our goal is to work with communities and societies to create stronger systems and capability.

VSO's three core approaches:

Social inclusion and gender



Millions of people face discrimination because of their gender, age, disability, cultural background, sexual orientation. VSO aims to dismantle the causes behind exclusion in all its forms.

Resilience



Disasters, disease outbreaks and other shocks and stresses can have a devastating effect on communities. Those who are already vulnerable are most at risk. Our goal is to work with communities and societies to create stronger systems and capability wherever we identify vulnerability or fragility to shocks and stresses.

Social accountability



Many people around the world are denied basic rights that are guaranteed in law, or may be subject to laws that are unfair or unjust. Corruption, fear, and unequal power dynamics stop people from speaking up and demanding a fairer, more just society. VSO works to support people exercising their voice, no matter who they are or where they are from. We also work alongside authorities responding to the needs of people they are there to serve.

The Global Standard for Volunteering

As the national policy and advocacy volunteer for VSO Zimbabwe, I have been responsible for developing the Zimbabwean National Volunteer strategy, in addition to training government, the UN and civil society partners about the Global Standard for Volunteering.

VSO has been at the forefront of developing the Global Standard for the Volunteering for Development Sector through our partnership with the International Forum for Volunteering in Development. Research has shown that we volunteers are most effective when we are well prepared, supported, and enabled to contribute to projects that are defined, designed, and delivered alongside the communities we serve. Until now, although good practices and methodologies have existed across the volunteering sector, there has been no globally agreed set of standards that we can all use to ensure our work is impactful and responsible.

Designed in collaboration with hundreds of volunteering for development organisations around the world, the Global Volunteering Standard fills this gap by bringing together years of expertise, existing good practices and methodologies within one global framework.

Zimbabwe, in common with many other countries, had some problems in the volunteer sector, including discrimination, gender-based violence, a deficit of information about volunteering and a lack of recognition of volunteer work.

Communities are now involved in designing projects, working with VSO in Zimbabwe and Zambia to effectively implement projects which are actively supported by the community. This in turn, means that communities have an active stake in their projects, ensuring that there is greater transparency, and that they have developed plans to sustain the project once donor funds end.

The Global Standard has a national review process, which means that we volunteers are encouraged to share the work we are doing with our national Government through monthly reports.

Adoption of the Global Standard has also meant that conditions are better for us volunteers. For example, we are trying to introduce maternity leave for female volunteers, which has not been available before. Partners now understand and respect the rights of volunteers, and are developing safeguarding policies, which did not exist before. Organisations now recognise the contributions of volunteers, who are now given awards for exceptional service.

At a practical level our knowledge and understanding has been improved through training, which in turn has meant that programmes are delivered more effectively. One area where this is particularly evident is in looking at the wider impact of projects on the environment. For example, one of our partner organisations was training volunteers to conduct HIV tests in the community. We trained volunteers and stakeholders to ensure that the syringes were handled and disposed of safely.

Volunteering has helped to open opportunities for networking and employment, but the implementation of the Global Standard means that we volunteers feel valued and that we are increasing our knowledge and skills. The introduction of these measures has enabled us to make recommendations to the wider volunteering community and will assist us in achieving our mission of a fairer world for all.

Dr Tracy Kandeya

**National Policy and Advocacy Volunteer,
VSO Zimbabwe**

“Communities have an active stake in their projects, ensuring that there is greater transparency, and that they have developed plans to sustain the project once donor funds end.”

Taking volunteering for development to scale

A key part of our VSO strategy is to make a bigger contribution to delivering the Sustainable Development Goals by scaling up the impact and influence of our work. It is a strength of our volunteering for development methodology that evidence and lessons from our programming can be analysed and applied in different contexts. Over the last year, we have continued to build initiatives that deliver at scale, ensuring that no-one is left behind.



Arthur peer educating fellow workmates on welding skills at a junk yard. Arthur learnt these skills whilst serving time in prison. He is also a well-known peer educator in the community in Zimbabwe.



Supporting the Development of Volunteering across the African Continent

During 2021/22, VSO signed a Memorandum of Understanding (MoU) with the African Union (AU) with the aim of supporting the AU to integrate volunteerism into its long-term development strategy. This in turn is a response to the adoption by the AU of the United Nations resolution "Integrating volunteering into peace and development: the plan of action for the next decade and beyond" which was adopted by the AU's General Assembly in its 70th session.

Through the MoU, VSO is working closely with the AU to form a Continental Volunteering Platform and the development of a Model Volunteer Policy for all its 55 member states.

Over the last year, the AU with VSO support developed a model national volunteering policy to promote minimum standards and common principles of volunteering in the states, ensuring people are supported to volunteer safely and responsibly.

The model policy framework which was launched in March 2022, is already serving as a "hands-on" guide for states such as Sierra Leone, to design national volunteer policies, ensuring their volunteer programmes and voluntary activities meet minimum standards and use common definitions.

VSO Voluntary Workforce – Together We Are Changemakers

The past three years have seen a significant change in how we work with volunteers at VSO. Rather than the end of a volunteer placement meaning the end of their involvement with VSO's mission, we recognise the benefits of the experience and expertise of our network of returned volunteers to strengthen VSO's capacity to deliver our mission. Our diverse group of returned volunteers located across the globe have a huge range of skills and knowledge.

Many VSO volunteers are leaders in their chosen fields and have decades of experiences and excellent professional networks. We work with agroecology experts, strategic advisors in health, experts on numeracy, specialists on disability and climate change, researchers, training facilitators and experienced people managers and recruiters. Some people volunteer on a regular basis, whilst others lend their expertise for projects on an ad-hoc basis. Over 300 people have actively supported the VSO mission in various capacities in the past year. Although this group consists of very different people, they all have one thing in common – the desire to work with VSO to deliver the shared mission of a fairer world for all.

In 2021/2022 our voluntary workforce led in supporting the delivery of education programmes through curriculum development, coaching and mentoring, research and evaluation into girls' education, psychosocial support and developing learning materials. Education specialist, Mary Watkins, was able to draw on her experiences volunteering in Rwanda to develop a numeracy learning curriculum teaching volunteers to make teaching materials such as abacus and dice from cardboard and bottle tops. Mary has given 'Numeracy for all' training by video conference to head teachers and teacher trainers in Bangladesh, Ethiopia, Nigeria, Uganda and Nepal.

VSO's work is grounded in evidence of the efficacy of our programming, and we continually draw on research to assess how we can best develop our programming. Our Girls Education specialists have fed into VSO's global programme on resilient and effective education system strengthening. Early childhood education specialists have developed 'Learning through play' materials for the projects in Rwanda. Curriculum development specialists have supported the Nepalese Ministry of Education to review and develop their primary education curriculum.

Chris Evans, who first volunteered with VSO over three decades ago, has built a renowned reputation as an agroecology specialist, having established the Himalayan Permaculture Centre on a small grant from VSO. The movement now has a membership of 12,000 farmers across four districts of Nepal. Working in conjunction with Celso Marcatto, another agroecology leader, our rural livelihoods project teams have benefitted from their mentoring support, networks and expertise.

VSO's new global health programme focusing on Sexual Reproductive Maternal Newborn Child Adolescent Health and Rights benefits from the world-renowned expertise of Dr Anne Kihara and Professor Paul Johnstone. Both leaders in their field, Dr Kihara and Professor Johnstone draw upon their decades of expertise to provide strategic advice and guidance as VSO seeks to position our health programming working with adolescents and young people.

A team of six voluntary research specialists have taken on assignments which support the collection and analysis of programmatic evidence. This evidence is essential to assessing the impact of volunteering for development through the Measuring Impact for Learning and Empowerment (MILE) tool. The researchers gather data through participatory tools including focal groups and interviews with primary actors and partners on the ground in Uganda, Kenya, Thailand, Malawi and Nepal.

VSO has also benefited from practical input from our continued partnership with the London School of Economics Student Union Social Impact Advisory group. 23 undergraduate and postgraduate students have taken part in research projects including evaluating the effectiveness and impact of VSO's Cash and Vouchers Awards work on the livelihoods of youth and vulnerable people. This research was crucial to our response to COVID-19.

Specialists worked with our core approach team to assist us in producing VSO papers on Social Inclusion, and the feminist leadership agenda, while a team of four Disability Experts volunteered to serve as advisers on disability matters.

This way of working is very different to how people volunteered with VSO in the early days but demonstrates the importance of how our voluntary workforce makes a real and material difference to our shared vision of a fairer world for all.

32 professional volunteers were recruited and onboarded by VSO Netherlands to contribute to our programme implementation.

VSO volunteers post-COVID-19

VSO's programmes have not been paused during the COVID-19 pandemic. Instead activities were redirected to respond to the pandemic, aiming to reduce the impact for our primary actors. For instance, by enabling the poorest communities to gain access to COVID-19 information and services and to help small businesses to cope with the restrictions and uncertainties as a result of the pandemic. Due to travel restrictions, this work relied heavily on National and Community volunteers and less so on the usual mix of local and international volunteers. In the second half of the financial year international travel became possible again, although quarantine requirements and local travel restrictions were still in place in many countries.

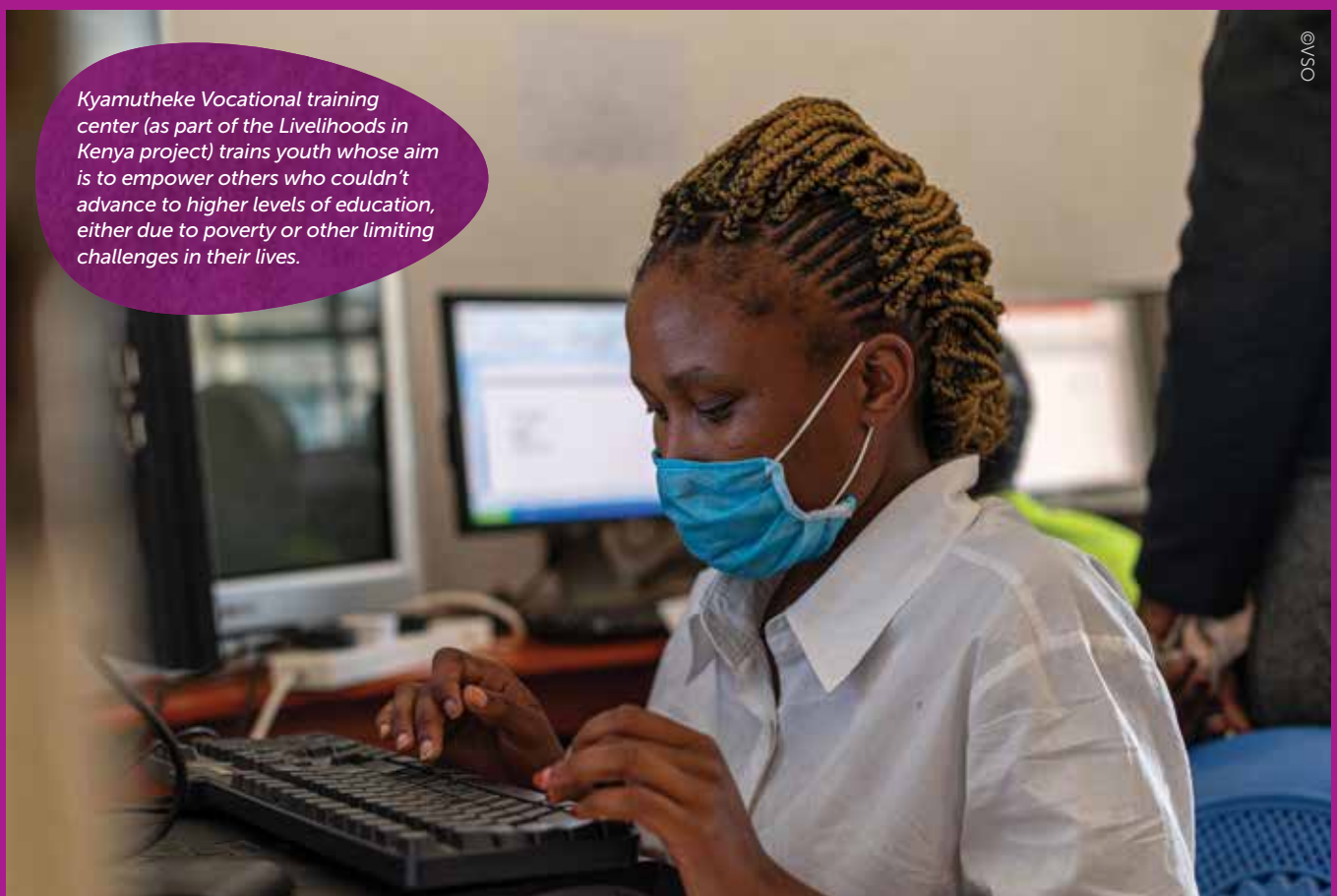
Overall, 32 professional volunteers were recruited and onboarded by VSO Netherlands to contribute to VSO's programme implementation.

Six of these provided remote advice in areas such as rights to education, livelihoods research and staff development. Remote volunteer placements are not just a COVID-19 adjustment where travel is not possible, but also an efficient way of supporting our work in cases where direct partner engagement is not essential or where work supports multiple countries.

Thirteen volunteers supported country programmes and partners, mainly in the field of education: building capacity of regional education management teams in Cambodia, numeracy and literacy education through tablet technology in Malawi and introducing a new numeracy and literacy curriculum in Rwanda.

Impact

VSO addresses the root causes of marginalisation by tackling the structures, systems and conditions that make people vulnerable. Our goal is to work with communities and societies to create stronger systems and capability wherever we identify vulnerability or fragility to shocks and stresses. Our thematic areas are education, youth employment, sexual and reproductive health and rights and humanitarian aid, in order to create a fair world for everyone. Here are some of the highlights of the impact that we achieved in 2021/2022.



Breaking down barriers to sexual and reproductive health and rights (SRHR)

Marginalised young people with compounded vulnerabilities are particularly at risk of being discriminated, disempowered, and excluded from mainstream sexual and reproductive health (SRH) services, policy and planning. Because of this, they are unable to fully realise their sexual and reproductive health and rights, resulting in consistently poorer sexual and reproductive health outcomes and a vicious cycle of poverty and exclusion.

VSO and its partners, as part of the Make Way programme (2021-2025), aim to break down those barriers by applying and promoting an intersectional lens.

As part of a consortium consisting of pan-African and Dutch development organisations, we strongly believe that everyone – including the most marginalised youth – should be able to enjoy their sexual and reproductive health and rights (SRHR). For that to happen, change is needed at various levels. First, empowered young people facing compounded vulnerabilities need to claim their rights. Second, duty-bearers need to ensure access for all young people to quality SRH services. Third, societal attitudes need to shift towards respecting the SRHR of all.

To drive these changes, our five-year programme actively promotes innovation in the SRHR lobby and advocacy by applying an intersectional approach.



What is intersectionality?

Intersectionality is an analytical framework that helps us understand how aspects of a person's social and political identities – such as race, gender, class, sexual orientation – combine to create different modes of discrimination and privilege.

Make Way in 2021/2022

In Make Way's first half of year one, in the midst of the COVID-19 pandemic, we developed our consortium, governance and project management structures. Aware of the need to 'shift the power' (see box), we set up different, bottom-up decision-making and operational structures. A total of 47 civil-society organisations (CSOs) were brought in as collaborating partners across Ethiopia, Kenya, Rwanda, Uganda, Zambia, and at the regional and global level. Together, we co-designed the programming, which we will jointly implement in the coming four years.

Shifting the Power!

Our programme aims to strengthen and empower Southern-based and youth-led CSOs in their intersectional SRHR advocacy work. In 2021, we laid the foundations for this trajectory. For example, by setting up youth panels in all contexts and developing a strategy for meaningful youth engagement and leadership. Furthermore, by applying participatory decision-making structures and approaches such as MILE. In addition, we have put in place financial mechanisms to support the CSOs' and youth panels' advocacy work, including a flexible fund at country level.

Still in the first year, we studied our operational contexts, looking at the state of affairs for SRHR, health systems, socio-economic and political conditions and risks, and at the impact of religious norms. We also assessed our collaborating partners' capacity for intersectional SRHR lobby and advocacy.

During the second half of the year, we started selecting, adapting and rolling out key tools to support intersectional SRHR lobby and advocacy – such as the youth-led, intersectional Community Scorecard (iCSC). These key tools will result in an open-access, user-friendly guideline (covering a range of topics: from understanding intersectionality, clarifying values and developing counter-narratives to performing intersectional research and policy review and analysis) which will facilitate effective, evidence-based intersectional SRHR advocacy.

What is the intersectional Community Score Card?

A scoring tool that is designed together with the affected youth to assess the acceptability, accessibility, affordability, and quality (AAAQ) of SRH services using an intersectional lens. The data that the tool generates are then used together with and by the youth/primary actors themselves to advocate health system strengthening and improving the AAAQ of SRH services towards duty bearers and other power holders. VSO is applying its 'volunteering for development' methodology in this process, by teaming national volunteers with global experts on social accountability and youth engagement.

Next, starting from our guideline, we will strengthen our collaborating partners' capacity to take on intersectional SRHR lobby and advocacy for, together with, and – when possible – by young people facing compounded vulnerabilities. This way we work on a structural, rooted solution that enables young people to claim their rights from their own government.

"For a woman, it is taboo to say that she has been raped"

Ethiopian Hanan Arebu (28) is participating in the Make Way programme where she will receive counselling and training and have opportunities to network. She does not want to 'just live and then die', she says. No, she wants to have an impact by helping people, and she does so as a national volunteer for VSO. On a Zoom call with Addis Abeba, where Arebu and her family live, she explains what she does to ensure that vulnerable young people have access to their SRHR.

She spent four months working in a centre in the capital that cared for victims of gender-related violence, where she interviewed clients, observed and analysed. She saw a big difference between their services on paper, and what was actually being done.

"There's still a lot of room for improvement in this field," she says, with a note of concern in her voice. "The biggest problem is the total lack of information. People who are victims of gender-related violence often don't even know that they can get help, they don't know where the centre is, don't know the opening hours. This information gap is the first thing that must be tackled."

Young people in particular face many obstacles. "Our culture is very traditional and strong; young people are expected to obey their elders."

Gender definitely plays a big role. A woman is subordinate to her husband – particularly in rural areas. If you also have a disability, you are in a completely vulnerable position."

She mentions the example of a woman who has been raped. At the centre she is discriminated against because she is a woman, and it is taboo for her to say that she has been raped. A man will always be given help, whatever has happened to him.

"People in vulnerable – sometimes doubly vulnerable – positions have a lot more difficulty obtaining justice."

"An Ethiopian woman once came in, her name was Abaynesh. She had problems with her spine, so she came on crutches. She had come to the centre because she was pregnant, but she wasn't treated equally. "Despite her protests she was given an injection in her back so that the baby could be delivered by caesarean. After the birth, she could barely walk, and she is still in rehabilitation now... This is why I think it's good to look at these issues through an intersectional lens, and to realise that people in vulnerable – sometimes doubly vulnerable – positions have a lot more difficulty obtaining justice."

Arebu's job is to inform young people with disabilities about their rights. Information is a superpower, she believes. "We, young volunteers, work as trainers and educators for young people with disabilities. We teach them how to claim their rights, what to do if they are unfairly treated. In the future we hope to work with disabled role models who can inspire others by showing them what they can do."

"Our culture is very traditional and strong; young people are expected to obey their elders."

Family Planning for All



A deaf client explaining challenges in accessing sexual reproductive health services during deaf awareness week in Isiolo, Kenya.

For people who are marginalised, access to information and services on family planning, can be hard to come by. **In many counties across Kenya, less than 45% of women are using modern contraception and this figure is far lower amongst persons with disabilities (PWDs), poor rural women and marginalised adolescent girls.** Yet the evidence is clear that when people have that access, mothers and children are less likely to die, children are healthier and happier and overall economic and social well-being is improved.

For People with Disabilities, their access to family planning is limited by both social and environmental factors. Poor and inaccessible infrastructure can mean that they cannot physically enter health facilities. Family planning information is often unavailable in braille or sign language. But perhaps the biggest hurdle is overcoming the prejudices and cultural beliefs against disability.

This experience was all too familiar to Rael Akinyi Lumumba, a nurse in Mombasa County. Rael's parents are both deaf. Growing up, Rael witnessed the difficulty her parents had accessing healthcare. When Rael fell ill and had to be taken to hospital, she was only seen by medical staff when a cleaner realised that her mother was unable to communicate what she needed.

VSO is working with 7 other organisations across 19 Kenyan counties to provide inclusive family planning services through the UK Aid funded "Delivering Equitable Sustainable Increases in Family Planning" (DESIP) project. As part of this project, VSO volunteers are training health care providers and county health management teams to understand the needs of rural poor women, adolescents, youth and PWDs, the social and physical barriers they face and to factor these into better planning and delivering healthcare services.

Rael, for example, was able to draw on her personal experiences to discuss the challenges of communicating with deaf patients. The training she received means she is better equipped to sensitise her colleagues about social inclusion and to work with them to overcome their own prejudices and assumptions about those living with disability. Nurse volunteer, Rael Lumumba has been awarded the prestigious "Best Nurse Practitioner for Mombasa County" for her work with persons with disabilities, including her outreach to reach the most marginalised and vulnerable.

Changing attitudes is a long process but to date the project has trained 272 healthcare workers including 24 social inclusion champions and ensured better access to health services for over half a million Kenyans.

Youth unemployment in the Middle East and Africa

Youth unemployment is one of the most pressing challenges facing the MENA and Sub-Saharan Africa countries. In addition, the large disparities between male and female employment rates are further exacerbating the problem.

The Challenge Fund for Youth Employment (CFYE) is funded by Netherlands Ministry of Foreign Affairs and is managed by VSO, Palladium and Randstad. This six-year programme, which started in 2019, is now in its third year of implementation and operates in the Middle East, North Africa, Sahel & West Africa and Horn of Africa.

Decent work for young women

Within the Challenge Fund we work with the private sector to implement youth employment initiatives that offer young people, particularly young women, opportunities for decent work that deliver better prospects for personal development, is productive, and offers a stable income, social protection and safe working conditions.

By the end of 2021, the second year of implementation, the programme completed its third call, meaning that project activities are now on-going in Uganda, Nigeria, Egypt, Kenya, Jordan and Sudan; adding 18 projects to the total of 37 in the portfolio. From the new additional projects we can expect to improve, create and match at least 69,670 jobs for young people; with more than half of them being for women (42,858 – 62%). The implementing partners will be working across a range of different sectors; however, some key standout themes include digitally-enabled and green jobs.

Results in 2021/2022

In 2021, we have placed volunteers in Uganda to support our partners with Learning & Development, HR, Gender Equality and Social Inclusion (GESI) and Youth Engagement. Similarly, we have placed an international volunteer in Nigeria working to co-design and pilot a peer support network tool, through a youth-centred design sprint, with four Nigerian Youth Champions. The fourth call was launched in Burkina Faso, Ethiopia, Morocco, Tunisia, Senegal, and a second call Uganda. VSO colleagues have again participated in the selection of business cases to be funded by the programme as with the previous three calls.

Partners in knowledge dissemination collaborations

In 2021, as part of CFYE's learning agenda, the programme has planned knowledge dissemination collaborations on themes including green jobs, digitally-enabled jobs and recruitment and retention of youth with the following partners:

- INCLUDE: an African-Dutch platform of researchers, practitioners and policymakers generating, gathering and disseminating knowledge on inclusive development in Africa.
- The Jobtech Alliance: a community of start-ups, funders, solution builders and policymakers collaborating to help build the jobtech ecosystem in Africa.
- VSO's long standing corporate partner Randstad that is the global leader in the HR services industry.

After the first year of implementation, the Challenge Fund reached 2,087 young people in Uganda with decent employment.

Social Impact Strategy

2021 began with a self-evaluation exercise where several key takeaways were consolidated to strengthen the programme's implementation strategy. Most significantly for VSO, was the decision to consolidate the three thematic areas (Gender Equality and Social Inclusion, Youth and Decent Work) into one coherent Social Impact Strategy.

As the Youth Champions Pilot proved to be a great success, it was decided to scale-up the initiative.

Youth Champions Pilot

Part of the Social Impact strategy was also the Youth Champions Pilot, an initiative to apply a more youth-driven proactive approach to creating business and employment opportunities within the programme. As this proved to be a great success, it was decided in year three to scale-up the initiative. Through a youth-led design sprint in Kenya, the Youth Champions then shaped this longer-term role in CFYE, which showcases how youth are truly put at the centre of programme design. From 2022 onwards, the Youth Champions will be formally engaged as one-year national volunteers. They are nationals of Uganda, Kenya, Nigeria and Ethiopia between 18 to 35 years old. Their main mandate is to contribute a youth perspective across CFYE and partners using semi-structured and youth-friendly methods. The network is set-up in a way that creates a win-win situation for both CFYE and Youth Champs, and Youth Champs will continue to work on their own personal and professional development.



Youth employment in Bangladesh

Bangladesh has shown impressive economic growth over the last decade. Nevertheless, about a quarter of the population is living below the national poverty line. Additionally, and directly related to this issue, unemployment and quality of employment is a major issue, especially for young people. This further influences less tangible matters like social acceptance, self-esteem and personal growth. For women, the issue is even more pressing with a large share of women not active in the labour market or training, hampering their development. Young people from remote areas often move to bigger cities to find work. For many this doesn't result in a better life, while at the same time the social fabric in the rural communities is deteriorating.

Small businesses

VSO, with support of Dutch foundations and public donors, improves the opportunities for rural youth with the Bangladesh Youth Employment Programme. We do this in close collaboration with our local partner organisations MJSKS and SKJS. The programme strengthens village youth groups in community volunteering. From the youth groups, candidates are nominated for vocational training. After training, trainees are coached in setting up their small business. Extra effort is made to have girls take leadership positions in the youth groups, and families were motivated to allow girls to join the training courses.

VSO offers 14 different training courses, based on local needs and opportunities, from electronic wiring, solar and refrigerator maintenance, mobile phone servicing and IT to chicken and goat rearing, rug making and horticulture. During the COVID-19 lockdown some of the trainees received cash support to maintain their business assets.

Results in 2021/2022

This programme started in 2016 and was successfully finalised in 2021. Over four years, youth volunteers implemented around 1,600 voluntary campaigns, such as the supply of emergency food packets for the most marginal families, preventing early marriage, stopping eve-teasing, awareness-raising on climate change, promoting agroecology technologies, tree planting, education materials distribution, and supporting the new businesses of skills trainees.

The programme was also involved in COVID-19 prevention activities, such as face mask and soap distribution, conducting awareness meetings on COVID-19 prevention, setting up hand-washing facilities and coaching families in need. To strengthen the sustainability of the youth volunteering, support groups of senior local community members were established. Each support group will advise and support 14 youth groups, each with an average of 35 members. Two of the support groups established a tree nursery where the youth volunteers can work and earn money for sustaining their community projects.

"Local people treat me as a role model for youth entrepreneurs"

Md Al Amin Mia (22) from Rangpur (Bangladesh) was one of the participants in VSO's Bangladesh Youth Employment Programme: "I was born in a poor family, so I started to work to continue my education. When I was at high school, I was admitted to join the Samrat Somaj Kollan youth club, and participated as a volunteer in community development activities. I also started to work with an air conditioning technician, as an assistant.

I received a training offer from the youth club on air conditioning and refrigeration. Besides the vocational training, I also participated in business planning, customer handling, and basic bookkeeping training.

My father lent me money to set up my own business and I received a set of tools from the youth employment project.

My shop achieved a good reputation within a short time, and soon I had to hire hands to cope with the day-to-day pressure of work. I am happy that I can take care of my family now and am able to contribute to the voluntary initiative for community development as an entrepreneur. Local people treat me as a role model for youth entrepreneurs. I am very grateful to this programme, its partners and my youth club."



Realising Rights in Tanzania

Geita and Mara districts in north-western Tanzania are incredibly rich in mineral resources particularly gold and as a result, mining companies are extremely active. Yet despite the mineral riches, little of the wealth is trickling down to ordinary people. Geita and Mara are two of the poorest districts in the country and young people in particular, face many challenges.

"Their mindset tells them they will not be able to achieve their goals," explains primary actor, Amina Nyamhanga Kisero, 28, who lives locally. "Others are lacking family support which causes them to abandon their dreams." Thanks to entrepreneurship training through VSO's Collective Action for Rights Realisation in Extractive Industry (CLARITY) project, Amina established her spice and food processing business "Brela" in October 2021.

This European Union funded programme addresses challenges preventing women, youth and people with disabilities (PWDs) from benefitting from the extractive sector in Tanzania. Through a partnership with the Lawyers Environmental Action Team (LEAT) and the Tanzanian Women Chamber of Commerce (TWCC), VSO is supporting 4,000 people to hold the industry to account, support official policies put in place across Tanzania, report rights abuses and importantly, to ensure that marginalised groups benefit from the sector through financial support.

Reflecting on setting up her business, Amina says, "Earning trust from customers was the main challenge. Establishing a customer base was also difficult due to the quality of the packaging and the product standard. Some people compared my packaging to one used by a local medicine, so I needed to differentiate my product. **VSO volunteers have supported me through various trainings which have contributed to the growth of my business, personal life, and career.**"

Today, she produces high quality essential products with modern packaging that she hopes will be stocked in hotels and supermarkets in the future. Her production has shot up from up to 50 units of spices per month to up to 250, after assistance from VSO and the Small Industry Development Organisation (SIDO). Previously, Amina earned up to 30,000 Tanzanian shillings (9.70 GBP) a month, but now

earns as much as 150,000 (49 GBP) which means she can now support her family.

"The CLARITY team believed in me," says Amina. "I do not think my business would have grown as much as it has done if I had not had the support from VSO, SIDO, and others."

Armed with skills and knowledge, Amina is now a volunteer training young people in spice making and food processing. She has also received legal training from VSO on tackling gender-based violence (GBV). As a leader of a paralegal group working closely with local authorities, Amina now works with survivors of sexual abuse to ensure they are referred to the relevant channels for support.



The Right Climate to Learn

Across the countries where VSO works, we see children and young people increasingly experience the effects of climate change on their health, well-being and access to education. With climate change set to worsen, we know they are likely to experience more devastating consequences during their lifetimes. For this reason alone, children and young people need to have a greater voice on climate change.

In Nepal, the stakes are particularly high with the country's vulnerability to extreme weather events, such as monsoons, which lead to flooding and landslides. This poses significant risks to Nepali children and their communities. Travelling to school becomes unsafe. School buildings are damaged. Livelihoods and access to food are disrupted so children become undernourished. School facilities become shelters for the community further disrupting children's education.

For girls, interruptions to schooling have a disproportionate impact. They are often exposed to early marriage or forced to do agricultural or housework rather than study. Evidence shows that during climate emergencies instances of gender-based violence and people trafficking increase.

As Shikha Shrestha, the VSO Nepal Head of Programmes explains,

“By finding ways to build resilience into the education systems, VSO is working to minimise disruption and ensure that communities are well prepared for the challenges to come. With the right strategies, schools can strengthen awareness of climate change solutions, support children to become more resilient and find innovative ways to adapt to disruption. A crucial part of resilience building is ensuring that interventions are driven by children and that the process is holistic, supporting children, their parents, teachers and the education system more broadly to reduce vulnerability”.

Children and young people have deep knowledge and understanding of their immediate environment, the risks they face and the solutions they need. Funded by UK Aid through the Girls Education Challenge, VSO Nepal's Empowering a New Generation of Adolescent Girls with Education (ENGAGE) Project, is capitalising on this knowledge and supporting children and their communities to build long-term strategies to navigate the impacts of climate change.

As Man Bahadur, the Chairperson of the social development committee in a municipality of Surkhet district in the southern lowlands of Nepal, says

“To mitigate the impact of climate change and find solutions, it's important to involve children, particularly girls, in implementing action plans. This way they will become more responsible about climate change solutions and help to educate others.”

The ENGAGE project is training networks of peer volunteers who have been supporting girls in 82 schools to undertake climate risk assessments and action planning. VSO volunteers have been accompanying the schools and communities to better understand climate vulnerability and build long-term resilience into the education system. They have also been supporting schools and communities to share their priorities for action with local government to strengthen the local education planning processes as well as climate adaption and disaster risk reduction planning.

Through this process, girls are identifying priorities for building climate resilience within their school environment. These include strengthening access to early warning systems, evacuation plans, establishing peer to peer support for children to address trauma or access school safely, and making environmental and physical changes that improve the resilience of school facilities. Many schools have planted trees to provide shade and reduce excessive heat, and six schools have been refurbished to deal with the effects of climate change, with work underway in another 50 schools.



Participants in climate change and women empowerment training presenting their future action plan about practical solution to climate change.

“We have suffered unseasonable heavy rains, floods and landslides as a result of climate change. This has made it difficult to travel to school. Together with the members of the network, we have developed an action plan on climate change mitigation so that our education won’t be affected too severely.”

Bhagawati BK, Secondary school student and member of Girls and Inclusive Education Network

Inclusive education in Ethiopia

Although most children in Ethiopia enrol in school, many do not complete their education: only 54 percent makes it past Grade 8 (until 14 years of age). In addition, about three million children do not attend school at all. Disabilities, traditional gender norms, a high burden of domestic work (especially for girls) and long distances to school are some of the barriers to education. Many of the out-of-school children are from pastoralist, internally displaced or refugee communities.

A solid base for children

From 2016-2021 VSO, supported by Dutch foundations and Dutch public donations, conducted the programme 'Sharing skills to give thousands of school children a solid base in Ethiopia'. This programme reached pre-primary and primary age children in one of the most deprived regions, Benishangul Gumuz. We increased participation and improved the learning outcomes of the most marginalised children, by addressing the system-level barriers that can hold them back.

The programme had a holistic approach where we combined teacher training with improving the quality of instruction at the teacher training college, while youth volunteers were raising awareness in the community about gender issues, children with disabilities and peaceful communication. We strengthened the relationship between parents, schools and district education bureaus and supported the poorest families with income generation trainings and grants in order to send their children to school.

Besides that, we delivered material for children with disabilities, built special needs classrooms at schools with equipment to diagnose and support children with disabilities and learning problems and supported special needs teachers in their work. To address the language problem for children from minorities, we built pre-school classrooms where children could learn the language during play in interactive education, dealing with children with disabilities and learning problems, and with children with traumas and ethnic tensions in the schools.



Results in 2021

In 2021 we built extra classrooms to absorb the children and teachers that were fleeing from the conflicts. Sixty youth volunteers were trained to visit the refugee camps and support the poorest families, to link them to the right people for help and to bring their children to school. They also identified children with disabilities and visited the families for support. Almost 200 families were trained and mentored to set up small businesses, like sheep rearing and chicken hatching. Each family received an investment capital, which can be withdrawn in tranches from the bank if the children are going to school regularly, so when signed for by the school director. The instructors of the two Teacher Training Colleges became excellent trainers in psycho-social support in the classroom, and in child friendly education. Every school now has a parent-teacher committee to support children with disabilities and learning difficulties, and know where to find help if needed.

In 2021 the programme was finalised, after years of engagement by many Dutch foundations and private donors. Thanks to their flexibility, the programme has been adjusted many times to different shocks, such as ethnic conflicts, COVID-19 and rising poverty. The 'VSO approach' became an example for other organisations: the combination of improving education, supporting the poorest families with income generation, the focus on children with disabilities and minority children, and supporting teachers to deal with traumatised children in school worked very well to bring the most marginalised children in school.

**During 2016-2021
this programme
has reached:**

21,500 children (directly)

18 primary schools

150 teachers

100 peer supporters

100 vulnerable families

**The 'VSO approach'
became an
example for other
organisations**

"VSO inspired me to focus on vulnerable and affected children"

Mastwal Berhanu (15) used to live in Benshangul Gumuz (Ethiopia). When an ethnic conflict broke out in her village, **she witnessed a young relative being killed and slaughtered by rebels**. Since then, Mastwal has been traumatised and her psychosocial health has deteriorated.

In November 2021, her family they took her to one of the VSO target schools, where VSO re-established and strengthened a Special Needs Resource Centre. Her teacher reports: "When she first came here, she did not respond to our questions. She was not able to handle her pen because she was afraid blood would pour out of it. She would fall down in the classroom and shout: "Oh, they are coming! The rebels are coming!" and she wanted to run away.

She was linked with a local hospital, where she was treated free-of-charge. She received psychiatric guidance, counselling and medication. At school she received support including physical exercise and personal hygiene. As a result, Mastwal's emotional wellbeing has significantly improved. "She can now communicate", her teacher says. "She tells us about her feelings, she stays in the classroom and can hold her pen and exercise books."

The head master, Ato Telayneh, played a crucial role in Mastwal's support. He says: "VSO inspired me to focus on vulnerable and affected children, such as those with disabilities and who are displaced. Thanks to VSO, I obtained training on psychosocial support and learnt how to welcome, treat and provide support to such children."

Since VSO started operating in the area, schools have become more open for marginalised and vulnerable children. The enrolment and attendance of children with disabilities and who are displaced significantly increased.

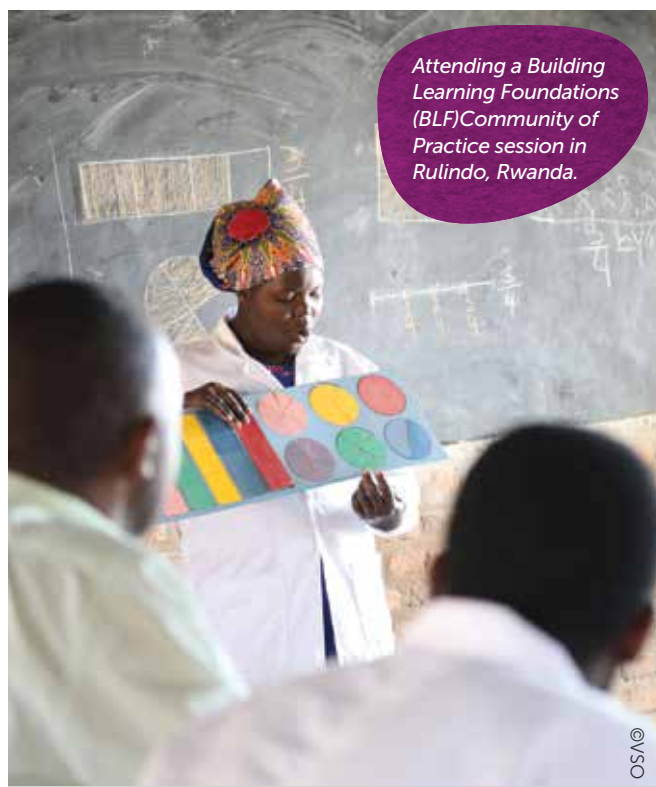
"Thanks to VSO, I obtained training on psychosocial support and learnt how to welcome, treat and provide support to vulnerable children."

Reaching Every Child in Rwanda

Like many other countries in sub-Saharan Africa, the Rwandan education system faces significant challenges: large class sizes, a lack of teaching materials, unqualified teachers and high dropout rates. This problem is particularly acute for children with learning difficulties or disabilities, who face stigma as well as physical barriers to accessing education. Some believe that children with disabilities do not have the right to education and that schools cannot meet their needs.

COVID-19 has disrupted education in Rwanda and brought further hardship to poor families. Students fell further behind in their education and the impact was even more pronounced for those with learning difficulties or disabilities.

The Building Learning Foundations (BLF) project is a UK Aid funded partnership between VSO, Education Development Trust, and British Council which is improving basic education in every government-aided primary school in Rwanda, reaching over 4 million children. As part of its work, VSO is leading a pioneering disability intervention in 486 schools across 30 districts.



With children returning to school after the long COVID-19 lockdown in Rwanda, many children with disabilities enrolled at school for the first time as part of a government Back-to-School campaign. VSO international volunteers have mentored national volunteers who are trained Special Needs Education Coordinators (SNECOs) to support teachers to identify children with learning difficulties, to take action to meet their needs and to teach more inclusively, for example through using bespoke teaching materials. Over 486 teachers in schools supported by VSO's Disability Intervention were supported reaching 90,000 families across all 30 districts in Rwanda, encouraging engagement between home and school and allowing early intervention where developmental delays or learning difficulties were identified for students.

Inclusive Education Focal teacher Jean Baptiste Ndayisaba and inclusive education focal teacher describes the difference this work has made:

“Right now, we can assess the needs of students and use different strategies to provide support so we can teach them at the right level. Girls’ performance has increased because we have been able to pay attention to their needs and the number of enrolled pupils with disabilities has greatly increased due to home visits.

Before, many students with disabilities were not attending schools. Teachers and school leaders were not skilled on the way to teach and treat students with disabilities and learning difficulties. All community members had mind-sets that children with disabilities had to be enrolled in special schools only, but now they are attending regular schools.”



Teacher Nyirampuhwe Josephine in her classroom at Boli Nursery School, preparing teaching materials for her numeracy class.

Numeracy for all

The global pandemic and school closures have continued to have a devastating effect on children's learning all over the world. Very few pupils have escaped learning interruptions. But even before COVID-19, in many countries huge numbers of children were not attending school.

The children most likely to miss out on education are girls, those with disabilities, refugees, victims of insurgency and food crises. VSO projects have a particular focus in ensuring that marginalised children have the same chances as other children to learn the basic early childhood education skills of reading, writing and simple communication.

Research shows that a high proportion of children are visual learners. Learning aids such as punch cards, flash cards, abacus, dice and multiplication charts enable children to learn in an engaging and hands on way, identifying images, numbers and words.

Building on the successful approach developed over many years of producing local learning aids, VSO has

been working with national volunteers trained to be 'learning champions'. The champions attend online 'Numeracy for All' training sessions where they learn how to make low-cost learning aids from locally available materials, like cardboard, bottle tops and other materials that are cheap or free. They are also trained in core subjects such as numeracy and literacy, psychosocial support, and monitoring and evaluation.

Numeracy for All training sessions have been held in Nepal, Uganda, Ethiopia, Bangladesh, Nigeria and there are plans for this to be rolled out in Mozambique. **So far, over 13,000 teachers and hundreds of thousands of children have benefitted from the training, which will eventually be available in every country where VSO runs education programmes.** We are also making this available in national languages and in print and video formats so that we can reach more people. Currently the training guides are available in Nepali, Amharic, Burmese, and Portuguese, with plans to translate into more languages in the coming years.

Working in Fragile Contexts

VSO's strategy is to focus our support on those who are most marginalised and vulnerable. As a result, we increasingly work in what are termed "fragile contexts". These are places where factors such as climate change, conflict, and political instability create greater risk for people living there and where the state, system or community struggle to manage, absorb or mitigate those risks.

Our approach is to look at bridging the long-term development needs of those living in these places and the immediate challenges of living in a vulnerable context.

Working in fragile contexts requires a careful and sensitive approach to ensure that existing tensions are not inflamed, risks are not increased and that any support takes into account the varying needs of those who have been put at risk, displaced or are living with conflict. Our volunteering for development method builds the capability of

primary actors living in fragile contexts so that they are better able to anticipate, plan for and respond to future challenges as well as seeking to meet their immediate needs.

Over the last year, as part of this work, we have responded directly to nine emergencies in places like Ethiopia, Sierra Leone and the Philippines. This work is built on our long-term programme of training and building national volunteer responders in countries around the world using our volunteering for development method.



VSO Big Mother Jinnat, plays with children in a refugee camp, Cox's Bazar, Bangladesh. Jinnat lives with her family in the camp and she is a "Big Mother" on VSO's Education in Emergencies project.

Healing from Ecological Crisis and Conflict

After six decades of conflict between armed groups and government forces, Mindanao, one of the Philippines' most southerly islands, is slowly recovering. Whilst a peace deal was struck in 2014, that peace is still fragile. The Philippines is prone to typhoons, exacerbated by climate change. There is an ongoing concern that devastating economic and ecological consequences of extreme weather could exacerbate existing ethnic hostilities.

The coastal ecosystems around the Philippines are some of the world's most heavily fished. Changing weather patterns and the effects of overfishing mean that daily life is hard for locals, dependent on the fishing industry. Fighting has left Mindanao significantly less developed than other parts of the Philippines. Simmering tensions could lead to conflict once again.

In the Sultan Naga Dimaporo region, the most prominent industries are fishing and seaweed farms, but both are vulnerable to the tropical storms and typhoons which are increasing in intensity. The devastation caused by these natural disasters mean that fishing is often too dangerous and seaweed crops are frequently ruined.

VSO and our local partner organisation, Lanao Aquatic and Marine Fisheries Centre for Community Development (LAFCCOD) are working with fishing households in order for communities to become more self-sufficient. Training and development will allow for other income streams less dependent on weather conditions.

Piloted in 2019, the project was first targeted at women in the fishing community. Participants were trained to make organic biofertiliser from fish waste, vegetables and the seaweed crops ruined by storms and typhoons. The women make an income from selling the biofertiliser, which contributes to protecting their families from the economic shocks caused by changing weather.

The women are working with local rice farmers reliant on buying chemical fertilisers for their crops. The biofertiliser is organic, cheaper than chemical alternatives and supports soil health.

Last year, the project expanded to train 100 men, women and youth who were members of the political group Moro Islamic Liberation Front (MILF), the ex-revolutionary group who has successfully forged a peace agreement with the government. The project encourages the indigenous Moro people and non-Moro communities to work together through sharing skills and technology. Taya Delis, a former member, has taken part in the training; **"I can't describe how important it is for our community to participate in these income generating activities.** It's very relevant for those of us who are older and find it difficult to find work due to our age."

Ernesto Delicano, a community supporter of the marine protected area, has seen the benefits of the initiative; "Both Moro and non-Moros are now working together as a community to protect and maintain our marine sanctuary. This has led to a much better relationship between the two groups. Whenever there is a misunderstanding amongst us, we bring it to the table to discuss the problem and make sure that we come up with a compromise to resolve the issue."

By collaborating and having the opportunity to learn from one another, **the community is beginning to heal the island's ecological crisis while building livelihoods that are more resilient to economic and climate disasters.**

Post conflict Recovery in Oromia, Ethiopia

The political instability and internal conflict which has grown in Ethiopia in recent years, has led millions of Ethiopian people to be internally displaced. Since 2020 when fighting has broken out in other areas of the country, the focus has shifted away from those who were displaced much earlier but who are still affected by conflict. This includes the Oromo community displaced from the Somali region of Ethiopia in 2018.

VSO is working in Meiso and Boredede internally displaced people camps, situated in the West Harerge Zone of the Oromia region. Many families are still recovering from the trauma of witnessing conflict and being forced to flee their homes. **They have complex psychological needs, which are exacerbated by the stresses of obtaining clean water, healthcare, food, and education, all of which are severely lacking in the camp.** Ensuring that displaced families can access the support they need to ensure their wellbeing, and that they are entitled to, requires an integrated approach. In these contexts, community volunteers, trained by VSO, can play a critical role in identifying the

most marginalised, who often tend to be the most vulnerable and voiceless groups in the community, and ensure that they receive information on their right to services, as well as practical support to ensure they can access them.

Our aim in these contexts is to build resilience, by strengthening access to information, social support as well as vital services. At the same time, it is important that we take a conflict sensitive approach as we work with displaced populations and host communities, to ensure that we recognise and address that tensions that may exist or arise, between displaced populations and host communities. This requires a sensitive approach to build relationships and not exacerbate existing tensions, particularly when the incoming population is perceived as being treated preferentially.

In practical terms, this can mean that existing services, such as nearest health centres, need to be supported through the supply of emergency medicines so that they can provide an adequate level



Community Volunteers in Boredede IDP Community play a critical role in identifying the most marginalized, who often tend to be the most vulnerable and voiceless groups in the community and ensure that they receive information on their right to services, as well as practical support to ensure they can access them.



of health services for displaced pregnant women and children in both the existing population and displaced community. In addition, health workers received training to provide psychosocial support particularly to girls/women affected by gender-based violence. In addition, VSO is facilitating referral through covering all the associated costs in order that women with reproductive health problems, particularly those with fistula cases, are able to get the required medical attention.

Displaced children may have had their schooling interrupted and have suffered psychological trauma from their experience. Specialist support is necessary to ensure that the education environment is inclusive and supportive for displaced children. VSO is providing practical support through two inclusive education resource centres in the public schools, and training teachers in psychological support and social inclusion. School dropout amongst displaced children is also an issue, so 500 children are provided with school uniforms and learning materials to which encourages regular attendance and increases educational outcomes.

Fatuma is one of the primary actors who has been supported by VSO's intervention in Oromia. After being abandoned by her husband, she was left to bring up her nine children alone. Since giving birth to her youngest child, Fatuma has had health problems

due to fistula, which means that performing daily activities are difficult. When inter-tribal fighting broke out in 2018, Fatuma and her children were forced to flee their village and seek safety in the displaced persons camp. "When we were displaced we lost everything and our livelihood. Now, our family income is from selling firewood, so I cannot afford to buy school materials. Since three of my children have had their uniforms and school materials supplied by VSO, this has really helped to boost their self-esteem and they are much happier about going to school. VSO have also given me financial assistance, which I have used to buy food which has enabled me to feed the family. I now know how to access healthcare when I need it as well.

"Getting help for these different problems has improved our quality of life and recover our ability to earn money. I feel much more optimistic about our family's future now."

Throughout the intervention VSO has worked in partnership with schools, healthcare providers and local government to strengthen existing systems so that they will be able to sustain the work and continue to better support the complex needs of displaced families.

Building Knowledge, Delivering Influence

The voices of the poorest and most marginalised often go unheard, trapping people in poverty, due to systems and societies that have not been built for them.

Our policy and advocacy work takes a bottom-up, evidence-based approach. We work alongside the most marginalised people to ensure their voices are heard on policy and practice decisions that affect their lives. VSO's blended volunteering approach helps to promote the voice of primary actors and build their networks, bridging the gap between government or service providers and marginalised groups. Our volunteers do this by bringing their own expertise and understanding of how to influence policies and systems.

Over the past year, VSO has supported the development of a range of policy changes including the disaster risk reduction plan in Zimbabwe, advocated for a right-to-food bill in Kenya, supported the Government in Cambodia to develop guidelines to protect vulnerable children from dropping out of schools, and led civil society groups and volunteers in Nepal to influence a new 10-year National Education plan, among other policy influences.

In 2021/22 VSO has ensured that volunteering is adequately recognised and supported through the development of government policy frameworks in Zimbabwe, Bangladesh, Malawi, Mozambique, and Nigeria. In all these countries, progress has been made in developing and implementing national policies to enable and advance volunteering.

During the same period, VSO has partnered with the African Union to develop a continental volunteer policy and to support an Africa wide volunteering platform.

We continue to build VSO's knowledge and thought leadership in volunteering for development progressed with the production and dissemination of 13 reports evidencing the effectiveness of volunteering for development methodology in VSO programmes. Five of those reports were presented at UN and academic conferences. These included papers covering youth and community volunteering, the Global Standard for Responsible & Impactful Volunteering, climate resilience and green jobs, twinning between the UK and Global South health institutions, and the voice and participation of the most marginalised people (primary actors) in VSO programmes.

Malawi National volunteer framework

In 2018, following extensive technical support from VSO, the Government of Malawi adopted a new volunteer and internship framework, which seeks to formalise the structures for volunteering in the country, and provide targeted opportunities for young people.

Since the adoption of the framework, VSO has worked alongside UN, government and civil society partners to ensure that the framework is put into action- bringing in the voices of youth volunteers and primary actors to develop a clear roadmap, and ensuring volunteers are formally recognised for their contributions to the SDGs.

Partnerships

In 2021/2022, VSO continued to invest in relationships with the Ministry of Foreign Affairs of the Netherlands, the European Union (EU), European government donors and international foundations. VSO engaged with these stakeholders to share our experience and lessons learned and identify grounds for cooperation. A start has also been made to strengthen our relationship with the embassies of the Netherlands in the countries VSO works in, as well as the EU Delegation Offices and those of key European donor countries.

Networks and advocacy

VSO strongly believes in the importance of disseminating knowledge and the exchange of ideas, as well as in advocacy for policy change in support of our work in the global South. Therefore, we have invested in strengthening our participation in and cooperation with relevant networks within the (Dutch) field of development cooperation, in order to identify how we can create joint moments, such as conferences and webinars to advocate for shared causes like inclusive education, resilient livelihoods and quality global health. **VSO is the Chair and host of the Global Campaign for Education (GCE) Netherlands**, a membership body of eight organisations ranging from NGOs, a teacher's union and a social enterprise. Together with the GCE Netherlands, VSO organised three external discussions with NGOs, social enterprises, knowledge institutions, universities, the Ministry of Foreign Affairs, Parliamentarians and other participations on inclusive equitable and relevant education worldwide. VSO is also an active member of the branch organisation for development cooperation in the Netherlands, Partos. **The Director of VSO Netherlands is a member of the board of Partos.** and VSO's Political Advisor contributes to the lobby & advocacy and policy

advice that is coordinated by Partos. In 2021/2022, VSO contributed to the policy advice that was provided by Partos to the new Dutch Minister for Foreign Trade and Development Cooperation. We were also able to provide concrete advice and input for debates to Members of the Dutch Parliament on the topic of youth employment, inclusion, decent work and education, which was partially adopted in the new strategy. Furthermore, VSO is a member of the Dutch gender platform WO=MEN, that brings together the main players involved in gender equality and coordinates the general lobby & advocacy for the Ministry of Foreign Affairs on this issue. For specific knowledge exchange and advocacy concerning SRHR, VSO is a member of Share-net, the main Dutch platform for SRHR. Together with partners from the Make Way programme, including Wemos and Liliane Fonds, VSO began coordinating its lobby & advocacy on health and SRHR. Lastly, VSO is currently in the process of joining the Dutch Global Health Alliance to further strengthen its role and expertise on SRHR and Global Health, in order to disseminate key learning from its programmes and to learn from its members.



Partnership with Randstad

VSO and Randstad have been global partners since 2004. The focus of the partnership is to empower marginalised people in our focus countries to attain decent and sustainable work. The focus of their work typically includes: making connections with local industry and matching young people with jobs or entrepreneurship opportunities; developing curricula and rolling out training in the field of employability and soft skills; and career counselling.

Results in 2021/2022

The project portfolio for the Randstad – VSO partnership is expanding again after a forced COVID-19 hibernation of more than a year. Through 14 corporate volunteers, Randstad is currently supporting two projects in Tanzania, one in Uganda and one in Cambodia and the multi-country Challenge Fund for Youth Employment, with new potential projects under development. In 2021/22, volunteer assignments have also expanded to stakeholder engagement, project communication support, business, and decent working conditions advice.

Key figures 2021-2022

5 projects
12 in-country placements
14 remote placements
102 mentor pairings
3,951 volunteer hours
€30,000 donated as part of the Sports Week for Development challenge



Youth Employment Enhancement (YEE) project grant recipients receive their training certification, following a skills training to establish their own businesses. Randstad corporate volunteer Monica Perez and her counterpart Photunatus Nyundo take part in the certification ceremony.



VSO Sports Week for Development

In 2021, we were able to re-instate the annual VSO Sports Week for Development, which was paused for a year due to the COVID-19 Pandemic. In the week that coincided with World Youth Skills Day (15 July 2021), Randstad organised its third sports challenge in support of VSO. Colleagues came together from across the globe to take part in the #100k challenge: 100,000 sit-ups, 100,000 push-ups and 100,000 seconds of planking. For each repetition/second Randstad donated 10 eurocents and the organisation raised €15,897, which was later topped up to €30,000. The funds raised were donated to the Youth Empowerment

and Entrepreneurship (YEE) Project which was an add-on to the Clarity Project. As part of a wider programme of support, the team worked with 250 young people (with a focus on youth with disabilities and young mothers) to build their awareness of job and potential opportunities in the local labour market. Thirty-five of these young people were then selected to receive start-up kits and nurturing support for their business ideas. Over the course of 12 months, we have equipped these young entrepreneurs with the technical, vocational and entrepreneurship skills they need to start and be successful in their own business.

"VSO's mindset is really impressive"

Since 2004, Randstad and VSO have been working together on projects related to employment and income in a large number of African and Asian countries. These projects help young people, women and people with a disability in marginalised areas gain access to the employment market.

Randstad contributes both funding and volunteers to the project, helps VSO recruit suitable volunteers and provides access to technology and its company networks. Randstad employees who contribute to the VSO programmes (primarily staffing consultants, as well as some employment facilitators) share their knowledge and expertise within the projects and offer advice about recruitment and selection and ways to strengthen the organisation.



In the past seventeen years, more than three hundred employees spent anywhere from six weeks to nine months sharing their expertise – and enjoying an unforgettable experience in the process – as part of one of the VSO's programmes. "The knowledge that Randstad brings to the table truly complements our own", says VSO director Erik Ackerman. "It mostly has to do with what we call career guidance. How can you prepare for your future career, where do your opportunities lie, how can we analyse the employment market? It helps us better understand what the private sector in, say, Kenya or Tanzania needs, so we can prepare young people for that."

What helps is that Randstad and VSO share some fundamental similarities, says Van den Broek (Randstad CEO until 2021). "Every year, Randstad helps two million people find work; among them are many who need support in some way. To a certain extent, our goal is the same: we are both trying to improve people's lives."

There are also plenty of differences, he says with a smile: "Personally, I believe in getting to work, taking care of the problem at hand and once it has been solved, you're done. Look at the problem of young people and employment in Africa, though: with this partnership, we have been able to help four to five thousand people build a better future for themselves. It is little more than a drop in the ocean. I have a tendency to think that we will never be able to solve this problem, but VSO has a different mindset. Working hard every day and keeping yourself motivated; I think that is really impressive."



Deodigard Henry Muchinguzi is an agriculture extension officer, employed by the government, who has been working with VSO volunteers to inform farmers of good agronomic practices such as using environmentally friendly fertilisers. The RISE project in Tanzania aims to help farmers improve their income and their yields, while farming in a way that adapts to the challenges presented by climate change, as well as using farming methods that are environmentally friendly.

Organisation and management

VSO Netherlands

VSO Netherlands is an independent organisation that works fully aligned with the global VSO organisation. Besides VSO Netherlands, this consists of the 20 country offices in Asia and Africa, the international office in the United Kingdom, and a representation in the United States and Ireland. VSO Netherlands contributes to the international organisation through programme development, raising funds, placement of voluntary experts abroad, providing information and strengthening the programmes of our country offices by building partnerships in the Netherlands.

Governance

VSO Netherlands has endorsed the principles of good governance that have been defined in the SBF-Code Good Governance for Charities. These principles are included in the Qualification System for Charities, which replaces labels such as the CBF/CBF Certificate, the RfB label and the Label for Charities from 1 January 2016.

VSO Netherlands has a one-person board of directors, with our director Erik Ackerman as its only member, supported by our management team. As from March 2017, VSO Netherlands works with a supervisory board. The primary responsibility for the organisation's actions lies with the director/manager and his management team. The director fulfils his duties according to the regulations of the board of directors.

Erik Ackerman started as the director of VSO Netherlands on 12 March 2018. The Supervisory Board has determined the remuneration/salary and terms of employment of the director. The Board uses the Remuneration Scheme for directors of charitable organisations of Goede Doelen Nederland, which sets a maximum standard for the annual income, based on weight criteria. The remuneration of the director of VSO Netherlands is in accordance with function group E of the Scheme (BSD-score 335). The director's maximum annual income, which is relevant for assessment, is

€ 90,707 (from 1 July 2022). During the period from 1 April 2021 to 31 March 2022, the director's total annual income amounted to € 88,430, while the total remuneration, including employer's contributions, amounted to € 117,855.

Supervisory board

The supervisory board of VSO Netherlands oversees the work of the organisation, serves as an advisor and interlocutor to the management and as the employer for the director. The members help the organisation to reach its greatest potential in terms of its mission, goals, plans and internal working methods. They do this by monitoring as constructively and critically as possible and by giving solicited and unsolicited advice to the management.

As per the articles of association, the board is composed of five members, who receive no compensation for their duties. Members of the board are appointed for a period of four years. They can be reappointed once. During this financial year, there were no changes to the composition of the board. Mr. Guus Eskens and Mr. Philip Goodwin were re-appointed as chair and member of the board respectively for a second term.

Supervisory Board

Guus Eskens (chair)	Starting date: March 2017 Other positions: Trustee of VSO Global, Kingston, UK, Board member Healthnet TPO, Amsterdam, Board member Netherlands Society for Tropical Medicine and International Health, Chairman Stichting "Drie Straatjes", Rotterdam, Board member of the Otto van Kranendonk Fund, Board member of the Knowledge Centre for Global Health
Dr. Philip Goodwin	Starting date: March 2018 Other positions: CEO VSO International, Trustee Royal Nation Lifeboat Institution
Fons de Zeeuw	Starting date: May 2016 Other positions: Director international at Oost NL, Member of the Supervisory Board of HIDC
Maria Verheij	Starting date: January 2019 Other position: Global Head of Communications at Ahold Delhaize
Nynke Runia	Starting date: January 2019 Other positions: freelance consultant, Board member Amnesty International Nederland, Board member Stichting ITGD (per March 2022)

Meetings and areas of oversight

The Supervisory Board had four regular meetings during this financial year. In addition, one update call was held. As a result of the COVID-19 pandemic, most meetings were held online, except for the meeting in March 2022. In this period the Supervisory Board's attention was focused on, among other things:

The multi-annual strategy – the board held two interactive discussions during the process of drafting the multi-annual strategy (Making Change Happen, 2022-2025). The first discussion (in July 2021) focussed on lessons learned and key priorities, whereas during the second discussion (September 2021) the board was looking into a number of strategic directions. Subsequently, in its December 2021 meeting, the board reviewed the draft strategy paper, which was eventually established in the March 2022 meeting. In addition, the board reviewed the multi-annual budget in December 2021, which reflected the priorities of the strategy.

The planning and budgeting cycle – the board approved the annual and financial reports 2020-2021, set the multi-annual budget and discussed and approved the annual plan and budget 2022-2023. Quarterly progress updates and financial updates were presented to the board for the monitoring of activities and the oversight of financial management. This year, special attention was paid to the major programmes (CFYE and Make Way) to allow the board to monitor progress.

Programmes and partnerships – the board took note of the positive developments regarding engagement with new potential partners and donors. In addition, the board was informed on progress with regard to the inception year of the Make Way programme (see page 17).

Public fundraising – the board was presented with the results on public fundraising and discussed the different fundraising channels and investments. The board took notice of the progress made regarding finding and implementing new online fundraising methods, as well as the better performance of the face-to-face channel. In addition, the outlook for 2022-2023 was discussed, and the board welcomed the continued investment in donor recruitment, loyalty and a focus on the legacy programme.

Relation with VSO Global – the board discussed relevant developments within VSO Global as well as the collaboration between VSO Netherlands and VSO Global. The board advised the director on matters relating to the implementation of the new operating agreement between the two entities, which was signed in May 2021. The board discussed the organisational change process in VSO-I, with a particular focus on the adjusted recruitment team and the role of VSO-NL within that. See page 44.

Self-evaluation

The next self-evaluation of the board is scheduled for September 2022. Meanwhile, during the year the board followed up on recommendations from the self-evaluation in March 2021. These included a greater focus on strategic agenda items such as an active participation in the design of the new multi-annual strategy, as well as a focus on key themes for the organisation, including the relation with VSO Global (the monitoring of the new operating agreement, the evaluation of investments in public fundraising and being informed on the impact of major programmes).

Audit and remuneration committee

The supervisory board has two committees. The audit committee (Fons de Zeeuw (chair) and Nynke Runia) and the remuneration committee (Guus Eskens (chair) and Maria Verheij). The audit committee met four times in the financial year. It focused on the preparation of the 2020-2021 financial statements, the budget for 2022-2023, the multi-annual budget, financial monitoring and the monitoring of the risk register.

The remuneration committee met once. The meeting was used to discuss the objectives and work plan of the director. The second regular meeting, which is normally held towards the end of the financial year and used to discuss the director's performance and appraisal, was held in April 2022 due to agenda reasons. The meeting was also used to reflect on the overall performance of the organisation and personal development of the director. Furthermore, the remuneration committee advised the supervisory board on the re-appointment of the director. The positive advice was followed in December by the re-appointment for an additional four-year term per March 2022.

Structure and staff

VSO Netherlands continued to operate as a flat organisation in which the professional responsibility of the employees is most important. They work in both permanent but also in project-based teams. These teams align closely with their counterparts in the global VSO organisation, distributed among 20 offices across the world. This enables us to make the most use of the knowledge and skills within our international network.

The five permanent teams within the organisation are:

- Recruitment
- Programmes
- Partnerships
- Fundraising & Communications
- Support & Finance

The management team is composed as follows: the director, the head of fundraising & communications, the head of programme and partnership development and the head of operations. A key focus of the management is to foster close cooperation between the departments and to guide the organisational development. A key focus of the management team in this year was the new multi-annual strategy 2022-2025, in addition to the monitoring of key programmes within the organisation. The management team, which is still relatively new in its current composition, invested in team development.

VSO Netherlands continued to operate as a flat organisation in which the professional responsibility of the employees is most important.

The enhanced focus on advocacy within our strategic partnership (Make Way) and our enhanced technical role in the Challenge Fund for Youth Employment led to the creation of a few new positions in the organisations. In addition, we had some turnover especially in our fundraising and communications and recruitment team. The latter was reduced in size due to a continuing shift from international to national volunteers in our programmes. In 2021-2022, five fixed-term and four permanent staff members left the organisation, while eight new colleagues were welcomed to the team.

On 31 March 2022, 27 paid staff members (23 FTEs) were employed by VSO Netherlands. We expand our permanent team with flex workers when necessary; in 2021-2022 we had four flex workers. Throughout the year, one intern worked at VSO Netherlands. Our sick leave rate stood at 1.8% on average throughout the year, which is a substantial decrease compared to previous year (3.2%). Especially long-term sick leave has been reduced. More attention was paid to employee well-being. Contributing to that was the gradual release of COVID-19 restrictions, which facilitated working in the office more and getting together during team (building) days.

VSO Netherlands adheres to the Social Work collective labour agreement in the remuneration of all employees. All positions are scaled in accordance with the positions referred in the Code of Conduct for Charities Netherlands. VSO Netherlands provides co-determination for its employees through staff representation (PVT). In 2021-2022, the PVT consisted of three employees.



VSO Netherlands's role in global volunteer recruitment

A new VSO global organisational structure has been introduced in the last year, which will help the organisation to focus more on quality programme implementation and donor compliance. Recruitment of volunteers, staff and consultants has now been aligned with this new structure. Practically this means that the VSO Netherlands recruitment team's scope is no longer limited to recruitment from EU countries and limited to volunteers only, but instead recruitment is now an integral part of the new Implementation Team structure and we recruit globally and for all types of roles for specific VSO programmes.

Volunteers in the Netherlands

In 2021-2022 there were 34 volunteers active for VSO in the Netherlands. They support VSO in many different ways, depending on their knowledge and expertise. For example, eight volunteers support us by writing articles, taking photographs and conducting interviews with volunteers who have returned from the field. In accordance with the Code of Conduct for Charities, our volunteer policy dictates which activities our volunteers can perform and which they cannot. We also set out how we interact with our prospective volunteers, how we inform volunteers and how we communicate with them about their input. Thanks to this policy we guarantee the legal position of volunteers, we make sure that they and other involved parties know what they can expect, and we ensure volunteers will continue to find it appealing to work with us.

Risk management

In 2020, VSO Netherlands has set up a risk register and identified all strategic risks for the organisation. The risk register is regularly assessed by the management team. Key risks are discussed on a quarterly basis with the audit committee. The supervisory board will discuss the risk register at least once annually.

Communication with stakeholders



VSO continuously focuses on maintaining the relationship with our stakeholders and engaging them in our work. We do so by telling stories about our work, informing our supporters about the results we achieve and by asking them to actively engage with us, for example as a volunteer.

- Our 19,710 individual donors and relations receive Changemakers magazine twice per year. In this magazine, we highlight the results and impact of our work, the stories of our experts on assignment and our partners.
- We inform about 35,000 supporters about the impact of our work through bi-monthly email updates. New donors are thanked for their support, they receive the most recent edition of Changemakers magazine and they are informed about our work through a customised customer journey.
- We are continuously trying to engage new audiences with our work. In 2021 we started an online campaign advertising our 'Changemakers talking game'. This is a set of cards that helps parents and children talk about a fairer world. This

introduction to VSO is the first step to engage new supporters with our mission for a longer period. We have continued this campaign throughout 2021-2022, as the card game is quite popular and has already been sent to more than 30,000 families. In addition to this, we have engaged new supporters with a VSO calendar, highlighting stories about VSO's work.

- Throughout the year we have kept our supporters engaged with our work through Twitter, Facebook, LinkedIn and Instagram. Our posts and stories reach more and more people each year.
- We maintain a personal relationship with the business partners and funds that work with us, through a permanent account manager. We report on substantive and financial results and discuss learning points.

Complaints, ideas and wishes

At VSO Netherlands we value the input from our stakeholders. We record comments, ideas and complaints from stakeholders in order to improve our work. We have a complaints procedure for this purpose. Stakeholders can reach us through our website and by phone. We classify complaints in three different types: general complaints, complaints from volunteers and complaints from individual givers. In 2021/2022 we received 137 complaints from individual donors. The majority of these complaints are related to mistakes made during our face-to-face donor recruitment campaign. We took these complaints seriously and gave feedback to the face-to-face recruiters. All complaints are recorded and handled in accordance with our internal quality guidelines. We received no complaints from volunteers or general complaints.

Systematic use of resources

It is very important to us to carefully handle the resources that are entrusted to us by donors, business partners and individual givers. VSO Netherlands continuously strives to work as effectively and efficiently as possible. We use a multi-annual strategy, based on the strategy of the global VSO network. This serves as a starting point during the drafting of annual programmes and budgets. We work with specific, measurable goals based on Key Performance Indicators (KPIs) and target values. Evaluation results are incorporated in the development of the following annual plan. The multi-annual strategy, annual plans and their respective

budgets are drafted under the responsibility of the director. The Supervisory Board confirms them.

All projects developed by VSO have a custom 'monitoring and evaluation framework'. In association with the VSO Country office, we draft this protocol to be in line with the wishes and needs of the donor, and the capacities of our local partners. We monitor each project annually and adjust budget and/or goals where necessary. The international VSO network uses various instruments for assessment. We gather results from our programmes through our Annual Reviews. At these stakeholder meetings, at which all partners, volunteers and individual members of target groups are represented, we discuss the impact and learnings of that year. Their feedback is input for the planning of the following year or development of new programmes. Where we work with NGOs and CSOs for capacity strengthening, learning is part of the process, including annual partner reviews. In addition, programmes are evaluated during mid-term and end-term evaluations, by internal or external evaluators. And we perform our own participatory research on specific issues.

An evaluation report is delivered periodically by country offices, where the most important learning points are outlined per project. These learning points are considered in future projects. Our management evaluates the results of our projects annually. The results of this evaluation could lead to adjustment of budgets and/or goals. Adjustments are always deliberated upon with the country office involved and the local partners. In the annual report, the director accounts for the followed policy and expenditure of financial resources. We publish the annual report together with our financial statements, which are approved by the Supervisory Board and furthermore verified by our external auditor (Dubois & Co).

During this financial year, VSO Netherlands has emitted 9,415 tons of CO₂, which is 3% of the total amount of CO₂ emitted by VSO (339,140 tons).

Fundraising Expenditure

We spent € 701,164 on fundraising in 2021-2022 and we raised € 4,346,833. The percentage expenditures on raised funds is 16 percent (11 percent in 2020-2021). Investments in fundraising were made at the end of the financial year, which has an increasing effect on the calculated percentage. The results of these investments will appear in the income in the coming financial years.

Investment in fundraising did not only lead to financial resources. As a result of our campaigns, people are increasingly aware of the work of VSO and the importance of development cooperation in general. We therefore allocate 50% of fundraising campaigns to the objective of education and communication.

Costs of Management and Administration

VSO Netherlands had operating expenditure of € 287,635 in 2021-2022: 7 percent of our total expenditures. For allocation of expenses to the designated posts, VSO Netherlands makes use of the document 'Recommendation for application of Directive 650 for management and administration expenses', which is compiled by the sector organisation Goede Doelen Nederland. This means that expenses falling under management, board of directors, general secretariat and finances, and planning and control are fully allocated to operating expenditure. Where the direct efforts of management, board of directors, general secretariat and finances, and planning and control have been devoted to objectives and/or acquisition of income, these expenses are, in that case, calculated pro rata. Expenses reported under IT, accommodation, facilities management and HR are calculated pro rata based on the FTEs budgeted. Staffing costs, legal fees and communication expenses are allocated, as far as possible, to the objective for which they have been incurred, or calculated pro rata based on the FTEs budgeted.

Continuity reserve

VSO Netherlands is a financially healthy organisation, with an adequate financial 'buffer'. At VSO, this buffer (continuity reserve) consists of the disposable equity. This enables us to meet our financial commitments even during periods of negative results. The Supervisory Board together with management determines the minimum and maximum level of the continuity reserve using research on the financial risks of the global VSO network as a whole as the basis.

In September 2021, the management reviewed the reserve policy, which was subsequently approved by the Supervisory Board. It was determined that VSO's reserve level should be around € 1.33 million. The surplus can be used as an investment in the growth of VSO Netherlands and our impact. This year was the second year of a four-year investment path. The

planned investment in growth has taken place on a smaller scale. Due to extra income and savings on management and administration, the effect of this investment is less than planned. On 31 March 2022, the continuity reserve was € 1,883,597, an increase of € 8,751 compared to the previous financial year.

Investment policy

VSO Netherlands has a risk-averse investment policy. We also do not have any direct investments in stock funds at the moment. We therefore act in accordance with the Guideline on Financial Management (Richtlijn Financieel Beheer) of Goede Doelen Nederland.

VSO Netherlands is a financially healthy organisation, with an adequate financial 'buffer'.

Safeguarding and integrity

Protecting children, young people and vulnerable adults from harm is central to achieving our mission of a fair world for everyone. At VSO we are committed to ensuring that the experience of our organisation is free from any form of abuse or exploitation. VSO Global has a Global Safeguarding Policy that VSO Netherlands adheres to, and which is aligned with the CBF guidelines on integrity. VSO Netherlands has appointed a part-time integrity officer. All staff have attended a safeguarding training course, focusing on preventing, reporting and handling safeguarding issues. All VSO volunteers and staff members are familiar with our Code of Conduct, which sets out the standards and expectations of employees and volunteers in terms of professional ethics, integrity, acting as a representative and safeguarding, which support our vision, mission and values. The Code of Conduct of VSO is signed by all employees, the local (office) volunteers and VSO volunteers who are going to work in developing countries. The Code of Conduct has also been published on the VSO Netherlands website. Employees, volunteers and other (external) stakeholders are obliged to report safeguarding incidents to the appropriate integrity officer/ safeguarding lead. An external counsellor (vertrouwenspersoon) is available at all times to provide support for our employees. All incidents are investigated and dealt with by VSO Netherlands and VSO's Global Safeguarding Lead according to the global safeguarding guidelines, if necessary, with the aid of external parties. In 2021/2022 our confidential counsellor (external, via Gimd) did not receive any reports.

Long-term vision

The context: intersecting crises and shrinking civil space

We are witnessing a number of intersecting crises that affect the lives of the most marginalised and that reverse progress on the Sustainable Development Goals, including climate change and the depletion of natural resources and livelihoods, conflict and displacement, and the COVID-19 pandemic and its effects on health systems, gender equality and poverty levels. At the same time, there is enhanced political oppression and shrinking civil space in several countries, in addition to increased polarisation and political or military conflict.

If we turn to international development itself, we find more critical thinking on the role of donors from the Global North, including INGOs and a call for shifting the power to the Global South and localisation of aid. There is enhanced competition for development funding, both in the area of grants as well as private donations.

This amplifies the importance of both impactful and evidence-based interventions as well as relatable stories and personalised messaging to (potential) supporters. In addition to an emphasis on partnership building and working in complementarity to others, both in strong NGO alliances as well as in public-private partnerships, engaging with the private sector.

Meaningful youth engagement, and a focus on youth empowerment, participation and resilience is becoming more recognised as a means to tackle key development challenges, particularly addressing the gap between (vocational) education and work. At the same time, the nexus between humanitarian and development interventions is becoming more important and the ability to work in fragile spaces. Digitalisation continues, with many effects, including on the future of work as well as on the organisation of social and civic movements.

In this context, the new global strategy 2022-2028 was shaped, as was the new strategy (2022-2025) for VSO Netherlands. We will start with the global perspective.

Meaningful youth engagement, and a focus on youth empowerment, participation and resilience is becoming more recognised as a means to tackle key development challenges.

VSO's Global Strategic Ambition

In 2015, governments around the world signed up to the Sustainable Development Goals (SDGs). In delivering our strategy, VSO will focus on three principles underpinning the Goals:

- **Leaving no-one behind**, which means the Goals include everyone;
- **Universality**, which means the Goals apply everywhere, in all contexts and without exception, and;
- **Integration**, that the Goals are interlinked and need to be people-centred if they are to be met.

We have framed our work to align with the SDGs. Within this, our focus has increasingly been on those who have been marginalised or made vulnerable to ensuring that primary actors¹ voice is heard, and their choices are supported to drive an inclusive development process. The long-term impact of COVID-19 and the growing urgency for climate action only deepen our commitment to delivering on the Goals, using the transformational power of volunteering.

We have identified four strategic priorities to deliver on this ambition. We will:

- Extend and deepen our impact on issues of inequality and marginalisation by taking a rights-based approach and focusing on social inclusion, social accountability, and resilience across our **Global Programmes**.

In doing so, we will apply Volunteering for Development as our overarching method to respond to vulnerability and inequality within the context of COVID-19 and the climate emergency. We will continue to improve the impact - as well as doubling the reach - of our programmes through integration of our programming across health, education and livelihoods and the generation of robust evidence, knowledge, and learning around the contribution of our VfD method in delivering impact. And we will extend the geographical reach of our programmes by building our adaptability as an organisation and working in solidarity with others to build new partnerships and practice.

- Build **Global Engagement** to realise achievement of the SDGs by supporting the mobilisation of active global citizens across the world.

Meeting the SDGs requires us to support mobilisation and engagement by citizens across the world to support, demand, oversee and deliver them. This underpins the UN recognition of the power of volunteering in SDG implementation². Effective delivery of the global goals requires all of us to have the capacity, the confidence and the willingness to engage. VSO's network of primary actors, volunteers, and partners are the foundation for how we deliver the global partnership recognised by governments around the world as essential to achieving the 2030 agenda³.

- Use our **Global Leadership** to position volunteering as a transformational contribution to delivery of the SDGs.

With volunteering recognised as a key means of implementing the SDGs, VSO has both the opportunity and responsibility to redefine volunteering: to take it out of the margins and place it firmly within mainstream development discourse and practice. We know that global practice still has some way to go if the power of volunteering and active citizenship is to be fully harnessed to deliver the necessary innovation and scale. At a time when civil society space is increasingly restricted, VSO will provide global leadership and influence in the development sector on how a volunteering approach can best contribute to developing active citizens and delivering the SDGs.

- Ensure our **Operating Model** is sustainable and delivers on our commitment to challenging systems and structures that perpetuate inequalities of power and privilege

Our focus will be on clarifying the role of VSO as a global organisation in the context of our ongoing commitment to challenging systems and structures that perpetuate inequalities of power and privilege. In doing so, we will continue taking action that supports the move to decolonise development.

VSO Netherlands 2022-2025 ambitions

Within the global VSO organisation, we will solidify our semi-independent status as VSO Netherlands and further mature the relationships to ensure efficient collaboration to achieve impact through volunteering for development, while leveraging our unique strengths. For VSO Netherlands this lies in our entrepreneurial spirit, our agility and flexibility and conceptualising of approaches that are competitive towards VSO Netherlands' focus donors, linking this to the local and technical content knowledge of VSO's country teams and global experts. And in addition, to maintain and expand a solid public support base

in the Netherlands for our work and international development at large. In doing so, we will create and maintain links with VSO global functional teams for coordination, learning and exchange.

Our efforts throughout the next three-year strategy will be guided by the idea of targeted growth in line with the foundation we have created between 2019 and 2021. We envision the period from 2022 to 2025 as a strategic growth period. More specifically, we have identified priority areas that guide our way of working.



Five years ago, 'Little Sister' Siddika Puri (15) was almost pulled out of school due to extreme poverty at her family. 'Big Sisters' (community volunteers) helped her through mentoring and bring her back to school. Now, Siddika loves going to school. "It's my best place to be in," she says.

©VSO/Priyanka Budhathoki

Deliver high quality and impact

By 2025, we have delivered significant impact in enhancing active citizenship and in support of youth and marginalised groups. These include the impact that we envision for two ongoing programmes, the Challenge Fund for Youth Employment and the Make Way programme, notably decent employment for 200,000 young women and men and a growing mass of duty bearers and society at large actively supporting intersectional SRHR.

By 2025, our innovations around youth participation and intersectionality are seen and acknowledged by the sector. We have taken primary actors, especially young people, as a starting point of our work, while we focus on system-level change. We have positioned ourselves as a strong and known leader in the field of Youth & Decent work, and Youth & Intersectional SRHR at the national and international level.

We ensured a stronger focus on integrated programming across practice areas and will continue to focus on the most marginalised strongly linked to vulnerability and discrimination as well as equality and justice. Inclusive decent work, intersectionality, climate crisis, and changing civic space are important themes. Humanitarian-Development-Peace (HDP) nexus programming in fragile states is an area to explore and to grow VSO's track record on.

In addition to being an implementer, VSO looks increasingly for a brokering / catalysing role. Our focus on lobby, advocacy and knowledge development to enable system level change has been enhanced. We include new operating and volunteering models, including e-volunteering, hybrid volunteering and leveraging of the volunteering network to increase our reach and scale. Our impact is evidenced by externally corroborated research, as part of VSO's global result framework.

Diversify our portfolio

We have been able to actively leverage our expanded knowledge base and successes for positioning with important donors, including the Dutch Ministry of Foreign Affairs, the EU, other European governments and a selected number of foundations. This has resulted in a diversified portfolio of a number of larger institutional programs and smaller innovative projects that impact the lives of our primary actors.

Our ambition is to grow our programme portfolio and our impact to primary actors substantially. We aim for annual income of € 6.7 mln in 2025, around 35% will be our unrestricted income through public fundraising, that will support innovation, programme development and will leverage grant funding. 65% of our income will be through grants and contracts from new and existing government, foundation and corporate partners.

Build strong profile and supporter relations

Developing a stronger programmatic profile underpins our general profile with stakeholders and our (potential) supporters and individual givers, further transforming our image from a 'volunteering sending' to a 'changemaker' positioning. We seek to nurture long-term relations with our supporters, including private donors, volunteers and those who take action to raise funds for VSO, for example by taking part in a Challenge event.

Our ambition is to grow our public fundraising income stream by 10% over the coming three years.

Further professionalise our way of working

We will further professionalise how we are organised internally, so that we can deliver the results we envision. We aim to work with a lean core team and will use flexible solutions to bring specific knowledge and expertise, especially in project countries. VSO NL will continue to foster programmatic expertise and enhance learning. In addition, lobby & advocacy will be a field of expertise that is growing. Furthermore, project management and donor compliance will become more important, as we continue to develop on existing areas of expertise, including public fundraising, marketing and volunteer recruitment and management.

Annual financial statements

Balance as at 31 March 2022

	31.03.2022 €		31.03.2021 €	
Assets				
Fixed assets				
Tangible fixed assets		20.243		30.409
Current assets				
Debtors	376.108		376.136	
VSO current account	204.110		7.381	
Other receivable, prepayments, accrued income	1.984.566		2.276.961	
		2.564.784		2.660.478
Cash at bank and in hand		2.381.825		3.444.474
		4.966.852		6.135.361
Liabilities				
Funds				
Continuity reserve	1.883.597		1.874.846	
Designated reserve	75.087		115.087	
		1.958.684		1.989.933
Provisions		40.755		40.755
Liabilities				
Other		1.417.372		2.074.083
Current liabilities				
Creditors	76.049		164.521	
Taxes and social insurance	60.096		53.33	
Other payable, accruals and deferred income	1.413.896		1.812.729	
		1.550.040		2.030.589
		4.966.852		6.135.361

Statement of income and expenditure for financial year 2021-2022

	Financial year 2021-2022 €	Budget 2021-2022 €	Financial year 2020-2021 €
Income			
From private individuals	2.142.880	2.148.292	2.230.966
From companies	273.088	245.300	55.100
From government grants	1.581.504	2.271.236	2.853.753
From affiliated (international) organisations	72.012	128.620	28.805
From other non-profit organisations	277.350	300.000	528.922
Total income	4.346.833	5.093.448	5.697.546
Expenditure			
Expenditure on objectives			
Education		461.554	422.129
Health	998.987	1.435.026	3.033.828
Livelihoods	1.379.922	1.543.856	423.114
Core approaches	0	74.066	373.241
Education and communication	631.808	708.745	529.892
	3.385.330	4.223.248	4.782.204
Raising funds expenditure	701.164	771.302	616.807
Operating expenditure	287.635	319.611	338.314
Total expenditure	4.374.129	5.314.160	5.737.325
Balance income and expenditure	-27.296	-220.712	-39.779
Balance financial income and expenditure	-3.953	-2.500	-3.409
Net expenditure / income	-31.249	-223.212	-43.188
Movement designated reserves	-40.000	40.000	-13.950
Movement to continuity reserve	8.751	-223.212	-29.238
	2021-2022	2021-2022	2020-2021
Expenditure on objectives as a percentage of total expenditure	77%	79%	83%
Raising funds expenditure as a percentage of total income	16%	15%	11%
Operating expenditure as a percentage of total expenditure	7%	6%	6%

Cash flow statement

	2021-2022 €	2020-2021 €
Cash flow from operational activities		
Net expenditure / income	-31.249	-43.189
Depreciation	10.166	10.360
Working capital		
- Decrease / increase current assets	95.694	-2.221.987
- Increase / decrease provisions	0	0
- Decrease / increase current liabilities	-1.137.260	3.722.661
	-1.041.566	1.500.674
	-1.062.649	1.467.845
Cash flow from investment activities		
Investments minus disposals	0	0
Equalisation	0	0
	0	0
Decrease / Increase Cash at bank and in hand	-1.062.649	1.467.845
Balance at 1 April 2021/2020	3.444.474	1.976.629
Balance at 31 March 2022 / 2021	2.381.825	3.444.474
Decrease / Increase Cash at bank and in hand	-1.062.649	1.467.845

The cash flow statement has been compiled according to the indirect method

Valuation principles

General

VSO Netherlands has compiled the annual financial statements in conformity with Directive 650 for reporting by charitable organisations.

Assets and liabilities and the results are valued based on historical costs.

Assets and liabilities are reported in nominal values, unless otherwise stated in the balance sheet heading. Income and expenses have been allocated to the year to which they are applicable. Profits are only included if they were realised by the closing date. Loss and risks originating before the end of the reporting year are included if they were known before the annual financial statement was compiled. The income from legacies is included in the financial year for which the amount can reliably be determined.

Affiliated parties

From 20 March 2018 Stichting VSO Nederland and VSO Global have entered into an association. This

replaces the former federation agreement. The Affiliate Agreement stipulates that VSO Global is entitled to appoint three of the five members of the supervisory board of VSO Nederland (provided they fit in with the frameworks of independent supervision as stipulated by the CBF directives and in the articles of VSO Netherlands). The Agreement also stipulates that the chair of the supervisory board of VSO Netherlands is a member of the Board of Trustees of VSO Global. Furthermore, mutual settlement provisions have been made regarding recruitment costs, programme funding, and other activities which are jointly undertaken.

General basis of the annual financial statements

Conversion of foreign currency

Receivables, liabilities and obligations in foreign currency are calculated according to the exchange rate on the balance sheet date. Transactions in foreign currency during the reporting period are calculated in the annual financial statements according to the exchange rate at settlement. Exchange rate differences arising from conversion on the balance sheet date are included in the State of Income and Expenses.

Tangible fixed assets

We have valued tangible fixed assets at the acquisition price, less depreciation. Investments made with funds VSO Netherlands had made available for that purpose have been entered as liabilities in the balance sheet by means of an equalisation reserve. We decrease this equalisation reserve with the yearly depreciation. The investments have been capitalised at the acquisition price, less depreciation. The actual value of the tangible fixed assets is the same as the book value.

Receivables

Receivables are valued at nominal value. Any provisions for irrecoverability have been deducted from the amount.

Provision

The provision has been valued at nominal value.

Income

Income is recognised when it enters into an obligation to spend this income in accordance with the subsidy conditions.

Notes on the annual financial statements

Inception and aim

Foundation VSO Netherlands was established on 22 September 1989 and has as its aim combating poverty, underdevelopment, and social exclusion in developing countries. The Foundation aims to achieve this by

various means, including strengthening the knowledge and capacity of people, organisations and governments that are involved in this objective, and by disseminating information and conducting research.

Address

Stichting VSO Nederland
Weg der Verenigde Naties 1
3527 KT Utrecht

Funding

The Foundation derives its funding from:

- subsidies;
- donations, gifts, bequests and legacies;
- contributions and donations from third parties and benefactors;
- other income.

The Foundation does not have the aim of generating profit.

Entitlements and obligations not included on the balance sheet

On 1 January 2020, VSO Netherlands entered into a new lease for the office space at Weg der Verenigde Naties 1 in Utrecht for a period of five. The rent per annum for the coming financial year amounts to approximately EUR 86,000. Furthermore, VSO Netherlands has a leasing obligation for photocopying equipment for the coming year of EUR 7,500.

Notes on the balance as at 31 March 2022

Assets (in euros)

Fixed assets

Tangible fixed assets	31.03.2022 €	31.03.2021 €
Book value as at 1 April	30.409	40.769
Additions	0	0
Disposals	0	-
	30.409	40.769
Depreciation	10.166	10.360
Depreciation on disposals	0	0
Book value as at 31 March	20.243	30.409

The total acquisition value of the tangible fixed assets amounts to EUR 178,336. The cumulative depreciations amount to EUR 137,567. The insured value of the tangible fixed assets is EUR 148,000.



Seamstress Roseline Atieno (23) contracted HIV at birth. At age five, both her parents died and her brother started to look after her, supporting her through basic education. After learning sewing skills in college, VSO trained Roseline in financial literacy training and business skills, through the YEEP programme in Kenya. Through the training, Roseline says she has, 'learned how to talk to people well at home and at work and how to calculate my profits and losses so that I can grow my business.'

Current assets

VSO current account	31.03.2022 €	31.03.2021 €
Amounts due from VSO International	204.110	7.381

No interest is calculated on the claims in the current account. The current account is a balance item for expenses advanced on both sides which are regularly settled by means of invoices.

Other receivable, prepayments, accrued income	31.03.2022 €	31.03.2021 €
Government grant receivable	1.862.264	2.114.862
Contributions for programme funding	39.031	5.000
Payments advanced to programme offices	7.967	79.239
Rental deposit	21.768	21.768
Rent	20.321	19.875
Prepaid health insurance premium	0	3.616
Other	33.216	32.601
	1.984.566	2.276.961

The receivable from the government includes the total five-year unconditional contract with a total value of € 2,402,050 of which an amount of € 319,596 was received.

Cash at bank and in hand	31.03.2022 €	31.03.2021 €
Saving accounts	748.485	749.981
Current account	1.633.205	2.694.359
Cash at bank and in hand	135	135
	2.381.825	3.444.475

The liquid assets are immediately payable.

Liabilities (in euros)

Funds	31.03.2022 €	31.03.2021 €
Continuity reserve		
As at 1 April	1.874.846	1.904.085
Deficit for the year	8.751	-29.239
As at 31 March	1.883.597	1.874.846
Designated reserve		
"Caroline van der Wal prize"		
As at 1 April	115.087	129.037
Movement financial year	-40.000	-13.950
As at 31 March	75.087	115.087

In the financial year 2017-2018, VSO Netherlands received EUR 200,000 from the estate of Caroline van der Wal. This is a bequest without right of usufruct. In the years 2020-2021 and 2021-2022 the reserve will be used to co-finance the Educational improvement programme in Ethiopia.

Designation of result

From the debit balance of EUR 31,249 for the financial year 2021-2022, EUR 40,000 has been withdrawn from the restricted funds for the Caroline van der Wal Prize. The credit balance remaining of EUR 8,751 has been added to the general funds.

Occurrences after balance sheet date

There were no occurrences after the balance sheet date that have to be included in the annual report. Based on the standard of 1.5 times the annual expenses of the work organisation, the maximum continuity reserve allowable amounts to EUR 2,723,390.

Provisions	31.03.2022 €	31.03.2021 €
As at 1 April	40.755	40.755
Donations financial year	0	0
Disbursed in financial year	0	0
As at 31 March	40.755	40.755

As the financial aspects of the project audit have not yet been completed at the time of finalising the financial statements, we have decided, for reasons of prudence, to make a provision for this.

Long term liabilities	31.03.2022 €	31.03.2021 €
Other	1.417.372	2.074.083

In the advance contribution for programme funding includes a unconditional five-year contract with a programme partner. The total amount of the contract is € 2,402,050 of which € 2,074,083 is due after one year. The remaining part is presented in the current liabilities.

Current Liabilities

Taxes and social insurance	31.03.2022 €	31.03.2021 €
Taxes and social insurance	38.503	46.794
Pensions	21.593	6.544
	60.096	53.338

Other payable, accruals and deferred income	31.03.2022 €	31.03.2021 €
Holiday allowance, leave and year-end bonus	116.622	119.441
Advance contributions for programme funding	12.542	1.503.026
Liabilities to programme	1.125.733	75.391
GCE balance	34.471	24.694
Audit fees	26.620	15.730
Other	97.907	74.447
	1.413.896	1.812.729

The liabilities for programme funding includes an unconditional five-year contract with a programme partner. The total amount of the contract is € 2,402,050 of which € 389,671 is used by the partner up to 31 March 2022. From the remaining liability € 1,417,822 is presented as a long-term liability and € 595,007 is included in the current liabilities.

Notes to the Statement of Income and Expenses for the financial year 2021- 2022

	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-2021 €
From private individuals			
Donations	2.120.880	2.098.292	2.068.026
Legacies	22.000	50.000	162.940
Total	2.142.880	2.148.292	2.230.966
From companies			
Companies	273.088	245.300	55.100
Total	273.088	245.300	55.100
From government grants			
NOW grant	0	0	79.525
Ministry of foreign affairs	1.581.504	2.271.236	2.774.228
Total	1.581.504	2.271.236	2.853.753
From affiliated (international) organisations	72.012	128.620	28.805
From other non-profit organisations	277.350	300.000	528.922

	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-20201 €
Balance financial income and expenditure			
Interest on bank deposits	-3.953	-2.500	-3.409
	-3.953	-2.500	-3.409

From government grants

The income from government grants is related to the spending for the Make Way and Challenge Fund for Youth Employment programmes. Make Way got off to a cautious start, partly due to the pandemic, which resulted in less expenditure than planned during the year. This expenditure is expected to be made up over the next four years. Spending on the was lower during the financial year as a result of fewer international placements than planned due to the pandemic.

Expenditure (in euros)

Total expenditure	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-2021 €
Staff costs	1.080.897	1.171.234	1.435.749
Subsidies and programme contributions granted	965.757	1.111.601	3.045.504
Payments to affiliated (international) organisations	2.057.821	2.736.649	1.003.749
Communication	54.634	79.000	41.676
Housing	98.170	99.379	92.610
Other expenditure	116.849	116.299	118.038
	4.374.129	5.314.162	5.737.326

Total expenses

Staff costs concern the total sum of the wage costs and agency workers not directly working for programmes. Staff costs includes the direct wage costs incurred for the realisation of placements of EUR 232,393 and programme contributions of EUR 300,489.

The subsidies and programme contributions granted and the payments to affiliated international organisations, a total of EUR 3,023,578, cover all direct costs to programmes for (continued) contributions to the capacity strengthening of VSO partner organisations, and, in some cases, other local organisations in collaboration with VSO Netherlands.

Please refer to section 7(a) for the distribution of these expenses among the objectives.

Distribution of expenses

Total expenditure	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-2021 €
Staff costs			
Wages	1.318.627	1.694.672	1.367.462
Social security costs	228.674	pm	255.121
Pension	139.636	pm	135.618
Wages charged on to VSO/GCE	-94.164	-65.000	-81.517
		0	0
	1.592.774	1.629.672	1.676.684
Wages charged on programmes	-521.012	-458.438	-268.952
Agency workers	9.136	0	28.018
Total staff costs	1.080.897	1.171.234	1.435.750

In this financial year an average of 23 FTEs were employed by VSO Nederland (2020-2021: 25 FTEs).

Name Position		Erik Ackerman Managing director
Employment		Undetermined
	Hours	36
	Part-time percentage period	100 12 months
Remuneration (EUR)		
Annual income	Gross wage/salary	€75,432
	Payout 'IKB PG'	€12,878
	Payout 'IKB NPG'	€120
	One-time payment	€0
Total annual income		€88,430
Employers charges		
	Social security	€6,089
	ZVW	€4,069
	Pension premium	€19,267
Total		€ 117,855
The 'BSD' score is 335 which relates to function group E		

	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-20201 €
Subsidies and programme contributions granted including payments to affiliated (international) organisations			
Costs related to programmes	2.087.701	2.791.809	3.405.799
Education and communication	435.978	496.188	285.121
Raising funds expenditure	428.353	475.188	275.816
Operating expenditure	71.547	85.065	68.223
Total	3.023.578	3.848.250	4.034.95

Costs related to programmes were lower than budgeted during the financial year due to less expenditure for the Make Way and Challenge Fund for Youth Employment programmes. See also notes to the income from government. Costs related to education and communications and raising funds expenditures are lower than budgeted as a result of the cancelation of the planned climb event due to the pandemic.

	FY 2021-2021 €	Budget 2021-2022 €	FY 2020-2021 €
Costs related to programmes			
Make Way	834.427	1.184.563	2.448.985
Challenge Fund Youth Employment	664.638	859.043	342.051
Randstad	268.521	233.919	0
Educational improvement in Ethiopia	162.961	174.844	26.317
Capacity-building programme Bangladesh	118.031	121.859	159.635
Health care programme Uganda	0	0	217.437
Placement costs	29.880	55.160	14.293
RISE - programme	-50.856	0	207.632
European Union	0	0	3.741
Provision European Union	0	0	0
Other	60.100	162.421	0
subtotal	2.087.701	2.791.809	3.420.091
Education and communication	435.978	496.188	285.121
Raising funds expenditure			
Donor recruitment	348.845	320.188	128.791
Acquisition of private and company funds	15.528	52.500	17.058
Donor upgrading and loyalty	9.606	25.000	13.787
Donor database	20.305	20.000	17.517
One-off donations and legacies	30.386	30.000	97.867
Events	3.683	27.500	796
Other	0	0	0
subtotal	428.353	475.188	275.816
Operating expenditure			
Board costs	3.234	5.840	4.983
Audit fees	28.435	30.250	30.250
Payroll administration	6.783	7.282	7.434
Legal fees	2.669	5.000	5.374
Consultancy	28.502	24.493	20.181
Other	1.924	12.200	0
subtotal	71.547	85.065	68.222
Total direct costs	3.023.578	3.848.250	4.049.250



Leila Lentifia Odhiambo, 33, had a hard time growing up, with both parents dying when Leila was just 7, and Leila was left with an abusive uncle. Leila was forced to marry at just 13, and now has four children. Leila has received support from VSO to help her family, with an investment of 10,000 Kenyan shillings for her vegetable business.

	FY 2021-2022 €	Budget 2021-2022 €	FY 2020-2021 €
Communication			
Public campaign	17.368	15.000	29.970
Other	37.266	64.000	11.706
Total communication	54.634	79.000	41.676
Housing			
Rent	85.730	86.600	79.375
Other	12.440	12.779	13.235
Total housing	98.170	99.379	92.610
Other expenditure			
Depreciation			
Inventory	10.166	6.000	10.360
Other staffing costs			
Commuting	6.188	12.000	4.115
Advertising	1.264	2.000	1.143
Other travel	3.013	7.700	16
Training	21.726	25.000	38.583
Health and safety service	4.195	1.550	6.465
Other	11.010	3.150	2.329
Office expenditure			
Office supplies	587	2.950	432
Mail	1.502	1.200	1.280
IT costs	31.306	25.811	30.170
Telephone and internet	13.538	14.292	13.265
Scanning and printing costs	6.942	7.316	6.430
Subscriptions	71	150	108
Other	5.341	7.180	3.341
Total other expenditure	116.849	116.299	118.037

Notes to burden sharing

Specification and distribution of implementation costs according to objectives

Objectives	1.*	2.*	3.*	4.*	5.*	Raising funds expenditure	Operating expenditure	FY 2021-2022	Budget FY2021-2022	FY 2020-2021
Subsidies and programme contributions granted	10,343	1,149	18,387	0	435,978	428,353	71,547	965,757	1,111,601	3,045,504
Payments to affiliated (international) organisations	223,060	834,427	1,000,334	0	0	0	0	2,057,821	2,736,649	1,003,749
Staff costs	115,235	130,784	286,863	0	156,730	218,341	172,944	1,080,897	1,171,232	1,435,749
Communication	5,825	6,610	14,500	0	7,922	11,036	8,741	54,634	79,000	41,676
Housing	10,466	11,878	26,054	0	14,235	19,830	15,707	98,170	99,379	92,610
Other expenditure	12,457	14,138	31,011	0	16,943	23,603	18,696	116,849	116,299	118,038
	374,613	998,987	1,379,922	0	631,808	701,164	287,635	4,374,129	5,314,160	5,737,326

*) Objectives

1. Education
2. Health
3. Livelihoods
4. Core approaches
5. Provide information

For allocation of expenses to the designated posts, VSO Netherlands makes use of the 'Recommendation for application of Directive 650 for management and administration expenses' document, which is compiled by the Goede Doelen Nederland sector organisation. This means that expenses falling under management, board of directors, general secretariat and finances, and planning and control are fully allocated to operating expenditure. Where the direct efforts of management, board of directors, general secretariat and finances, and planning and control have been devoted to objectives and/or acquisition of income, these expenses are, in that case, calculated pro rata. Expenses reported under IT, accommodation, facilities management and HR are calculated pro rata based on the FTEs budgeted. Staffing costs, legal fees and communication expenses are allocated, as far as possible, to the objective for which they have been incurred, or calculated pro rata based on the FTEs budgeted.

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Board of Stichting VSO Nederland in Utrecht, the Netherlands.

A. Report on the audit of the financial statements 2021-2022 included in the annual financial statements.

Our opinion

We have audited the financial statements 2021-2022 of Stichting VSO Nederland based in Utrecht.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting VSO Nederland as at 31 March 2022 and of its result for 2021-2022 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 March 2022;
2. statement of income and expenditure for 2021-2022; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

B. Report on the other information included in the annual financial statements.

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

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1075 AH Amsterdam
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1007 RA Amsterdam

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KvK nummer 34374865



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

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

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

C. Description of responsibilities regarding the financial statements

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

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

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

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

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

Our responsibilities for the audit of the financial statements

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

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

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

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



Our audit included e.g.:

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

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

Amsterdam, 28 September 2022

Dubois & Co. Registeraccountants

Valid Signed door J.J.M. Huijbregts RA
op 28-09-2022

J.J.M. Huijbregts RA



**If you would like to know more about
VSO's work, visit www.vso.nl**

VSO Nederland

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