



World Vision

*Voor kinderen. Voor verandering. Voor leven.*



# Empowering communities

Annual Report 2023 - World Vision Nederland



**“Every girl is the future of their own country. So if you want to move a country properly, then we need to stop child marriage and empower the girls.” - Dola Akter Reba (17), young activist from Bangladesh who advocates for girls’ rights through World Vision.**



# 2023

## Table of Contents

<b>Introduction</b>	<b>7</b>
<b>1. We are World Vision</b>	<b>8</b>
<b>2. What did we achieve in 2023?</b>	<b>16</b>
<b>3. Communication and Fundraising</b>	<b>38</b>
<b>4. Organisation, structure and internal resources</b>	<b>50</b>
<b>5. Financial results</b>	<b>56</b>
<b>6. Supervisory Board Report and Accountability Statement</b>	<b>58</b>
6.1 Supervisory Board	58
6.2 Supervisory Board Report	59
6.3 Members of the Supervisory Board in 2023	62
6.4 Optimising effectiveness and efficiency of the funds deployed	64
6.5 Optimising stakeholder engagement	65
<b>7. Financial Statements 2023</b>	<b>68</b>
7.1 Balance Sheet	68
7.2 Statement of income and expenditure	69
7.3 Accounting policies	70
7.4 Notes to the balance sheet	73
7.5 Notes to the statement of income and expenditure	77
7.6 Independent auditor's report	92
<b>8. Budget 2024</b>	<b>95</b>





## A message from the Executive Board and CEO World Vision Nederland

**World Vision, together with partners and individual communities worldwide, aims to increase people's resilience and fostering self-sufficiency. Much of this work is delivered through long-term Area Programmes, primarily funded by child sponsorship. This invaluable source of funding empowers us to work alongside individual communities for approximately 10-15 years, without constraints. This way, we ensure that when the programme concludes, the community can confidently continue their development journey on their own.**

In these programmes, World Vision partners directly with communities, understanding their unique challenges and identifying community based and locally-driven solutions. Take for instance Kyabigambire in Uganda, where I met Macklin and her family. Hearing her parents share how all the younger children were safely born in a clinic, and how Macklin and her brothers now attend school, have access to clean water, and receive nutritious meals, was truly encouraging. Although the specific community programme is nearing completion, this is no reason to be sad, it is a cause for celebration. While no place is perfect, our departure signifies the community's readiness to carry forward the progress achieved over the past 15 years independently.

And working with communities doesn't stop there. Many of the same principles also apply to our emergency relief work. By preparing vulnerable communities for disasters such as droughts, floods, or cyclones, we significantly mitigate losses of essential economic assets. We worked in Ukraine, Afghanistan, Somalia and in many other places in the past year. Our ability to continue operating in Afghanistan and collaborate with local organisations in Ukraine is a testimony to our deep-rooted connections with these communities.

This is our World Vision – rooted in the belief that God designed us to be relational and live in community. It is within these communities individual children can flourish and experience life in all its fullness. To our donors - your unwavering support and being an integral part of this community, your commitment to children fills our hearts with gratitude.

I am very proud to present you our Annual Report, detailing our impactful work in 2023, made possible by your generous contributions.

Thank you!

**Marco van der Graaf**  
Executive Board and  
CEO World Vision Nederland



# 1. We are World Vision

World Vision Nederland was founded in 1981 as an independent legal entity within the World Vision Partnership. Guided by more than 70 years of experience and expertise, our dedicated staff employ proven and effective development and relief practices to empower communities to become self-sufficient and bring real, lasting change.

We stand with the world's most vulnerable children, to help them overcome poverty and experience life in all its fullness. We work alongside children – of all faiths and none – inspired by our Christian faith.

As a leading global partner, we labour alongside supporters, stakeholders, families and communities to transform lives and offer hope. As a result, all our lives are enriched. Together, with our partners, we have positively impacted the lives of more than 200 million vulnerable children around the world.

World Vision Nederland is a registered foundation based in Amersfoort, the Netherlands, employing approximately 43 staff (34.8 FTE) and 22 volunteers. Since its establishment, World Vision Nederland has focused on supporting vulnerable children in developing countries by raising funds and awareness. In Financial Year 2023\*, the total income raised by World Vision Nederland exceeded €36 million, which we used to support more than 1.5 million vulnerable people in 26 countries.

## Our vision

The vision statement of World Vision is as follows:

**Our vision for every child: life in all its fullness.**  
**Our prayer for every heart: the will to make it so.**

World Vision Nederland understands the phrase *life in all its fullness* in the most holistic sense possible: in our vision, it includes material, social and spiritual wellbeing. We partner freely with the communities, donors, other organisations and people of all faiths and ideologies, collaborating on the basis of our shared values of justice, love and hope, which we believe are vital to the fulfilment of God's purpose.

## Our mission

While our vision embraces every child, our focus is on the most vulnerable – those furthest from *life in all its fullness*. Enabling these most vulnerable ones to see this purpose fulfilled in their lives requires people around the world to act together for their well-being. This, we believe, is God's 'world vision'. We seek to participate in this vision by placing ourselves wherever our ministry distinctiveness can best contribute and inspire others to have *the will to make it so*.

## Our strategy

The overarching vision for the World Vision Nederland FY21-25 strategy is:

**Our vision for 2025: life in all its fullness for 10 million vulnerable children**  
**Our prayer: the will to make it so for 50,000 hearts in the Netherlands**

In the World Vision Nederland Strategy for FY21-25, we have identified three strategic goals: Greater impact, for more vulnerable children; More sustainable funding, from more donors; More hearts engaged and more influence, based on heightened visibility of World Vision's identity. To enable the organisation to achieve the above goals, World Vision Nederland has formulated an internal, enabling goal: invest to grow.

Thanks to the generous support of individuals, churches, corporate partners and institutional donors, we have made important progress in these initiatives over the past year.

\* Financial Year or FY: World Vision's financial year is from October 1 - September 30 of each year.





In the year ahead, we'll continue to focus on these areas:

## Our goals

### Goal 1 Greater impact for more vulnerable children

Greater impact for more vulnerable children is both quantitative and qualitative. During this strategic period, World Vision Nederland desires to reach out to more vulnerable children and equally contributes to the breadth, and depth of impact on vulnerable children. The Partnership's focus on fragile contexts is leading. We aim to share more on our impact made and ensure that we adhere to the standards of our industry. We will also keep investing in engagements with (Dutch) partners, to create a greater impact. Discover more, scan the QR-code.



### Goal 2 More sustainable funding, from more donors

The focus in achieving this goal is to increase and sustain the funding from current, diversified, new private and public donors. To achieve this focus, we plan to increase our targets, lower match requirements, and grow public funding through diversified and innovative channels. To achieve this, we look to build relationships with other iNGOs and Field Offices. Next to that, we hope to improve the experience of our private donors by building more awareness and better relationships. Discover more.



### Goal 3 More hearts engaged and more influence, based on increased visibility of World Vision Nederland's identity

In our third goal, several aspects from our mission and strategy come together: we want to harness our Christian Identity. With our mission, we want to engage and transform more hearts (more people), increase our influence with external stakeholders, increase child participation in the Netherlands, and grow our brand awareness. Our new global campaign against hunger called ENOUGH will drive our focus in the stories we tell, the images we share, the actions we ask to take. Discover more.



### Enabling Goal: Invest to grow

To achieve our goals, World Vision needs to grow. And growth requires investments and scalability. World Vision Nederland will therefore continue to improve its internal organisation and IT systems. A focus for the new year is to invest in staff care, to make sure we have the right people in the right place and our staff can find more joy in their work. Discover more.







**Sharon Hollander**  
Donor Relations Manager

**World Vision Nederland employs 43 enthusiastic people committed to helping vulnerable children in their own way. What is their passion? Their motivation? Meet Sharon Hollander.**

“While studying public administration, I attended a leadership training course of PerspectieF, the youth branch of the Christen Unie. Many leaders came to talk about their work and organisations. So did Ruud van Eijle, back then the CEO of World Vision Nederland. His story deeply touched me. I can vividly recall the overwhelming emotion that washed over me. It was a moment that inspired me, making me think, ‘Wow, imagine the difference one could make there. It would be like working in God’s Kingdom.’ What struck me the most was World Vision’s enormous impact, especially in countries with great need and immense challenges. “Yet after my studies and a Bible school, I ended up in the commercial world. And that was fine for a while until it started bothering me. At some point, I decided I wanted to use my time differently, to do more than just make a living, because that’s how it felt. Then I came across a job vacancy at World Vision Nederland. I’m grateful that two friends brought this vacancy to my attention, and fortunately, I landed the job!

**Photo**

“I felt incredibly fortunate when I was given the opportunity to travel to a project in Uganda within the first month of my appointment. I call that lucky because it helped me to really understand World Vision’s work. At the same time, it was daunting. We were there in the rainy season. The area we visited was remote and hardly accessible. The roads leading to it were impassable, and it was raining non-stop. Eventually, we came to a small hut with a thatched roof. In that hut, where the rain was pouring in, Maria lived with her husband and four children. They were shivering from the cold, and their clothes were torn and tattered. At that moment, I felt like the heavens were crying. I knew in advance that help was

needed, but I had never felt or seen a real need like this before. The world shouldn’t be like this!”

“But the remarkable thing was that World Vision immediately jumped into action. One of my traveling companions found a sponsor for two of the children. And from then on, contact was maintained with this family. A colleague later visited the family again. Upon returning home, she showed me a photo of the family. That photo has become a profound symbol of World Vision’s impactful efforts, resonating deeply within me. It shows the family, now in front of a refurbished stone house with a vegetable garden around it. The children have rosy cheeks and playful eyes. Mother Maria looks proudly into the camera. In her eyes, there is no longer a trace of the despair she used to radiate.”

***“I see joy. This is how I think it should be. This is what we can offer.”***

**Potential for change**

“The photo also shows me that every donor can make a big and concrete difference. For my work as a donor relations manager, I collect as many stories as possible to make the impact of our donors visible. I also do this because I believe in the reciprocity and equality of our aid. It is great that we in the Netherlands can give money, but we can also learn so much from the field ourselves. The people in our programmes are so strong. In the most heartbreaking and miserable circumstances, they trust in God. The contrast with our Western life is bizarre. We can go to the supermarket whenever we want. There is always enough. We don’t see the real need. But that also makes it difficult to understand the real difference we can make, the potential for change.”

**New app**

“We are currently dedicating our efforts to developing an app for child sponsors, bridging the gap between their world, so distant, to ours. Right now, we can only give general information about the project. But each sponsor makes a big difference in the life of a child and a community. An app makes it possible to track those developments. A sponsor will then see when a sponsor child has received something, or what new facilities there are in the area. Writing a letter will also soon be possible through the app, making communication with your sponsor child much easier. I am so excited about the possibilities the app is going to offer. It will bring sponsors immense joy but also significantly enhance their connection to the children they support. I especially hope it will make our donors very happy!”







**Marijke Zimba**  
International Programmes  
& Grants Director

**Marijke has been working for World Vision since 2011. The first 10 years, she was working for World Vision in Zambia. Now, for the past year, she has been serving as the International Programmes and Grants Director for World Vision Nederland. Alongside her team, Marijke bridges the gap between office staff in The Netherlands and the countries where projects are implemented. She and her team call for proposals from different donors and work with Field Offices in the setting up and implementation of projects.**

**Calling**  
Pursuing a degree in ‘Policy and Management in Healthcare,’ Marijke had no inkling that she would be drawn into this line of work. “It was almost accidental, but over time, it transformed into my true calling,” she reflects. Today, this calling serves as an unwavering force propelling Marijke forward. Her passion is deeply rooted in the call to action

from Micah 6:8, where we are called to do good and seek justice. It resonates profoundly within her, motivating her every single day.

**Guiding hand**  
When asked what makes working at World Vision so inspiring, Marijke points to the organisation’s global presence: “With World Vision, we are deeply rooted in communities we serve, worldwide. Our staff live in the same areas and experience the same things as those in need. We don’t just drop by to provide assistance; we are already there. A clear example is the earthquake in Türkiye and Syria. When we gathered for an emergency meeting the day after the disaster, our people were already on the ground, working. And it’s beautiful to see that immediately, the first sponsors stepped forward here in The Netherlands. We come together around a shared faith, which makes World Vision a special organisation for me.”

**“World Vision is deeply rooted in communities.”**

**It is the little things**  
Marijke sees World Vision’s impact in the seemingly minor changes in communities. “When you’re in the field, you notice different, smaller things than when you’re working from the office. You can witness firsthand how our work creates an impact. For example, you might see that suddenly, all the houses in a community have zinc roofs instead of thatched ones. These small changes reflect enormous transformations, so these moments are precious to me.”



## 2. What did we achieve in 2023?

In 2023, the World Vision Partnership reached **36.4 million** people impacted by disasters, **18.8 million** of them **children**. **3.1 million** people gained access to **clean water** and **4.5 million children** have access to **better education**.

World Vision Nederland supported **55** projects in fiscal year 2023, consisting of **28** Relief Responses, **10** Development programmes, **5** Advocacy initiatives, **7** Sponsorship programmes (APs) and **5** Childhood Rescue programmes in **26** countries.

We implemented these projects together with **16** different donors. This includes **9** different **institutional donors** and **7 foundations**. Additionally, we have **9,546** individual child sponsors.

Of those 26 countries, **8** countries are classified as fragile contexts. We implemented **23** projects in such contexts.

Our income in fiscal year 2023 netted **€36.8 million**. In these projects, we reached more than **1.5 million** people by the end of fiscal year 2023. This includes **almost 600,000 children**.

-  Countries where World Vision Nederland is active
-  Countries where World Vision International is active
-  Area Programme
-  Advocacy initiatives
-  Development programme
-  Relief response



Learn more about our educational programmes in Uganda, Sierra Leone and South Sudan on **page 23**.



Learn more about our work in leading a relief response in Somalia on **page 21**.



Learn more about our FMNR programme in Kenya on **page 22**.



Learn more about our sponsorship programme in Tanzania on **page 26**.

**Our focus is on helping the most vulnerable children overcome poverty and experience fullness of life. We empower communities and guide them to set their own goals and equip them so that the progress made is sustained, and continued, long after we have left. When disaster strikes, we are on the ground, quickly providing immediate support – and we stay helping to rebuild lives for children, families, and communities. We address the root causes of poverty and strengthen the drivers of sustainability. We do this through the work in Area Programmes, which are 10-15 year programmes in communities, funded by mainly individual child sponsors alongside institutional donors, private partners and foundations that support our short-term programmes.**

**Last year, we supported almost 600,000 children across 55 projects in 26 countries. Our work benefited more than 1.5 million people in total. 40 percent of our projects were implemented in fragile contexts, serving the worlds' most vulnerable children.**

### Collaborating for broader impact

We can only transform the lives of the world's most vulnerable children by working together at every level, from their communities to the global stage as well as in the Netherlands. World Vision believes this and acknowledges that child vulnerability cannot be solved alone. We collaborate with partners to transform the lives of children through utilising our combined expertise and resources.

Over the years, we have established valuable and strong partnerships. In 2023, World Vision Nederland again has been able to count on the support of the **European Union (EU)**. This enabled us to provide humanitarian aid to people in need in South Sudan, Uganda and Vietnam, and development support in Mali. Through the **Dutch Relief Alliance (DRA)** – an alliance of 14 Dutch organisations funded by the Dutch Ministry of Foreign Affairs – World Vision has been able to respond immediately to crises in the Democratic Republic of the Congo, Afghanistan, Somalia, North-West Syria, and Sudan. Through **Giro555** – consisting of 11 Dutch collaborating

humanitarian organisations – we were able to address urgent needs in southern Türkiye and North-West Syria after the devastating earthquake that hit February 6, 2023, as well as continued needs around the conflict in Ukraine. Together with The Hunger Project, Action against Hunger, Max Foundation, Save the Children, we partner with the Dutch Ministry of Foreign Affairs in the **Right2Grow alliance** to reduce malnutrition for children in Mali, Ethiopia, South Sudan, Uganda, and Bangladesh.

During this past year we also partnered with several **foundations and major donors**. We specifically want to thank **Heineken Africa Foundation** for partnering with us to provide water, sanitation and hygiene to vulnerable families in Burundi and Sierra Leone, **Bernard van Leer Foundation** for their investment in our innovative LIFT project model and Early Childhood Development project in Azraq, Jordan and **EO Metterdaad** for showcasing and supporting our Farmer Managed Natural Regeneration solutions in Kenya.

### Chairing the Dutch Relief Alliance

In 2023 World Vision Nederland has been the Chair of the Dutch Relief Alliance (DRA), which is a humanitarian alliance consisting of 14 Non-Governmental Organisations based in the Netherlands. The DRA operates in partnership with the Dutch Ministry of Foreign Affairs. This collaboration between the 14 NGOs, local partners and the Dutch Ministry is widely recognized as a leader in principled humanitarian response, with quality funding and locally-led action. In FY23, World Vision Nederland Executive Board/CEO Marco van der Graaf served as the Chair of the DRA Board of Supervisors, and Arjen Joosse, on behalf of World Vision Nederland, was the chairperson of the DRA Board of Directors. Throughout FY23, the Dutch Relief Alliance has provided life-saving support to people in need in 9 protracted crises and 6 acute crises, together with local partners. Within the new block grant from the Netherlands Ministry of Foreign Affairs from 2022 including top-up funding, the humanitarian funding for the Dutch Relief Alliance totals EUR 365 million throughout the 2022-2026 strategic timeframe.

The position of Chair for the Dutch Relief Alliance provided significant opportunities and responsibilities in discussions with the Dutch Ministry of Foreign Affairs including the need for increased humanitarian funding and upholding humanitarian commitments despite budget pressures, and cost sharing with humanitarian actors throughout the sector. It resulted also in other discussions with international humanitarian actors including in Brussels and Geneva.

***“It is an honour for World Vision and me to be chairing this innovative partnership of 14 Dutch NGOs, local partners and the Dutch Ministry - in a world where needs continue to increase dramatically and where resources are under significant pressure, World Vision Nederland has led and navigated this breakthrough partnership through many important conversations in The Netherlands and internationally. Our clear focus has been how can we continue to improve our humanitarian assistance to people in need. “***

Arjen Joosse (Chairperson for the Dutch Relief Alliance Board of Directors, World Vision Nederland)







### Food Security & Livelihood

The world is facing a massive hunger crisis and nearly 45 million people in 37 countries are at risk of starvation, including tens of millions of children. Climate shocks and natural disasters are contributing to heightened levels of hunger and malnutrition, and in some cases exacerbating conflicts. Shockingly, one in every 23 people needs humanitarian assistance. Additionally, over 900,000 worldwide are struggling to survive in famine-like situations. There is a growing concern that the number of people suffering from such catastrophic conditions will only continue to rise. In Somalia alone, 43,000 people, including half of whom were children died in 2022 due to drought. The immediate and long-term effects of severe hunger put millions of children's health, lives, and futures at risk. Food assistance and life-saving support are crucially needed to prevent the deaths of thousands of people.

World Vision's aim is to provide all children and their families with access to safe and nutritious food year-round by 2030. We are committed to ending hunger, achieving food security and improving nutrition for children and families globally. World Vision believes a hunger-free world is possible. Food assistance saves lives by addressing the most dire and immediate forms of food insecurity, while enhancing livelihoods, improving health and education, and empowering communities to become self-reliant. When a crisis or conflict disrupts people's ability to earn livelihoods and get it to markets, we deliver emergency food relief and empower them to build food security and resilience, giving them choice, dignity and diversified diets.

For more than 30 years, World Vision and the United Nation's World Food Programme (WFP) have partnered around a shared vision for a hunger-free world. As WFP's largest implementing partner for more than 18 years, World Vision plays a key role in managing the food distribution process. WFP values World Vision's deep relationships with disaster-affected communities and trusts our ability to deliver many high quality programmes across a range of sectors in the hardest to reach places. In 2023, with funding from private donors and partners in the Netherlands, including our Zip Your Lip youth campaign, we were able to contribute to our WFP projects in Ethiopia, Lebanon, Somalia and DRC.

### Empowering vulnerable communities

World Vision implements livelihood interventions aimed at household-level economic change with the goal of empowering extremely vulnerable individuals with the skills, knowledge, and financial means to meet the development needs of their children and families long after the end of the interventions. Our Livelihoods approach focuses on behaviour change and social empowerment. This affirms people's sense of self-worth, faith identity, and aspirations and challenging dependency and poverty mind-sets. The livelihoods approach also recognizes that the vast majority (approx. 80%) of vulnerable children where World Vision works live in households that rely on agriculture for their livelihoods. In many cases, farming households are both smallholders (i.e. they produce food on their own land) and agricultural labourers for other farmers and may also have other income-generating avenues. As such this approach recognizes the importance of promoting economic empowerment for both women and men and equitable gender relations hence better impact on child well-being outcomes. In contexts that are both politically and environmentally fragile and exposed to significant disaster and climate risk, livelihood interventions place much greater focus on building social, economic, and environmental resilience and adaptive capacity, providing temporary food and cash safety nets, and ensuring vulnerable households can manage and mitigate disaster risk effectively to avoid them slipping further into extreme poverty.

### Leading the charge in combating famine threat in Somalia

The IPC (Integrated Food Security Phase Classification) consistently lists Somalia as food insecure, signifying that it is near famine. This was about to become a reality in the summer of 2022; when the IPC projected that the districts in Somalia Bay were headed for a famine. The region felt the consequences of consecutive below-average rainy seasons, which caused a drought that had negative effects, for example, water sources drying up, a loss of livestock, a decline in food production, and rising food prices. All these factors contributed to a worsening ability for Somalis in the Bay region to maintain their livelihood, especially as their income primarily relies on the yielding of agricultural production. Based on the





potentially devastating effects of the drought, the partners of the Dutch Relief Alliance decided to launch an acute crisis response for six months. This included six Dutch based partners, together with their field offices, and six local partners. This set of organisations formed the joint response of the Dutch Relief Alliance, where World Vision took the lead role.

***“As the consortium leader, we gained valuable insights while collaborating with other agencies and witnessed the benefits of presenting a unified voice when engaging with the donor, the government (both federal and state), and the clusters. World Vision effectively utilized its expertise and scale, incorporating technical experts to present innovation and other relevant topics, which received positive feedback, from the consortium.”***

Sandra, from World Vision Somalia and coordinator of this Joint Response

The programme, in response to the projected famine, provided life-saving assistance to 116,619 individuals, whereof World Vision reached more than 31,000. The joint response focused on two districts (Baidoa and Burh Akaba), enabling complementarity between joint response members. In cooperation with the target population, colleagues on the ground, and other organisations, World Vision chose to ensure sufficient and safe water, promote hygiene, provide treatment and screening for under/malnutrition, and conduct cash-voucher assistance. The

cash voucher assistance increased household purchasing power hence prioritizing and purchasing based on their immediate needs. Households were able to access food supplies from the market and that improved food security. Our experienced team and joint response coordinator in Somalia ensured an effective response.

Given the extremely challenging context in terms of security and scarcity among valuable life-saving resources, the joint response members were able to successfully implement the programme. The inclusion of local partners was important, as insecurity made access to certain parts difficult, and they were able to reach those populations. The Somalia Bay acute crisis response was, for us, another example of how inter-organisational partnerships contribute to an efficient response.

### Farmer Managed Natural Regeneration (FMNR) in Kenya

Farmers in Kenya are directly affected by climate change and the impact it has on their environment. Moreover, unsustainable land management makes vulnerable communities even more susceptible to climate-related disasters such as floods, droughts, and landslides. Farmer Managed Natural Regeneration (FMNR) ensures that children and their families have access to the natural resources they need to build a good livelihood and a sustainable future. FMNR is an inclusive, community-led approach to landscape restoration. This model empowers communities to proactively restore and protect their landscape through the selection and systematic pruning of native tree species. Trees and shrubs help restore soil structure and fertility, reduce the risk of erosion, absorb moisture, and increase biodiversity.

### World Vision’s sustainable agriculture initiative in Kenya

In Migori County and Marsabit County, Kenya, World Vision is supporting 3,700 farmer households with training and materials to select, prune, and maintain the right trees on their land. The selected farmers first practiced FMNR with locally available tools. This way, the farmers realize that they can always apply this approach with the equipment they have. Later in the project, the farmers were given some additional equipment such as pruning knives and beehives for pollinating trees and seedlings for enriching biodiversity. A healthy natural environment is essential for the livelihood of many communities, especially in rural areas. As a result, these



projects reach not only the farmers who are trained, but up to 16,918 people living in the area. Funds from EO Metterdaad and Anders Invest enable World Vision to walk alongside these farmers for a climate-resilient environment up to at least the end of 2025. This will ensure sustainable use of natural resources for future generations.

### Education

World Vision’s aspiration is that each child attains the core skills and abilities they need to lead a productive and fulfilling life. We envision a world where all children experience nurturing care and have timely, quality, inclusive learning opportunities in their homes, communities, and schools. In crisis contexts, World Vision supports quality education opportunities that meet the physical protection, psychosocial, developmental, and cognitive needs of people affected by emergencies, which can be both life-sustaining and lifesaving. We recognise that the longer a child stays in a formal or non-formal professional

education programming, the less risk there is for exploitation, abuse, early or forced marriage, military recruitment, child labour and other child protection risks.

Globally, an estimated 224 million school-aged children and adolescents across 73 countries are affected by crises, and 127 million school-aged children are estimated to have proficiency levels below the minimum requirements set by SDG (Sustainable Development Goals) 4. 54% of the crisis-affected children live in sub-Saharan Africa. Out-of-school rates amongst forcibly displaced populations in crisis-affected countries remain alarmingly high, around 58% for children of school age. Access to education is inadequate and children are not developing the social and emotional skills required to participate effectively in their own development and that of the community.

In our Area Programmes we focus on working with the communities to ensure that children receive a quality education that develops cognitive, social, and emotional skills and provide opportunity for spiritual growth, enabling them to realize their full potential. Children should participate in formal education across their life cycle and regardless of their context. Learning also takes place outside of the school environment which is why parents and communities have a vital role to play in the education of their children. Literacy development is a priority for the communities of several of the Area Programmes that World Vision Nederland supports. We work together with caregivers, parents, teachers, and community members to engage





all children at all levels. In schools, World Vision and teachers work on improving the learning environments of students by introducing reading materials so that classrooms become print- rich places. Teachers receive training in engaging students in a more active learning environment. Parents, caregivers and the community become engaged and receive guidance on how best to foster a love of reading in children. Community members, parents and caregivers come together to create book banks or libraries, learning centres, and reading material so that children get more opportunities to read outside school.

### Educational empowerment: World Vision's innovative initiatives transforming communities in Uganda, Sierra Leone, and South Sudan

In Alito, Uganda, whole communities come together to paint, draw, and put together learning material for the reading clubs of the children. Parents contribute by providing local stories, which their children record and include in a book that is locally produced and printed. These books are available throughout the learning centres in different communities. Learning centres are being constructed by the community and are run by volunteers, increasing the participation of each community member in children's literacy education.

In Sarwah, Sierra Leone, World Vision supported schools and teachers in training for effective teaching, ensuring that children receive quality education. Together with teachers, parents, community literacy mobilizers (volunteers in the community that identify and keep updated on literacy issues within the community and that function as a connector between the individual community and the World Vision staff responsible for education) more reading clubs were established. These clubs help to foster literacy and learning by providing children the opportunity to interact with literacy outside of school in a fun and enjoyable way. Here children are encouraged to see reading as a fun and engaging activity that is useful in all situations of life. Children are now better equipped for reading, contributing to increasing the literacy skills of boys and girls.

In Uganda and South Sudan, World Vision is supporting education in emergencies with funds from the European Union Civil Protection and Humanitarian Operations (ECHO) and private donors. In Uganda, World Vision is leading a consortium of 4 international and local



organisations to implement the Equitable Access to Quality and Transformational Education (EQUATE) programme in West Nile with a budget of €3.7 million. The programme addresses barriers that prevent the most vulnerable out-of-school children from enrolling in formal and non-formal education programmes while addressing child protection concerns. The programme supports the functionality of school management structures to promote quality learning and empowers communities to advocate for improved government service delivery, which creates a conducive learning environment for the children. Like the EQUATE programme, World Vision in partnership with War Child Holland is implementing integrated education in emergencies and protection services in Upper Nile state in South Sudan. The programme aims at improving access to safe, inclusive, and quality learning opportunities among children (5-17 years), in and out of school through formal and non-formal education. Additionally, the programme supports child protection and mental health and psychosocial support services to children, parents/caregivers and teachers affected by conflict to address and/or prevent protection violations and promote children's wellbeing.

During the Fiscal Year 2023, World Vision reached 63,067 and 5,838 refugee and host communities' children, including children with disabilities and teenage mothers, with education support in Uganda and South Sudan respectfully. Our work enabled inclusive learning; for instance, to facilitate continued access to education for some children in Uganda, 475 children with disabilities received assistive devices while 438 children with disabilities were referred for further medical support and 5,874 girls were supported with Menstrual Health Management kits. In South Sudan, the project enrolled children and young people in both formal and non-formal education systems that benefited 2,269 girls and 2,566 boys including 1,003 children with disabilities.

### World Vision's Community Engagement

World Vision's goal is the sustained well-being of children, especially the most vulnerable. The approach that we use in our transformational development approach is holistic. That means that we do not focus on a single issue, in the areas where we implement,



we look at all the interconnected areas that affect the well-being of vulnerable children in a community. We then work with families, partners, and communities to address these multifaceted challenges.

One of World Vision's strengths is to be present in the communities that we serve and where possible we build long-term relationships through this presence. While this might be more feasible in a stable context, it is World Vision's approach equally in a more volatile contexts. Long-term presence in stable contexts means that families, communities, local partners and governments are engaged to discuss what needs are present in a particular area, to identify who can bring which solution to the table and how we all work together. By doing so, World Vision aims to work on the sustainability of the interventions, so that the success outgrows the organisation's presence by far.

### Transformative approaches for sustainable change

One of the models that particularly focus on sustainability and change of mind-set on family level is the Empowered World View. We zoom in to Idumbala Area Programme in Tanzania, where Empowered World View is being implemented as a key model for families. When people

believe that their lives have value, this confidence is reflected in their behaviour and their ability to affect change in their communities. Empowered World View (EWV) addresses dependency mindsets and promotes the individual empowerment of people living in poverty. EWV training helps people to understand their own worth and how they can utilize their own potential and talents to break the cycle of poverty and to become agents of change within their own lives, families, and communities. In combination with livelihood capacity building EWV supports improving a family's income.

In Idumbala we met a family whose only income was poultry raising and selling. This was not going very well, and the family did not have enough money to sustain even their basic needs. When World Vision started the Area Programme in 2021 the father and the mother were offered to participate in the EWV training. Through the training, both were able to transform their mindset and recognize their strength and resources available to change their situation. Hand in hand with experts of World Vision they developed a plan on how to grow personally, and financially. Two years later this family owns several kinds of poultry, cows, and pigs, has two fishponds, and grows a variety of crops and vegetables. The training gave them the faith that they could change their situation. With the help of World Vision, they were able to start saving and use their savings to start new projects that increase their income. The family can now afford their own water borehole, have a way of transporting their produce to the market and most importantly they can offer their three children an education and nutritious food.

### Strengthening communities

Another intervention to promote community strengthening and sustainability in reaching child well-being is Citizen Voice and Action. In the Dutch Ministry of Foreign Affairs funded Right to Grow project the social accountability and local-level advocacy methodology Citizen Voice and Action is implemented to address under-nourished children. World Vision's Citizen Voice in Action (CVA) approach is designed to improve the relationship between communities and government and strengthen the community voice towards government, to improve services that impact the daily lives of children and their families. CVA is broadly defined as an approach







that promotes engagement between citizens and government. It has three implementation phases. The first phase, enabling citizen engagement, strengthens the capacity of citizens to engage in governance issues and provides the foundation for subsequent CVA monitoring and advocacy phases. It involves awareness raising on the meaning of citizenship, accountability, good governance, and human rights.

The second phase, engagement via community gathering, exists of a series of linked participatory processes that focus on assessing the quality of public services (like health care and WASH (Water, Sanitation and Hygiene)) and identifying ways to improve their delivery. Community members who

use the service (especially marginalised groups), service providers and local government officials are all invited to participate, for example in the usage and monitoring of a community scorecard process and in interface meetings. In the third phase, improving services and influencing policy, communities begin to implement the action plan that they created because of the community gathering process that will allow them to change the condition of the services upon which they depend in their daily lives. Citizens and other stakeholders act together to influence policy at both local and higher levels. As a result, communities have seen marked improvements in services, leading to an increased wellbeing.



**Right2Grow Uganda:  
Share your voice with photos**

communities. For example in Buliisa, women are fetching unsafe water in a lake next to their cows. The borehole in their village is not usable as the water is salty. As a result of CVA and photovoicing, the local government have constructed a new borehole with safe water in a neighbouring village. They have committed to extend this and provide piped water to the women's village in the next phase to ensure access to safe water, something that the community members will continue to advocate for.

In Uganda, we are integrating the innovative approach photovoicing in Right2Grow. Community members engaged in CVA are capacitated to take photos of nutrition and WASH-related challenges in their villages. These photos are shown to local government representatives through a photovoicing gallery. With the photos community members bring evidence of realities in their villages to decision-makers and amplify their advocacy and demands for change. As it's said, a picture is worth a thousand words.

Through this empowerment, community members can hold their local government accountable and bring change to their





# TÜRKIYE & SYRIA

**On February 6th, 2023, a series of severe earthquakes struck Türkiye and Syria, causing widespread damage and affecting millions of people in various provinces. Due to the presence of World Vision in the disaster area, prompt assistance was provided. Immediately after the earthquake, World Vision aid workers delivered fuel to ambulances and heaters for shelters, while also distributing emergency packages, food, and medicine in Türkiye and northwest Syria.**

Following the earthquake that hit Türkiye and Syria, Giro555 launched a nationwide campaign which raised an amount of over €124 million for the victims. From this amount, World Vision received more than €8.2 million to help children and their families. World Vision has been able to provide emergency aid to almost one million individuals, partly thanks to the money from Giro555. World Vision prioritised the provision of clean and safe drinking water and also distributed cash vouchers to help families in need. Additionally, World Vision provided teaching materials to schools in the affected areas and delivered Psycho-Social Support to over 32,000 children. Preparations were also made to repair 15 schools and provide emergency housing for the victims with the help of the locals.

## Life-saving emergency aid

In the aftermath of a major disaster, the initial priority is to provide emergency aid that can save lives. In this regard, over 500,000 people have been granted access to clean

water, while 21,000 families have received cash assistance to fulfill their basic needs. Additionally, more than 11,000 meals have been distributed to areas where it is difficult to obtain affordable food.

## Protecting children

Ensuring the safety of children is our topmost priority. In order to achieve this, we have established child-friendly spaces and provided Psycho-Social Support for children. We have also given access to teaching materials and temporary learning centres to 36 thousand children, allowing them to continue their education uninterrupted. To help schools affected by the earthquakes combat the cold winter weather, we distributed fuel and stoves. Moreover, we provided health consultations to almost 145 thousand individuals.

## With support from Giro555

Thanks to the support of Giro555, we have been able to provide emergency relief kits, basic needs funds, and

psychosocial support in a secure environment to the most vulnerable groups, particularly women and children. This assistance is being provided to a total of 4,000 households in Türkiye. In Syria, we have provided schools affected by the crisis with teaching materials, and we are making preparations to rebuild 15 schools in Idlib and Aleppo so that children can receive education in a safe and normal environment. Furthermore, we are building suitable housing facilities for at least 1,000 people.

## Building on recovery

Our efforts in Syria go beyond building good housing facilities; we also aim to rebuild infrastructure, and schools and restore basic services. It is our goal to enable people to resume their lives in a safe community. World Vision is committed to providing children with a safe learning environment in secure school buildings as soon as possible.

In Türkiye, our focus is on providing individual and group psychosocial support, child-friendly spaces, and cash vouchers so that people can meet their basic needs. Through these initiatives, World Vision helps people recover from the traumatic effects of the earthquake and get their lives back on track.



**Amal**  
A glimmer of hope in times of need

Syrian Amal lost her husband and parents, because of the war in Syria. Together with her infant son, she fled to Türkiye, where she became a victim of the devastating earthquake. The house Amal lived in was one of 230,000 buildings in Türkiye destroyed by the earthquake.

"I was close to despair. Before the earthquake, I was already struggling to meet our basic needs. After the earthquake, our problems multiplied. I felt completely alone in the world," says Amal.

Through an aid worker, Amal came across a World Vision project. She received support packages, and money to buy food and mental health care. "A knock on our door, a caring question about our needs, or a simple smile did me so much good. Every time the aid worker came by and left a support package, I could sleep peacefully again."

The psychosocial support from World Vision gave Amal a connection with other women who understood her pain and struggles. "I realized I was not alone in my struggle. I was being listened to. Slowly, hope returned to me. The support and compassion really changed our lives."



After 16 years of collaboration, we have celebrated the successful closure of our child sponsorship project in Sambas, Indonesia. Thanks to the support of sponsors, we have made significant progress in Sambas, working together with the local community. The community can now continue independently, without outside help. This is a remarkable achievement worth celebrating. Before the project began, only 10% of the children in Sambas could read and write, this now has increased to 90%! Additionally, the environment has become much safer for children and parents have attended training to increase their income.

We hope that the work we do will not be necessary anymore one day. Ultimately, that is our mission. Although it seems that there are currently more disasters in the world than ever, it is beautiful and encouraging to see these successes as well. The joy of a changed life for children, families, and an entire community.

Our child sponsorship model is aimed at empowering and enabling communities. We do this by first working with the people themselves to identify their needs and then building together to address those needs. By training volunteers and families, we help bring about change from within the community itself. This enables progress to continue even after World Vision leaves.



### Creating a brighter future for children

In Sambas, the number of children attending secondary school has significantly increased, and almost all children now attend preschool and kindergarten classes. Teachers are better trained and the 'green school' concept is being implemented in many schools. Children learn about harmony with oneself, with others, and with nature. Children learn to be conscious of the world we live in.

### Ensuring children's voices are heard

Thanks to the "loving parenthood" training, more parents have a better relationship with their children, and less abuse is reported. Children and young people are now heard more and can make

their voices heard in the community through a 'children's forum'. They learn about their rights and participate in self-protection training.

### Empowering parents: Building strong foundations for families

Farmers received seeds for rubber trees. These seeds have grown into mature rubber trees that provide income for their families. Through the savings groups started by farmers, parents can now save money and send their children to school. Parents also learn new skills through World Vision's training, which gives them more opportunities to earn money.



**Nuria**  
A journey of hope

Nuria's story is a great example of how our sponsorship programme helped a child achieve her dreams. Nuria (19) said, "As a child, I never dreamed of going to university. I even considered quitting school to save money, as our family had little to spend. My motivation to go to school changed when I got a sponsor. Through World Vision, I joined the children's forum, a recurring gathering of teenagers where we reflected and interacted on social issues.

At one point, I was elected leader of the children's forum. During that time, I saw how team members of World Vision Indonesia worked hard, were cheerful, and never gave up on their work. That inspired me to become like them. Eventually, I had the courage and decided to go to university after high school."



# INDIA

## Dharavi

In May 2023, World Vision India received the deeply disheartening news that its registration to receive international funds had been suspended by the Indian government. Given that other organisations have experienced similar situations in recent years, we do not view this as an isolated issue. Despite our persistent efforts to engage with the Indian government to encourage a reversal of the suspension, the ongoing situation meant that unfortunately some internationally funded programmes had become unsustainable, and we were faced with the difficult reality of having to close those programmes, including our sponsorship programme in Dharavi.

### A better future for children in India

We will continue as an organisation working in India and supporting the most vulnerable children through funding from within India. And we are grateful that, because of our work in India, children and communities are better equipped to confront the challenges they face and to build a resilient and strong future.

Thanks to the generous support of child sponsors, we have empowered communities in India to transform the world for their children. Over the past five years more than:



**3.5 million adults** and **1.7 million children** have been touched by our programmes



**500,000 children** can now access safe drinking water



**200,000 children** have better water, sanitation and hygiene facilities like toilets and handwashing taps in their schools.



**85,000 children** are better equipped to learn for life through our education programmes.

### Impact in Dharavi

In our sponsorship programme in Dharavi, generously supported by sponsors in the Netherlands, substantial efforts have been dedicated to enhancing education and healthcare. Lasting changes have been brought in these areas, which continue to benefit the children and families involved. Families have developed increased resilience to navigate the challenges in their lives.

Over the past year, we accomplished these outcomes through various activities in Dharavi:

- 34 teachers attended our literacy programme, enabling them to teach children to read using new techniques.
- 665 girls and boys aged 6 to 8 participated in our literacy programme to learn to read better.
- 378 students have a place at school where they can wash their hands with soap, reducing the incidence of diseases.
- 1802 girls and boys participated in a children's group. In these groups, they learn and practice social skills so that they are equipped to protect themselves and each other from abuse.
- 673 caregivers participated in our parenting course and learned how to take good care of their children. By doing so, we ensure that more girls and boys grow up in a safe, loving, and caring home.



**Neeraj**  
From sponsored child to  
community leader

When Neeraj (centre) was five years old he lived in a house made of tin sheets and hay. "When it rained, water would seep into our home through the ceiling," recalls his father, Hukam. But that year marked a turning point for Neeraj as he became a sponsored child. The child sponsorship programme not only provided practical support, it also helped them form a child parliament. This empowered them to address significant issues affecting both themselves and their community.

"The best part of the journey was developing an interest in social development activities through the child parliament," Neeraj says.

Today, he has leadership roles across several villages, and is continuing the work the child parliament started all those years ago. Neeraj has introduced training programmes in organic farming to help farmers cultivate better crops, and he helps young people find jobs or obtain small business loans. He is currently working on projects to avoid water and electricity shortages. He aspires to become the state's chief minister within the next 15 years.

"I can say this from the depth of my heart that if World Vision didn't come into my life, I wouldn't be where I am today," Neeraj says.







### 3. Communication and Fundraising

It is important to us to engage individuals in The Netherlands. We wish to transform the hearts of people on issues regarding child wellbeing - not only as donors, but as supporters of improved wellbeing for children. Supporters who can take action and use their influence to advocate for the most vulnerable children. The Fundraising & Communications team informs, inspires and activates people, so that we touch hearts, and make and keep them involved. We are grateful for the growing number of people that help us realise our mission.

#### Communication

In 2023, the Fundraising & Communications team implemented a new 'funnel' approach to engage more hearts. This means that interested people were taken on a journey to get to know World Vision. The website was renewed, providing more information about World Vision, where and how we work. This makes it easier for people to find us and get to know us. With our online presence on our website and social media channels we were able to increase our brand awareness. Despite quite a challenging fundraising sector globally, we were able to engage 27.000 hearts (from the aimed 35.000).

As people's journey progressed, we aimed to strengthen the relationship between sponsor and World Vision. We provided opportunities to connect on global campaigns such as the global hunger response.

In our work, vulnerable children are at the heart of what we do. In our communications, too, we use the children's own stories. We show donors the impact of their contributions and how they can make a difference to the lives of children. We share those stories through our website, social media, magazine, letters, email newsletters and via the media. This year, we were present at Dutch events such as 'Opwekking' and 'New Wine'.

#### Means of communication

In fiscal year 2023, we published two issues of our magazine, which was received by some 17,000 sponsors, donors, and other interested parties. In it, we highlighted the programmes in various countries including Kenya, Zimbabwe, Rwanda and Uganda. Well over 70,000 people received our regular digital newsletter in 2023. The number of followers on social media is gradually growing. Facebook showed a growth in the number of followers by almost 200 to 11,870. The Instagram followers increased by 7% to 2,357, while we now have 1,486 LinkedIn followers (+30%). The number of followers on X (previously Twitter) remained the same.

For child sponsors, we developed several specific materials to inform them about their sponsored child and the community the child lives in. Sponsors received the annual update of their sponsored child in 2023, as well as seasons' greetings, and the option to send seasons' greetings to the child. Around the birthday of their sponsored child, they received an email to celebrate. Sponsors also received a video message of their sponsored child and a video update from the community of the child. To make it easier for sponsors to communicate with their sponsored child we are working on an app for child sponsors.

#### In the media

Excellent media coverage on Farmer Managed Natural Regeneration (FMNR), Afghanistan and during the Syria/Türkiye earthquake response increased the visibility of World Vision Nederland in 2023. As a result of a press trip in the previous year, four mini documentaries on



World Vision Nederland



**Maarten Wassink**  
Visiting Indonesia and sponsored child Istarina

**In daily life, Maarten Wassink is the choir director of The Choir Company in The Netherlands. Apart from choir performances, he is also well known by working together with international artists like Don Moen, Paul Wilbur, Adrian Snell, Michael W. Smith and others.**

Since the start of The Choir Company in 1998 Maarten is ambassador of World Vision and a loyal child sponsor of several children in different parts of the world. After a visit to Sambas in 2007 he started sponsoring Istarina (Indonesia) and in 2019 he was chosen by Dealtry (Uganda) to be his sponsor, because of his blue shirt, which reminded Dealtry of his father.

Because of his loyal support the community of Istarina is now self-sustaining and Dealtry is being provided with all opportunities to live a good life.

In August 2023, Maarten went back to Indonesia to be present at the celebrations and closing ceremony of Sambas and of course he was able to visit Istarina.

It was very special for Maarten to meet Istarina again. When he met her the first time in 2007 she was a little girl. Over the years he saw her grow into an independent young woman with dreams and plans and a very positive view for the future. Last year she got married and she and her husband are doing very well.

In Sambas the percentage of kids that can read and write when leaving primary school has gone up from 10% to 90% and the child forums help children to learn about their rights, receive training in public speaking and discuss subjects that are important for them. World Vision is all about empowering communities. It is the change within the hearts of the children that make the biggest difference. "When a village leader tells me that it is not about economic development but about providing a safe and positive environment for children to grow and become the strong, confident person they are meant to be, I am proud to be a little part of this organisation".

"I am amazed to see what has happened in Sambas over the past few years. There is a completely different atmosphere. A good example is the 'Green School' concept. It made schools a happier place with lots of creativity, involvement of the parents, better trained teachers and attention for bio diversity."

It meant a lot for Istarina to have Maarten as her sponsor. Someone on the other side of the world who supports her, believes in her, prays for her and encourages her to pursue her dreams. "I can tell you it is emotional when she addresses me as 'father'. Being a sponsor is so much more than the monthly financial support. It's like giving the child an extra boost of confidence and motivation to keep going, whatever the circumstances!"

"I feel so blessed to know that I made a difference in Istarina's life and that my support helped her to become who she is today."

"When I looked around in Sambas I saw so many great changes, but the most powerful difference is the change within the hearts of the children: confidence, joy, self-awareness, and inner strength! It was sad to say goodbye, but how great to know that they are empowered by World Vision to continue themselves."

Annual Report 2023



FMNR in Kenya were broadcasted on national television through EO Metterdaad. We also received media attention around the Syria/Türkiye earthquake response with for example an article in a large Dutch newspaper and the Syria Response Director, Johan Mooij, visible in the Dutch media. We continued to tell the story of the situation in Afghanistan with several interviews with Asuntha Charles, the former Afghanistan National Director, in different news outlets.

### Lobbying & Advocacy

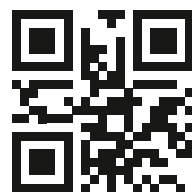
Since January 2022, a lobbyist has been working from The Netherlands to give concrete substance to the third pillar of World Vision's work, namely advocacy. Because we can tell of the needs of children in more than 100 countries, both in fragile contexts and areas of reconstruction, we add value to the Dutch debate around international cooperation.

***“When we join forces, we are much stronger”***

Marjella – Lobby & Advocacy officer

We advocate for children's rights on our own as World Vision, as well as in collaboration with various other organisations and in partnerships. Together with Partos we continue to lobby for a higher and protected budget for international development cooperation, with the Dutch Relief Alliance for effective and equal emergency aid from The Netherlands and with Prisma we advocate for the importance of religious actors in the development sector. We also work together in the informal network KROS (children's rights in development cooperation) to put cross-cutting issues for children on the political agenda in The Hague.

Highlights of our lobby so far are the motion on Farmer Managed Natural Regeneration (FMNR) passed in October 2022 and the attention we were able to maintain for Afghanistan at the Ministry of Foreign Affairs. Discover more.



Good and healthy food for all children worldwide is our main lobbying focus for the coming year(s).

### Points of interest for our communications for 2024

- **Global campaign ENOUGH**  
From the start of FY24 the global campaign against hunger called ENOUGH will drive our focus in stories we tell, the images we share, the actions we take.
- **Increase brand awareness**  
We want to increase our brand awareness in a multi-channel, sustainable way, to make more people aware of what we do and become interested in joining our activities and supporting our work..
- **Engaging 40,000 hearts**  
Involve 40,000 Dutch people in our work, which may take the form of financial support, child sponsorship or an order for a lead product.

### Fundraising

To change the lives of vulnerable children permanently, World Vision actively raises funds from institutional donors, private individuals, churches, equity funds and businesses. Every now and then, fundraising and creating awareness go hand in hand. For example, via our Zip your Lip campaign in which we visit secondary schools every year to discuss the topic of hunger with the pupils. This School campaign helps us to welcome new private donors every year.

In 2023, income from private individuals and companies increased by 2%. World Vision Nederland reached a total of 30,809 active donors and child sponsors. Even though this is a great achievement,

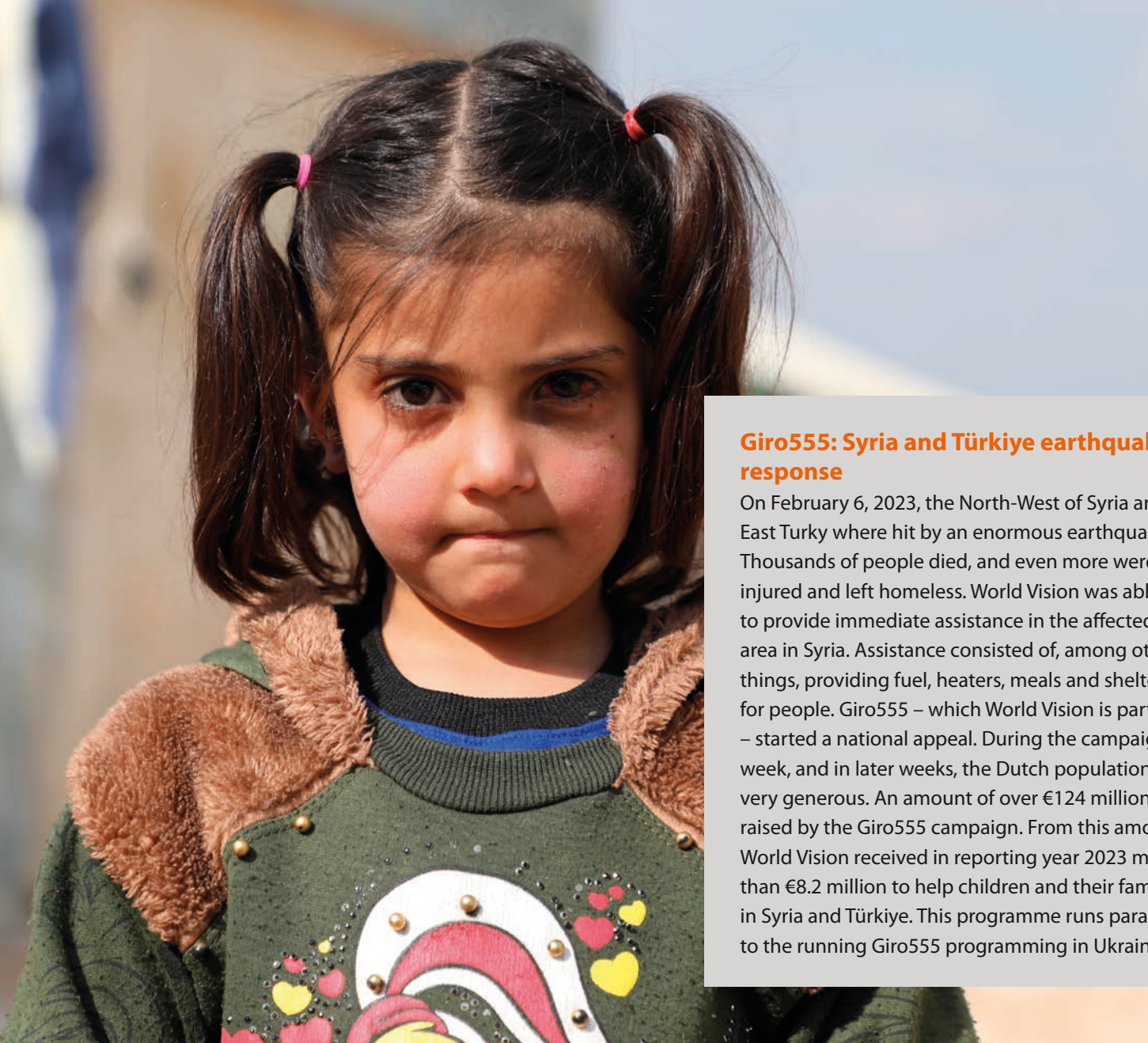
the number falls short of the planned increase in long-term child sponsors and structural donors.

We experienced challenges in reaching our private fundraising goal due to the war between Ukraine and Russia, the aftermath of the COVID pandemic and the unforeseen closure of our Area Programme in India. The global economic crisis has become a threat for growth as we experience a more reserved giving attitude from potential donors and child sponsors.

### Child sponsorship

To World Vision, child sponsorship is the most important way to inform and connect donors to the work in our programmes. Since 2020, we have added 'Chosen' to our conventional form of matching a child with a sponsor in child sponsorship. In the 'Chosen'





### Giro555: Syria and Türkiye earthquake response

On February 6, 2023, the North-West of Syria and East Turkey were hit by an enormous earthquake. Thousands of people died, and even more were injured and left homeless. World Vision was able to provide immediate assistance in the affected area in Syria. Assistance consisted of, among other things, providing fuel, heaters, meals and shelter for people. Giro555 – which World Vision is part of – started a national appeal. During the campaign week, and in later weeks, the Dutch population was very generous. An amount of over €124 million was raised by the Giro555 campaign. From this amount, World Vision received in reporting year 2023 more than €8.2 million to help children and their families in Syria and Türkiye. This programme runs parallel to the running Giro555 programming in Ukraine.

programme, children choose their sponsor instead of the other way around. Because of its unique proposition Chosen is highlighted while we recruit new sponsors.

World Vision's Area Programmes for child sponsorship have a duration of 10-15 years. When goals are reached in the community we serve, the programme is finished. From the onset of a programme, this is the most important aim to work towards as it enables communities to be self-sufficient. In 2023, the Area Programme Sambas in Indonesia was successfully closed. 724 child sponsors celebrated their lasting impact in the Sambas community and were invited to sponsor another child in a new Area Programme in Bangladesh or the Philippines. Unfortunately, the Area Programme in India closed early because of restrictions on foreign funding. Involved child sponsors showed their high commitment and loyalty to vulnerable children and a vast majority of them agreed to

sponsor another child in a different Area Programme. In 2023, the total number of sponsored children amounted to 9,546 and was stable compared to last year.

### Childhood Rescue donors

Secondly, through Childhood Rescue we offer donors the opportunity to be involved in making a difference in the lives of vulnerable children. Donors who give on a structural basis are making an impact for the most vulnerable children in emergency situations, such as conflicts and environmental disasters as floods and droughts. Via Door to Door and Face to Face recruitment donor acquisition for Childhood Rescue has grown exponentially in 2023. The number of Childhood Rescue donors increased to nearly 5,900, welcoming almost 1,800 new donors. Part of Childhood Rescue funding is also used for so called 'nexus' pilot programmes. World Vision Nederland contributes to the implementation

of child well-being projects in five countries (Afghanistan, Democratic Republic of Congo, Lebanon, Mali and Somalia) that operate in very volatile contexts. The aim of the nexus programming is to continue support to the most vulnerable children despite the circumstances. World Vision thereby puts into practice the triple nexus.

### Ambassadors

World Vision works together with committed ambassadors. These committed women and men promote our work during events, concerts, in church services and on other occasions. This is usually combined with a call to become a child sponsor. In FY23, 157 children received a sponsor during these occasions, mostly via Chosen and some via regular child sponsorship. In 2023, we welcomed the music group Safe Haven with Music for Christ and singer Remko Harms as our new ambassadors.

### Churches

World Vision has several speakers who regularly speak in church services and engage people in World Vision's work. After the forced break during the Covid pandemic, we see that more churches invited World Vision in their services. During a church service a call is made to become a child sponsor, or an offering is collected for World Vision. Several mailings have also been sent to churches. A total of €82,000 in one-time donations were given by the churches. Through pledges from churches, we received an additional €22,000.

The Open Generation survey, a global survey of teens, was launched in the Netherlands during an event for church leaders. 78 church leaders participated in the event that we organized together with Alpha. 231 people requested the Open Generation report and 130 people downloaded the church toolkit based on the research. Also, during the New Wine conference, we conducted workshops on the Open Generation research. Discover more.



### Foundations, corporates, and major donors

The work of World Vision is endorsed and supported by an increasing number of major donors, family

foundations, trust funds, companies, and corporate foundations. Throughout the year we increased exposure for our work through various events and campaigns, including our campaigns for child protection in Mali and Education in Emergencies in Uganda. We organised multiple events to showcase our work on Farmer Managed Natural Regeneration (FMNR) in the presence of international guests Tony Rinaudo through a documentary premiere and a symposium at Wageningen University as well as a private dinner with Johan Mooij, our Syria Response Director on the Syria/Türkiye earthquake response.

This resulted in increased support for our ongoing work and the fulfilment of several significant and important projects, including providing Child Friendly Spaces and Psycho-Social Support to internally displaced children after the devastating earthquakes in Syria and empowering farmer families suffering from the effects of degraded land and climate change in Kenya.

We are very grateful for each and every partnership, enabling us to reach the most vulnerable children in the world's most difficult places. Besides a number of significant private donors whose names are known and support highly appreciated, some of the valued partners we have worked with in the past year are: Abroad Experience, Anders Invest B.V., Anna Muntz Stichting, Bernard van Leer Foundation, Dizz B.V., Elburg Foods, Fa. De Kreij, Heineken Africa Foundation, de Hofsteestichting, Genmab B.V., JIP Foundation, Made Blue Foundation, Stichting EO Metterdaad, Stichting Heembouw, Stichting Help2Change, Stichting 1 Kronieken 29:14b, Stichting Pharos, Stichting Serra Foundation, Stichting Verburg Fonds, Stichting Wierda-Baas, W.M. de Hoop stichting. We deeply appreciate their trust in our organisation and their commitment to the communities we serve.

### Legacy income

World Vision actively campaigned to interest people in considering to leave a legacy or bequest through their testament or will. Besides several promotions in various media as well as promotions on our own channels (magazine, website, newsletter etc.), we joined the advocating platform Toegift.nl in 2023. Through this national initiative we join hands with over 60 charities in The Netherlands with the aim to



make giving after life a socially more accepted behaviour. By joining our funding streams we are able to cover national attention, through tv and radio to support this movement as well as present ourselves further online and gain interest to considering leaving a bequest to World Vision on a broader market.

In 2023, a large inheritance, dated from 2022 was settled. We also received several legacies and are very thankful to all testators and their relatives for their generosity and for sharing our vision for vulnerable children.

### Zip your Lip

2023 was all about revising the marketing strategy for ZIP your Lip based on previous and new experiences. Guest lecturers coming from the Global South are a great development and provide world citizenship support in secondary schools. Also, with the expansion of guest lectures, more young people were reached with the story of World Vision and specifically the global hunger crisis. In

2023, 22 schools (higher than target) participated with Zip You Lip and raised €107,000 for hunger related projects.

### Fundraising focus points for 2024

- **Multi-product offer**  
In 2024, we will develop more sustainable funding by a multi-product offer to our target audience centred on Child sponsorship and Childhood Rescue
- **Global campaign ENOUGH**  
From the start of FY24 the global campaign against hunger called ENOUGH will drive our focus in stories we tell, the images we share, the actions we take.
- **Invest in Philanthropy**  
Continue to invest in both philanthropy and legacies which have significant scope for growth.
- **MarTech stack in order**  
Moving further with implementing the new CRM and marketing automation system, improve our website and launch the app for child sponsors after careful testing.



**Dorien Groothuis**  
Private and business sponsor

**“Ten years ago, we started sponsoring Christine in Uganda. I knew little about child sponsorship, but it seemed the right thing to do. Then I started reading and became increasingly enthusiastic about World Vision.**

My stories also inspired my employer Elburg Foods. We now sponsor 25 children with our company. We have built classrooms, latrines and houses for teachers and we also contribute monthly to education, nutrition, and children’s rights in Uganda.

Therefor it was great to visit Uganda recently and see World Vision’s work myself. I found the poverty very shocking, but I am deeply impressed by the drive of the local staff. I tear up when I think of them. They have so much care and love for the children! That same drive I see in the World Vision staff in the Netherlands.

What appeals to me strongly is the observation that World Vision starts with the strengths of the community. People do not become dependent on their support, but are given skills they can build upon. Entire communities are equipped in areas such as health and livelihood, to improve their living conditions. I was able to see that with my own eyes.

People in Uganda with a low income cannot borrow money to start a business. That’s why women join forces in women’s groups. For example, these women help one another by lending money to fellow group members to start a project.

Even the introduction of something as simple as a cooking oven makes a world of difference. For example, people need to cut less wood, they don’t have to deal with smoke, there is no fire hazard for the children, and they have more time for other things.

By simply installing a well, people don’t have to walk a long distance for water. That way there is more time to earn money for a living and children have time to go to school. A well nearby is also much safer for women and children. Having seen World Vision’s work in Uganda come to life, makes me even more enthusiastic about the work and impact of World Vision.”







## Tony Rinaudo: Revolutionizing environmental conservation with FMNR

**In the realm of environmental conservation and sustainable development, Tony Rinaudo stands as a beacon of innovation. His innovative approach to land and forest restoration, known as Farmer Managed Natural Regeneration (FMNR), has made him a shining light in the field of environmental conservation and sustainable development. Through FMNR, Rinaudo has revitalized degraded landscapes and transformed countless lives around the world.**

### **The FMNR revolution: A global solution**

Tony Rinaudo began his journey to develop the Farmer Managed Natural Regeneration (FMNR) method more than 25 years ago in Niger, West Africa. There, Rinaudo worked as a Natural Resources Management Specialist and agronomist for World Vision. One day in 1983, he was driving through the barren landscape around Maradi, he was carrying a load of tree seedlings. Rinaudo hoped to plant these in the villages in the area, but he was painfully aware that most of them wouldn't survive. Feeling discouraged, he turned to God and prayed for guidance: "Show me what to do."

Moments later, Tony stepped out of his car to adjust the tire pressure. "I was standing next to my car, and for some reason one of the bushes caught my attention. I walked over to take a closer look at it." His eyes widened in surprise: this was not a bush at all, nor a weed, but the

shoot of a tree! "That these bushes were tree saplings was something I had completely overlooked. There was only one conclusion possible: under that sparse soil there had to be a huge network of living tree roots: an underground forest. The solution I had been desperately seeking all this time lay - literally - beneath my feet."

The essence of FMNR is beautifully simple: rather than planting trees, communities grow them back. By strategically pruning and managing naturally occurring trees and shrubs, FMNR empowers local farmers to revitalize degraded landscapes. The method not only increases agricultural yields, providing better incomes for farmers, but also contributes to ecosystem restoration, biodiversity, and carbon sequestration.

### **Empowering local communities: The heart of FMNR**

Empowering local communities: The heart of FMNR local

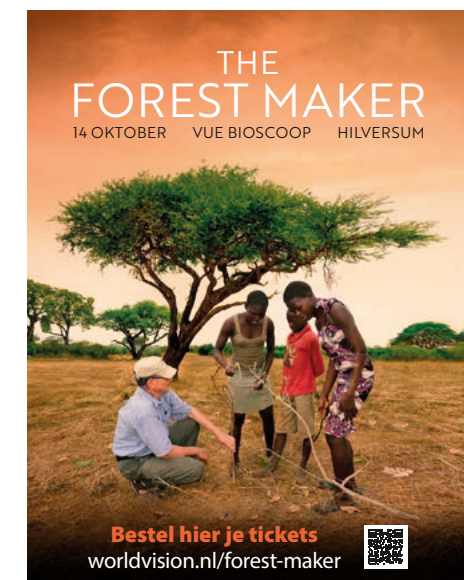
farmers play a pivotal role in the FMNR process, making decisions based on their intimate knowledge of the land. Through this community-driven approach, World Vision and Tony Rinaudo have deployed FMNR worldwide, from Latin America to Indonesia, with a particular focus on Africa.

### **Raising global awareness: From symposiums to cinema screens**

World Vision recognizes the potential of FMNR to address global challenges and is actively working with Tony Rinaudo to promote and implement the method across the globe. Over the past year, efforts have been made to raise awareness of FMNR, including a symposium at Wageningen University attended by experts in land restoration and a documentary screening at Vue Cinema in Hilversum.

The symposium, held on October 11, 2022, brought together 150 experts on land restoration, showcasing the success of FMNR in transforming landscapes. Tony Rinaudo's insights underscored the collaborative efforts of organisations in the Netherlands actively engaged in sustainable land use and restoration.

Tony Rinaudo, 'The Forest Maker':  
*"My lifelong passion is helping farmers and communities regenerate and protect vegetation and, as a result, the environment and their income."*



Furthering awareness, World Vision Nederland organized the screening of the documentary "The Forest Maker" on October 14. This unique portrayal of Tony Rinaudo's reforestation work in Africa highlighted his contributions, leading to his recognition as an alternative Nobel Prize winner in 2018.

### **Sustainable future, one tree at a time**

In a world grappling with environmental crises, Tony Rinaudo's work exemplifies how a singular passion for sustainability can spark a global movement towards a greener and more resilient future. With FMNR as a crucial building block, World Vision continues to empower communities, combat land degradation, and contribute to a sustainable and prosperous tomorrow.





***“When I’m an adult, I hope that people no longer lack basic things in their life. I believe change begins at home. If I achieve my dreams, I will be able to fix the challenges that my family faces.”***

Mike (11), sponsored child in Malawi



## 4. Organisation, structure and internal resources

### World Vision International

World Vision Nederland is a member of the World Vision International Federation governed by the Covenant of Partnership and guided by the Core Documents outlining the international principles and core values. A representative of the International President and CEO of World Vision International holds a seat on the Supervisory Board of World Vision Nederland. Additionally, the Chair of the Supervisory Board represents the organisation at the Triennial Council of World Vision International and the World Vision Regional Forum (Europe & Middle East Region), both convened every three years. Embracing twin citizenship, the Executive Board/CEO actively engages in formal and informal roles within World Vision International, advancing the organisations' global mission.

### World Vision Nederland

#### Organisation and structure

World Vision Nederland operates with both an Executive Board and a Supervisory Board. The Executive Board, currently led by Mr. Marco van der Graaf since his appointment as Chief Executive Officer in March 2019, manages the organisation under the supervision of the Supervisory Board. The specific roles, responsibilities, and working methods of the Executive Board concerning the Supervisory Board are detailed in the Board Charter.

#### Internal resources

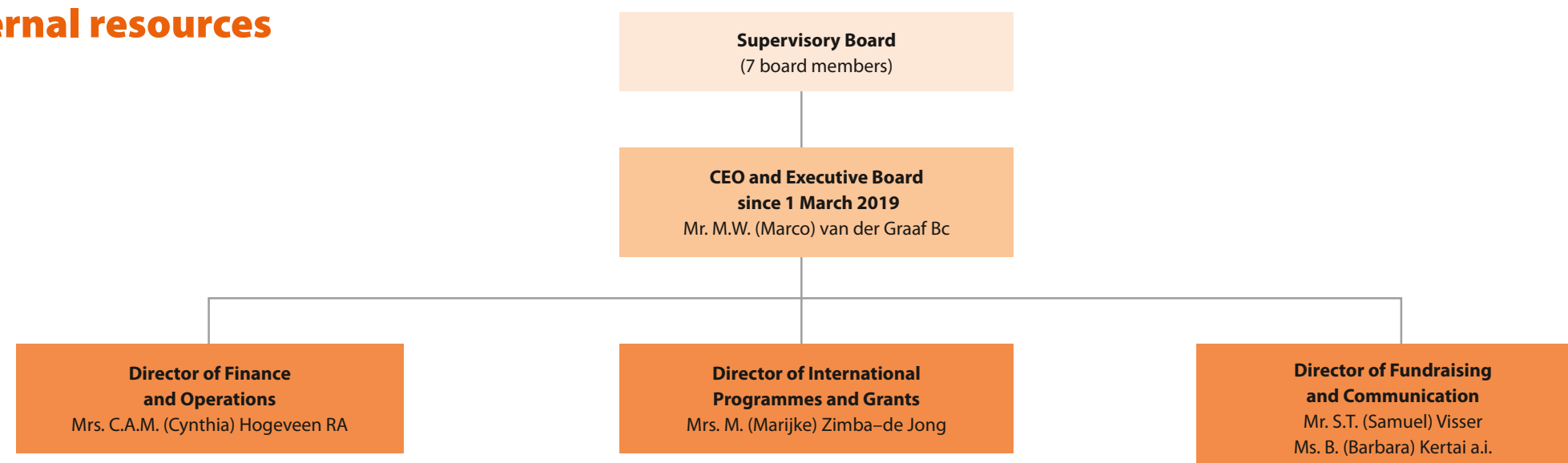
The staff in the Netherlands are characterised by a very enthusiastic, involved and motivated team. Capacity was further expanded in line with the strategy. We began the year with 41 staff (34,09 FTE), and ended it with 45 employees (36,90 FTE). The organisation is divided into three teams: Finance & Operations, International Programmes & Grants, and Fundraising & Communications. Our annual sick leave rate in FY23 was 3,0%, which is in line with our goal and well below the national average.<sup>1</sup>

We measure our employee satisfaction level annually in Q2. Worldwide this is facilitated by World Vision and the survey is called 'Our Voice', offering detailed insight into a wide range of indicators. The 'Our Voice' survey offers

additional insights per team. This year the outcomes were presented and discussed in the teams, with the Staff Representation and with the Supervisory Board. Based on the results an action plan has been developed.

With the growth of the teams the span of control for the Senior Leadership Team grew as well. We now are focusing on the development of our Senior Leadership Team by integrating sub-team managers into larger teams to decrease the span of control and to re-assign roles and responsibilities in the organisation to create a broad support and to ensure easy access to management for our staff. The position of Director of Fundraising & Communications, vacant for most of FY23, will be filled starting from November 1st, 2023. In FY23, we successfully filled 16 job openings and expanded our HR team by adding an HR officer. Volunteers are invaluable assets to our organisation. Twenty-two volunteers supported our work for vulnerable children during events and office tasks, significantly enhancing impact and reducing costs. Their enthusiasm and dedication greatly assist our staff. Moreover, volunteering at World Vision often serves as a steppingstone to new opportunities within our organisation or elsewhere.

World Vision consistently collaborates with colleges and universities to offer traineeships in various disciplines.



In FY23, 7 students did their traineeship at World Vision. Additionally, 7 students supported us by delivering guest lectures at secondary schools as part of Zip Your Lip. One of our former interns, joined our organisation as junior programme officer in the international Programmes & Grants team.

#### Training

We developed the 'Play' programme for young professionals together with Compassion and successfully started with the first cohort in FY23. We have also completed the staff training programme on our core value 'Timely Truth Telling With Love' and implemented the TMA (Talent Motivation Analysis) as assessment tool in the recruitment process and as a tool to support the (personal) development of staff.

#### Complaints

We welcome feedback and complaints so we can be more effective and improve safety, safeguarding the children and communities we serve. Feedback and complaints are collected at three levels:

1. Our Programme Accountability Framework outlines our approach to collecting feedback and the way in which we respond to complaints at programme level. It reaffirms our commitment to granting individuals the right to provide feedback

and submit complaints, ensuring their concerns are shared with relevant communities and how to do so.

2. World Vision Nederland Donor Service keeps a complaints' register. The number of complaints varies from year to year. In the year under review, we received 65 complaints (46 in 2022). The increase of complaints can be explained by the newly started Door to door campaign. Mainly because donors were not aware they were starting a monthly donation. Most other complaints concern child sponsorship, especially when children leave the Area Development Programme (e.g. because of relocation or age) and the sponsor is introduced to another child. This is not always a positive experience for a sponsor. We also address communication flaws related to sponsored children and complaints about unwanted contact through various channels. Periodic reporting and review guide corrective actions where necessary.
3. World Vision International also receives feedback and complaints. Specific Safeguarding issues are being reported and investigated centrally. Misconduct by World Vision staff or partners can be reported through our Global Integrity & Protection Whistleblower Hotline, ensuring confidentiality and allowing anonymous reporting.

1. The national average in 2022 is 5,6%, in the second calendar quarter of 2023 the national average was 5%. Source: CBS, <https://www.cbs.nl/nl-nl/visualisaties/dashboard-arbeidsmarkt/werkenden/ziekteverzuim>



We respond promptly to feedback and complaints, tailoring our response based on the nature and origin of the report. Serious complaints are addressed in accordance with relevant international policies, such as our Child & Adult Safeguarding Policy. Our security policy aligns with World Vision International standards, ensuring the safety of our staff, volunteers, and everyone involved in our programmes. World Vision Nederland staff, volunteers, and donors travelling to the field undergo mandatory training, receive updated security briefings, and follow an authorization process. Staff completes online safety training modules before travel, with additional training (Hostile Environment Awareness-training) required for those visiting high-risk areas. We maintain a dedicated 24/7 emergency point of contact to handle urgent situations.

### Safeguarding and Child Protection

Both the safety of children and adults in our programmes and of our staff are our top priority. World Vision Nederland complies with the World Vision International Safeguarding Policy. All new staff, volunteers, trainees, ambassadors and Supervisory Board members contracted in the Netherlands must submit a Certificate of Good Conduct from the Dutch government. In addition, we carry out a general reference check. World Vision Nederland participates in the Inter-Agency Misconduct Disclosure Scheme (MDS). Safeguarding is part of our recruitment process. New staff are mandated to complete the online Safeguarding training through our e-campus. It is mandatory to re-take this training every two years. World Vision Nederland has appointed a confidential counselor and two Safeguarding Focal Points.

The World Vision Nederland Integrity standards and procedures are audited both based on the CBF Erkenningsregeling (CBF being the Dutch regulator for Dutch Recognised Charities) and the Partos 9001 Quality system. In FY23, three (3) Safeguarding Incidents were reported in a programme directly funded through World Vision Nederland. Such incidents are reported to World Vision International in accordance with procedures. In all cases, action has been taken in accordance with policy. The FY23 Annual Safeguarding report and associated action plan has been reviewed and discussed with the Executive Board and Supervisory Board. The Executive Board has confirmed that the integrity policy meets the standards. The Dutch integrity policy is ensured in the international framework and is facilitated by annual feedback on the action plan as well as training provided.

The Supervisory Board has appointed its member Almatine Leene as Safeguarding focus person. She closely collaborates with the Incident Management Team (responsible for the follow-up in case of (safeguarding) incidents).

***“The work that World Vision does is very important because it helps millions of children in more than a hundred countries in a structural way. Looking after the most vulnerable and addressing injustice is a clear biblical assignment and I am happy to contribute to that.”*** - Almatine Leene

Our anti-corruption and fraud policy is consistent with that of World Vision International. Annually all staff and Supervisory Board members sign the Code of Conduct Policy and the Conflict-of-Interest Policy. Our processes and procedures are designed in such a way that the risk to misconduct and fraud is limited. These procedures and compliance with them are checked in various audit exercises. Any suspicion of fraud in our programmes will be immediately investigated and dealt with. We do so in close contact with the responsible Programme Officer in our office. Any donors involved are informed immediately.

### Quality standards

World Vision Nederland is a signatory to the Code of Conduct of the International Red Cross and Red Crescent Movement and NGOs in Disaster Response Programmes. We provide humanitarian and development aid to those in need. Aid is given regardless of race, belief or nationality of the recipients and without any adverse distinction of any kind. In its work, World Vision adheres to the Sphere Standards. These standards have been established to improve the quality of humanitarian interventions and contain a set of protocols, rules and processes. They set the minimum benchmark for any humanitarian response. The Core Humanitarian Standards (CHS) Alliance is a global alliance of humanitarian and development organisations committed to making aid work better for people. World Vision is a member of the CHS Alliance (independent verification). CHS independent verification provides World Vision with an independent, external quality assurance assessment of capacity and performance against the CHS. In compliance with the General Data Protection Regulation (GDPR), World Vision Nederland has developed and implemented a GDPR protocol to ensure the protection of personal data. In the reporting year, the quality system of World Vision Nederland was audited for the third time under



the current standards (Partos 9001). This standard has been approved by a Partos working group of quality managers and developed as the most appropriate application of ISO 9001 for development organisations. This standard takes into account the other existing industry standards and quality marks. The FY23 external audit revealed a good performance against standards with area for improvement to further define and improve the Area Programme monitoring and reporting role for World Vision Nederland.

### IT

World Vision continues to collaborate with Global Technology Development of World Vision International for IT infrastructure and support. This cost-efficient approach offers great reliability, support, and continuity as well as the latest standards in cyber security and data protection. For HR, we are using NMBRS as a support tool and our payroll is outsourced at Mazars. In the beginning of FY23, we migrated our ERP from Exact Globe to Exact Online. Exact Online is also in use to support the Procurement process with invoice approvals. As for CRM and marketing technology, we started the project to replace customized software (Simm) to

Dynamics CRM, and will effect a full integration of this application to work with our website, mobile applications, and databases This is a project with the supplier Ifunds, and will be finalized at the beginning of FY24. In FY23, we started with improving our working processes, this internal project is focused on simplification and standardizing. This project focuses on Grant Management and Finance related processes and will be used for replacing our Grant Management system planned for FY25.

### Sustainability and corporate social responsibility

Climate change and environmental degradation are key drivers of extreme poverty, inequality, and child vulnerability. World Vision is an accredited partner in the UN Decade for Ecosystem Restoration. As a Christian organisation, World Vision is called to be a Steward of God’s creation. World Vision has an Environmental Stewardship Policy to ensure that all our programmes, operations and facilities, and advocacy contribute to improved natural environments while minimising negative impacts that may affect the well-being of the children, their families and communities that we serve. Implementing guidelines will help us to reduce





our carbon footprint. World Vision already has tested various project models and approaches such as FMNR (Farmer Managed Natural Regeneration) that can be scaled up. World Vision Nederland works through a ‘Green Team’, with representatives of every functional team in the organisation. The purpose of this team is to lead, coordinate, promote and support activities that enable World Vision Nederland to integrate environmental and climate-change policies and practices across the organisation intentionally, consistently and cohesively. This applies both internally and in its field-facing programming.

The team workplan is developed annually as part of the annual plan and approved by the Executive Board for implementation. In FY23, for example the Green Team has given recommendations and adapted new environmentally friendly labour conditions that, among other things, stimulate the use of public transport and bicycle for commuting.

**Risk Management**

World Vision Nederland works with its own Enterprise Risk Management Policy. This policy fits within the international risk policy. Risk is defined in this policy as the uncertainty of events and their outcomes that

have a significant effect on operational performance, achieving strategic objectives and finance and laws and regulations. Risk Appetite appears in the World Vision Risk Appetite Statement where it is defined at four levels, namely ‘risk averse’ (e.g. Safeguarding violations), minimal (e.g. Funding & Liquidity), calculated (e.g. Partnering) and ‘risk taking’ (e.g. Innovation). Risk Assessment within World Vision Nederland is always linked to one of the four strategic goals of the organisation.

World Vision reassesses the identified risks twice a year. This is done by involving the different teams and the Senior Leadership Team. Our goal is to create risk awareness throughout the organisation, mitigating the effect of the identified risks with controls in place. The outcomes of the assessment have been presented to the Supervisory Board through the Audit & Risk Committee. In FY23, the total number of risks identified was 20, unchanged compared to last year. However, some new risks were identified while others were released from the Risk Register. Mitigating measures are in place for all risks identified.

World Vision Nederland hereby provides the ‘In Control Statement for Risk Management’ having this risk management framework in place, functioning effectively

and thereby resulting that our organisation is in control of identified risks.

**Top-5 Risks**

**1. Allegation of misconduct in World Vision Nederland, World Vision International or the sector**

The impact of misconduct of staff of NGOs within the development sector has had far-reaching consequences for people in need as well the reputation of the organisations they worked for. It is recognised that this could have a significant impact on World Vision as well. Within World Vision there are many measures mitigating this risk including, for example, staff training on Safeguarding and anti-fraud, explicit hiring protocols and ensuring good feedback and complaints systems. At the same time World Vision works actively on a communicative approach of trust and is pro-active in reporting any incidents that may occur, both internally and externally.

**2. Shortage of staff**

It is a challenge to find the right staff on the job market in the Netherlands, it gets even more challenging than last year, which could be a risk for

the continuity of activities as well as overloading current staff. Mitigating measures include more staff care and training. Investments are made to nurture young professionals. New employer branding activities are being initiated and for FY24 we plan to restrengthen our labor market strategy.

**3. High level of inflation/energy crisis**

World Vision Nederland’s goal to receive more sustainable funding from a growing donor base is still under pressure due to the increased level of inflation in the Netherlands. As a mitigating measure, we started to increase our requested sponsorship and donation amounts for new sponsors and our sponsor base. Financial monitoring is in place on a monthly basis. Further, we have cut budgets and are strengthening cost control for budget owners in the organisation.

**4. Cyber threats/Artificial Intelligence**

It is recognised within World Vision that cyber threats could have a serious impact on the continuity of systems and could lead to a loss of data with potential reputational damage. With so many crises in the world it is felt that this risk increased again in the last year. Due to the fast-moving proliferation of AI powered tools, there is a risk that World Vision may not effectively leverage these tools and fall behind peer organisations or that teams will begin using such tools without proper guidance or before assessment of the risks associated with such tools. Mitigating measures are in place in the World Vision organisation. They include IT security measures and award-winning cyber security training for staff.

**5. Unpredictable cash flow**

As World Vision is largely dependent on grants, it sometimes needs to pre-finance grants when donor payments are received later in the process. This creates a risk for the cash flow level and the continuity of payments within the organisation. In the past year, a forecasting dashboard was developed, and weekly monitoring is now in place. Further, for FY24 we are setting up a line of credit within our Partnership with World Vision Australia.



## 5. Financial results

The financial accounts for the fiscal year 2023 highlight a year of sustainable growth, community empowerment, and strategic initiatives. Our mission embraces every child, our focus is on the most vulnerable to see purpose fulfilled in their lives. World Vision Nederland’s financial results are not just a reflection of monetary achievements but a testimony to the transformative change we bring to the lives of those children most in need. Below is a summary of our financial results for the fiscal year 2023. The audited annual accounts for 2023 can be found in chapter 7.

### Key Financial Highlights

#### 1. Income and Commitments

In 2023, both income and commitments have grown compared to the previous year. These growth shows the worlds needs are increasing. These funds played a crucial role in empowering communities across diverse regions, with a particular focus on creating brighter futures for vulnerable children.

#### 2. Impactful Campaigns

Standout campaigns in 2023 were our Chosen campaign for child sponsorship and the Giro555 campaign for Syria/Türkiye earthquake response. With the Giro555 campaign active, we paused several other campaigns which reflects income from private individual is less than budgeted for FY23. The time and effort invested were instrumental in ensuring timely aid to those affected.

#### 3. Strategic Initiatives

Strategic investment in fundraising initiatives, including efforts to increase our base of regular donors and sponsors, was a key component of our expenditures in 2023. This resulted in almost 5,900 donors, an increase of 1,800 in 2023. These investments are vital for ensuring a sustainable financial foundation to continue empowering vulnerable children and communities.

### Income Sources

#### 1. Private Individuals and Companies

Income from private individuals and companies was € 5.3 million in 2023, underlining the unwavering support from our community of donors and corporate partners. Of the combined income from private individuals and companies, € 3.7 million (coming from a total number of 9,546 child sponsors) was related to our sponsorship programmes (Area Development Programmes), while the remaining was related to humanitarian and development programmes.

#### 2. Government Grants

During 2023, World Vision Nederland was able to successfully secure a total of €18.5 million from government grants. These grants played a pivotal role in financing key programmes and projects such as the joint response with DRA partners in the Somalia Bay Region and the joint response in DRC aimed at improving the lives of vulnerable children. The share of income from the government in 2023 was 50% of the total income, which was similar to previous year.

#### 3. Other Non-Profit Organisations

Income from other foundations was €12.8 million in 2023, of which €9.2 million came from the contributions from the two Giro555 campaigns (one for the war in Ukraine and one for the earthquake in Syria/Türkiye). A total of €5.6 million was committed in 2023 and the remaining will be committed in the next fiscal year as the crisis is still ongoing. Income from these partnerships further strenghtened our ability to extend a helping hand to vulnerable children, fostering a sense of security, education, and well-being.

### Expenditures

#### 1. Expenditure on objectives

In 2023, World Vision Nederland committed a total of €29.6 million to programme contributions, with 91.8% of our expenditure (87.1% of our income) directly spent on our statutory objectives for direct contribution to aid programmes and information and awareness. Our guiding principle is that as much as possible (and at least 75%) of the available funds are spent on our objectives.

#### 2. Investment in Fundraising

In 2023 raising income costs increased with 21% to a total of €2.2 million, which was 6.1% of our total income and used for strategically investing in fundraising initiatives to ensure a sustainable and steady income stream. Management and administration costs of €0.6 million (1.6% of total income) were within our budget. We are pleased that these investments allowed us to achieve growth and remain well within the internal standards (management and administration: 5%; raising income: 15%).

### Funds and Reserves

We distinguish between funds and reserves. In the case of special purpose funds, our donors designate the purpose for which the income must be spent. In the case of special purpose reserves, the purpose of the expenditure is at the discretion of the Executive Board. In 2023, World Vision Nederland maintained a stable commitment to financial sustainability. The continuity reserve, set at an internal analysed minimum of €1.9 million, closed the year at the level of €2.1 million, which is 52% of the costs of our own operations and well within the maximum of 150% set by Goede Doelen Nederland. This ensures our ability to weather unforeseen circumstances, providing stability for ongoing operations and future initiatives aimed at positively transforming the lives of vulnerable children. The special purpose funds increased with €2.1 million in fiscal year 2023, which are funds raised with the Giro555 Türkiye/ Syria response and which will be committed in the next fiscal year.

### Financial Result

The fiscal year 2023 ended with a positive result of €2.0 million. Adjusted for funds and reserve mutation, the result was a negative €99,065 (compared to a positive €285,515 in 2022). Despite the negative result, the result was still higher than budgeted and that was largely attributable to different timing of income and expenditures.



6. Supervisory Board Report and Accountability Statement

6.1 Supervisory Board

In general, the responsibilities and tasks of the Supervisory Board are to supervise the overall direction for ensuring the standards of ministry and mission of World Vision Nederland, as well as the organisation's participation in partnership processes. The Supervisory Board approves and supervises the Articles of Association and strategic directions (Multi-Year Plan, Annual Plan and Budget) that are drafted by the Executive Board/CEO. It also approves specific actions or resolutions of the Executive Board as defined in the Articles of Association as well as in the Board Charter.

The Supervisory Board determines the number of members of the Executive Board and is responsible for their appointment, suspension and removal from office. The Supervisory Board supervises the Executive Board pursuant to the Board Charter which, in addition to the Articles of Association, regulates the cooperation between the Supervisory Board and the Executive Board. This Board Charter and the Articles of Association contain provisions that avoid conflicts of interest and prevent positions becoming entangled. World Vision Nederland uses the so-called 'two-tier system'. In this system, there is a clear separation between supervision and management/implementation.

The Supervisory Board is made up of six members plus a

representative of the International President and CEO of World Vision International. Supervisory Board members do not receive any remuneration, but their justifiable expenses incurred in the course of their duties are reimbursed.

The Supervisory Board has two formal committees: the Audit & Risk Committee (ARC) and the Governance Committee (GC). Almatine Leene (member of the Supervisory Board) is the Safeguarding Focal point within the Supervisory Board.

The purpose of the ARC is to assist the Supervisory Board in its oversight responsibilities of World Vision Nederland by ensuring the integrity of statutory financial reporting, the effectiveness of the external audit function, the effectiveness of the risk management and internal control framework, compliance with established accounting practices and principles, organisational policies, legal, regulatory and donor requirements as well as other financial matters.

The purpose of the GC is to enable the Supervisory Board to fulfill its oversight responsibilities of World Vision Nederland in relation to developing governance principles that are consistent with high standards of governance and with the policies and decisions of World

Supervision	Management & Implementation	Implementation
<p><b>The supervisory role is the responsibility of the Supervisory Board, which:</b></p> <ul style="list-style-type: none"><li>• appoints, suspends and removes from office the Executive Board members;</li><li>• monitors the Executive Board's performance;</li><li>• appoints the auditor;</li><li>• appoints the committee members;</li><li>• approves the articles of association, the strategic policy documents;</li><li>• approves the Board Charter.</li></ul>	<p><b>The management and the day-to-day operations are the responsibility of the statutory Executive Board/CEO, who:</b></p> <ul style="list-style-type: none"><li>• operates within the boundaries set by the Articles of Association and the Board Charter;</li><li>• reports regularly to the Supervisory Board on proceedings in the organisation.</li></ul>	<p><b>Policy development and policy implementation are the responsibility of the Executive Board/CEO, who:</b></p> <ul style="list-style-type: none"><li>• is responsible for the policy implementation process in the organisation;</li><li>• delegates to the management team;</li><li>• has ultimate responsibility for the decisions made.</li></ul>



Vision International, reviewing and assessing the organisation's system of governance on an ongoing basis, identifying and recommending candidates for appointment to the Supervisory Board, providing an effective orientation to new members, ensuring that regular governance reviews take place and supporting the ongoing development of Supervisory Board members.

The Supervisory Board is responsible for determining the overall remuneration of the Executive Board/CEO.

6.2 Supervisory Board Report

In FY23, the Supervisory Board met four times, including a 24-hour retreat in September. A highlight was the Global Triennial Council in Ghana. This highest governance body in World Vision meets once every three years. At the end of January 2023, the Supervisory Board traveled to Uganda for a field visit which offered the members great insight into the work of World Vision in the Kyabigambire Area Programme in Uganda.



Important topics discussed during the regular meetings were vision on development of the Child Sponsorship model in the Netherlands as well as perspective on Area Development programmes supported from The Netherlands. The process of renewal of the Board Charter was finalized and the revised Board Charter was approved in December 2022. Important recurring topics have been the approval of the Annual Accounts and Annual Report of FY22 and appointed WITH Accountants as External Auditor for FY23. Further, external and internal trends were discussed and the FY24 Annual Plan and Budget were approved.

The Supervisory Board is happy to see the impact of the Giro555 membership continued through the Syria/Türkiye earthquake response – which again resulted in a significant contribution to the response through World Vision Nederland. Investment in a new CRM system (Microsoft Dynamics) was endorsed.

In the December meeting, the Supervisory Board discussed and approved the FY22 Executive Board/CEO performance review and the FY23 remuneration. Besides the scheduled Supervisory Board meetings, the Supervisory Board Chair had regular meetings with the Executive Board/CEO. The Executive Board/CEO also regularly sought advice from individual Supervisory Board members.

Two members of the Supervisory Board were re-appointed for a third term (of three years): Walter Wassenaar and Johan van Renselaar. Two members of the Supervisory Board stepped down: Alrik Boonstra finished his first term and will not continue in his role. We are very thankful for his contributions in the past three years. Kristin Anderson (representative of the international president) moved on to a role with another organisation outside World Vision. During the September meeting Justin Byworth was voted as new representative of the president of World Vision International. A procedure for recruiting new junior and senior SB members was discussed and started and will be finalised in FY24. We are very thankful for his contributions in the past three years. Kristin Anderson (representative of the international president) moved on to a role with another organisation outside World Vision. During the September meeting Justin Byworth was voted as new representative of the president of World Vision International. A procedure for recruiting new junior and senior SB members was discussed and started and will be finalised in FY24.





## 6.3 Members of the Supervisory Board in 2023



### Chair of the Supervisory Board/ Audit & Risk Committee member

**Mrs. I.J.M. (Ingrid) Allemekinders-Pols**

Member since September 2019

Partner at Ernst & Young Belastingadviseurs LLP

Relevant other positions: none

### Supervisory Board member/Chair of the Governance Committee till January 2023/ member of the Audit & Risk Committee from January 2023

**Mr. H.A.L. (Alrik) Boonstra**

Member from June 2020 – resigned June 2023

Global SVP Human Resources Irdeto B.V.

From 1 January 2023 - Chief Human Resources Officer at Roompot

Relevant other positions:

- Interim Chair of the Supervisory Board of AT Osborne Holding B.V.
- Chair of the Supervisory Board of CVO Groep
- Supervisory Board Member and Chair of the Audit Committee of Stichting Timon



### Supervisory Board member/ focusing on Safeguarding

**Mrs. A.M.J. (Almatine) Leene**

Member since March 2021

Reverend at GKV Hattem-Noord, lecturer at Viaa Hogeschool Zwolle

Relevant other positions:

- Chair of the Board of Stichting Veilige Kerk

### Supervisory Board member/ representing the President of World Vision International

**Ms. K.M. (Kristin) Anderson**

Member from March 2021 till June 2023

Chief People and Culture Officer, World Vision International

Relevant other positions: none



### Supervisory Board member/ Audit & Risk Committee member till January 2023/ Chair of the Governance Committee from January 2023

**Mr. A.J. (Arco) van Wessel**

Member since September 2019

Chair of the Executive Board of De Passie scholen

Relevant other positions: none

### Vice-Chair of the Supervisory Board/ Chair of the Audit & Risk Committee

**Mr. J. (Johan) van Renselaar**

Member since March 2017

Partner at Anders Invest B.V.

Relevant other positions:

- Chair of the Supervisory Board of Ontwikkelingsmaatschappij Hattemerbroek B.V. (H2O)
- Member of the Advisory Board of Inclusief Groep in Nunspeet



### Supervisory Board member/ Governance Committee member

**Mr. W. (Walter) Wassenaar**

Member since March 2017

Principal of the Mr. J.J.L. van der Bruggenschool

and Prins Willem-Alexanderschool, stichting Prohles in Katwijk

Relevant other positions: none

### Supervisory Board member/ representing the President of World Vision International

**Mr. J.M.B. (Justin) Byworth**

Member since September 2023

Global Humanitarian Director, World Vision International

Relevant other positions: none



### Accountability Statement

Governance at World Vision Nederland is based on the three principles of the 'Erkenningsregeling Goede Doelen' [Charity Qualification Rules] as applied by CBF, the Dutch Regulator for Charities:

1. separation between supervision and management (section 5.1)
2. effective and efficient spending (section 5.4)
3. stakeholder interactions (section 5.5)



## 6.4 Optimising effectiveness and efficiency of the funds deployed

As a Support Office our main focus is to raise funds for our objectives. In the National Offices in the World Vision Partnership the programmes are executed. The progress of the multi-annual plan and the annual plan is checked and evaluated periodically, and the budget is reviewed by means of (financial) reports. During Supervisory Board meetings, the Executive Board/CEO reports on progress in relation to targets set. Among other things, specific attention is paid to fundraising results, grant acquisition, grant management and development of human resources. The International Programmes & Grants team assesses the project proposals, project implementation and the partner organisations. This is affected by a thorough analysis of financial and programme reports and project and field visits together with local partners. World Vision uses the so-called 'LEAP' system for planning, implementation and evaluation of the programme activities. LEAP stands for 'Learning' through Evaluation, Accountability and Planning' and is widely used internationally. LEAP is a monitoring tool that tracks programmes from the start-up phase to completion. Except for agreements on ways of reporting, agreements have also been made regarding the various evaluations which should be carried out during the term of a programme (interim and final evaluation).

World Vision Nederland has a quality management system in place and complies with the Partos 9001-2015 quality standard (the most appropriate application of the ISO 9001 for development organisations). Annually,

an internal and external audit is executed in order to be certified. In addition, World Vision Nederland has been recognised by CBF, the Dutch regulator for Charities. In that capacity, CBF audits World Vision Nederland on a regular basis for compliance with the requirements of the 'Erkenningsregeling Goede Doelen'. Every year CBF carries out an interim assessment. Once every three years, CBF conducts a full assessment of compliance with the guidelines.

The annual accounts are audited by an external auditor. In addition, internal audits (including a so-called Peer Review) are performed by a team of independent board members and international colleagues from the World Vision partnership. The specific focus of the Peer Review is governance. The audit is carried out at least once every five years. The last Peer Review was held in FY21 and positive outcome (classification 'meets expectation') was shared in FY22.

An important indicator of the efficient deployment of our resources is the level of cost of management, administration and fundraising. World Vision Nederland closely monitors the standards as determined for the organisation.

Improvements that follow from the aforementioned evaluations, as well as internal and external reviews can be seen in an audit dashboard. Actions are monitored and discussed during regular management meetings.

## 6.5 Optimising stakeholder engagement

The Supervisory Board acts as supervisor on behalf of the stakeholders of World Vision Nederland.

They are:

- Beneficiaries
- Partner organisations and other World Vision offices (including field offices)
- Sponsors and donors
- Schools and churches
- Governments and Institutional donors
- Funds, companies, foundations
- Staff (employees, trainees and volunteers)
- Peer organisations in the Netherlands

Beneficiaries are first and foremost the most vulnerable children in the countries where World Vision Nederland is active. Through the programmes we also support parents, siblings and communities. We reach them through the World Vision Field Offices and partner organisations. We conclude agreements with these stakeholders about programmes to be implemented and we sign contracts on grants and donations.

In the Dutch context, World Vision Nederland distinguishes between child sponsors and individual donors, schools and churches, governments and institutional donors, funds, companies and foundations, our staff and our Dutch peer NGOs.

The Supervisory Board supervises World Vision Nederland's adherence to the promises made to its

stakeholders. World Vision Nederland communicates with the stakeholders through different channels, tailored to the various target groups. Information is shared through the website, e-newsletters and social media, such as X (formerly known as Twitter), Instagram and Facebook. Sponsors receive annual updates from their sponsored child directly from the area programme. Governments, institutional donors, companies, foundations and funds receive reports as per the agreements. The Executive Board/CEO fulfills specific roles as Chair of the Board of the European Representation as well as Chair of the Supervisory Board of the Dutch Relief Alliance. In these roles there is a close structured relationship with European and Dutch governmental bodies. We meet Dutch Partner and Peer organisations in networks and partnerships. We ensure that these collaborations contribute to the vision and mission of World Vision. Where this overlaps with others we seek collaboration and join forces to achieve better results.





**Walter Wassenaar**  
Supervisory Board and Governance  
Committee member

**Walter Wassenaar is seamlessly integrated into the fabric of World Vision Nederland. Serving on the Supervisory Board for nearly seven years and currently part of the Governance Committee, his extensive international and national organisational, marketing, and communication expertise, and his role as the principal of two primary schools, shaped his impactful involvement in World Vision in making a significant difference in the lives of others.**

**His role**

Walter believes his involvement transcends a typical professional role in stimulating purposeful engagement. “Being able to work with fellow Christians to combine experience is a vital partnership. Diverse professional experiences within the local team, coupled with the integration of international expertise, amplify impact.”

**Why World Vision?**

World Vision aligns with Walter’s belief in the transformative power of “think global, act local”. “By actively empowering communities to take ownership of their development needs, World Vision creates a sustainable ripple effect benefitting both the community and the environment.”

**Being in the field**

True empowerment, Walter emphasizes, lies in building relationships within communities. His field trip this year to Kiyabigambire, Uganda is testament to this. “As a school principal, I was interested in learning about the educational landscape in some of the poorest areas. In one of these areas, I met a beaming, joyful school principal. He showed me the value of a single building and how it transcends sand and stone. The community received a headmaster who felt respected and capable of instilling a sense of respect in every child, within that community. This

deeply moving experience made me recognise the lasting impact left behind.”

Walter witnessed firsthand how enduring connections, forged with local leaders, churches, and decision-makers, brought about sustainable change.

“During my journey, I had a truly unforgettable experience when I met with a local Anglican bishop at his home in Uganda. We shared a meal, but it was more than just a meal. It was a celebration of our shared faith, our interconnectedness, and a deep reflection on our collective hope for humanity.”

**Measuring impact**

In addressing the challenge of measuring impact, Walter acknowledges the dualistic nature of financial decision-making.

“The challenge lies in balancing two crucial principles. There is a necessity for accountability, demanding a rigorous examination of every euro spent to ensure transparency, efficiency, and responsible financial management, but also a steadfast faith in the ability of those expenditures to bring about tangible, lasting impact within the hearts and minds of local communities.”

**Challenges and solutions**

“In the ever-evolving landscape of NGOs, confronting challenges in environmental sustainability poses a formidable task. World Vision stands out from the crowd by not only addressing the urgent needs of the most vulnerable communities in remote areas but also by implementing solution-oriented plans to enhance accountability.

One example is World Vision’s meticulous approach to safety training, a proof of its acute awareness of the vulnerability of the people it serves. These effective procedures exemplify a forward-thinking mindset. These measures not only address the immediate concerns of safety but also reflect the organisation’s commitment to navigating challenges with innovation and sustainability in mind.”





## 7. Financial Statements 2023

### 7.1 Balance sheet

Balance sheet	*	2023	2022
<b>Assets</b>			
Intangible assets		253,401	0
Tangible fixed assets		276,837	245,913
<b>Total fixed assets</b>	<b>1</b>	<b>530,238</b>	<b>245,913</b>
<b>Current assets</b>			
Receivables from grants	2	7,446,794	12,255,691
Other receivables	3	1,156,104	2,821,794
Cash and cash equivalents	4	8,189,064	4,658,511
<b>Total current assets</b>		<b>16,791,963</b>	<b>19,735,996</b>
<b>Total Assets</b>		<b>17,322,200</b>	<b>19,981,909</b>
<b>Liabilities</b>			
<b>Reserves and funds</b>			
Continuity reserve	5	2,094,920	2,193,995
Special purpose reserves	6	250,000	250,000
Special purpose funds	7	3,959,413	1,900,002
<b>Total reserves and funds</b>		<b>6,304,333</b>	<b>4,343,997</b>
<b>Current liabilities</b>			
Amounts payable from grants	8	10,310,316	14,983,278
Other liabilities	9	707,551	654,634
<b>Total current liabilities</b>		<b>11,017,867</b>	<b>15,637,912</b>
<b>Total Liabilities</b>		<b>17,322,200</b>	<b>19,981,909</b>

\* Notes to the balance sheet from page 73.

### 7.2 Statement of income and expenditure

Statement of income and expenditure	*	Result 2023	Budget 2023	Result 2022
<b>Income</b>				
Income from private individuals	10	4,959,175	5,663,451	4,993,562
Income from companies	11	308,287	211,322	185,928
Income from government grants	12	18,500,810	21,624,842	16,367,323
Income from affiliated non-profit organisations	13	291,113	211,368	207,051
Income from other non-profit organisations	14	12,773,524	5,610,017	13,386,938
<b>Total income raised</b>		<b>36,832,908</b>	<b>33,321,000</b>	<b>35,140,802</b>
Other income		2,420	0	48,618
<b>Total Income</b>		<b>36,835,329</b>	<b>33,321,000</b>	<b>35,189,420</b>
<b>Expenditure</b>				
<b>Expenditure on objectives</b>				
Contributions to aid programmes		30,777,568	31,420,087	29,616,415
Awareness raising and advocacy		1,305,903	1,394,341	1,167,333
<b>Total expenditures on objectives</b>	<b>15</b>	<b>32,083,471</b>	<b>32,814,428</b>	<b>30,783,748</b>
Costs of raising income	16	2,248,108	2,220,419	1,859,414
Management and administration costs	17	601,301	550,153	464,392
<b>Total expenditure</b>		<b>34,932,881</b>	<b>35,585,000</b>	<b>33,107,554</b>
<b>Net result before financial income and expenditures</b>		<b>1,902,448</b>	<b>-2,264,000</b>	<b>2,081,866</b>
Net financial income and expenditure	18	57,897	0	100,651
<b>Net result</b>	<b>19</b>	<b>1,960,346</b>	<b>-2,264,000</b>	<b>2,182,517</b>
Mutation to funds and reserves		-2,059,411	1,900,000	-1,897,002
<b>Adjusted result</b>		<b>-99,065</b>	<b>-364,000</b>	<b>285,515</b>
<b>Appropriation of net result</b>				
Added / charged to: Continuity reserve		-99,065	-364,000	285,515
Added / charged to: Special purpose reserves		0	0	250,000
Added / charged to: Special purpose funds		2,059,411	-1,900,000	1,647,002
<b>Net result</b>		<b>1,960,346</b>	<b>-2,264,000</b>	<b>2,182,517</b>

\* Notes to the statement of income and expenditure from page 77.



## 7.3 Accounting policies

### General Accounting Policies

#### Activities

World Vision Nederland is a foundation established under Dutch law. Our activities consist of (Article 3 of the foundation's bylaws):

- To improve the living conditions of underprivileged children on a structural basis, including through the creation of a safe and just environment, without distinction of faith, race or political beliefs, as well as through sustainable aid, emergency aid and reconstruction assistance.
- To raise awareness and educate society about development cooperation in order to increase public support for and involvement in international society. The foundation has a non-profit purpose.

#### General

The annual accounts have been prepared in accordance with Accounting Guideline 650 for Fundraising Organisations. The reporting period is from 1 October 2022 to 30 September 2023. All amounts are in euros.

#### Comparison previous year

The accounting policies used are unchanged from the previous year.

#### Functional currency

The annual accounts have been prepared in euros; this is both World Vision Nederland's functional and presentation currency.

#### Use of estimates

The preparation of the annual accounts requires the Executive Board to make judgements, estimates and assumptions which influence the application of policies and the reported values of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and the underlying assumptions are assessed regularly. Whenever an estimate is revised, the revised estimate is stated in the period in which the revision was made and in future periods for which the revision has consequences.

#### Transactions, receivables and payables

Transactions in foreign currencies during the reporting period are recorded in the annual accounts at the exchange rate at the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate at the balance sheet date. Exchange rate differences arising from settlement and conversion are credited or debited to the statement of income and expenses. Together with World Vision International, we enter into hedging contracts to minimise exchange rate risks. Non-monetary assets valued at acquisition cost in a foreign currency are translated at the exchange rate on the transaction date.



### Accounting Policies for valuation of Assets and Liabilities

#### Fixed assets

Tangible fixed assets and intangible assets are valued at acquisition costs less linear depreciation and impairment. We calculate depreciation on the basis of a percentage of the cost in accordance with the straight-line method over the economic life.

We apply the following depreciation percentages:

- Intangible assets and software: 25%
- Tangible fixed assets and IT investments 25%
- Installations: 20%
- Office fittings and fixtures: 10%

#### Receivables and accrued items

Receivables and accrued income are initially stated at fair value and subsequently at amortised cost less any provisions deemed necessary.

#### Cash and cash equivalents.

Cash and cash equivalents consist of cash and bank balances with a maturity of less than twelve months. Bank overdrafts are included in debts to credit institutions under current liabilities. Cash and cash equivalents are stated at nominal value. It is noteworthy that in the fiscal year 2023, World Vision Nederland does not have an investment policy and we do not hold any investments with economic value.

#### Reserves

We distinguish between reserves and funds. In the case of reserves, the Executive Board determines the purpose for which the available income is used.

#### Continuity reserve

The continuity reserve is designed to cover financial risks to ensure the continuity of the work is not put at risk by sudden unforeseen events. World Vision Nederland adheres to the Guideline for Financial Management of Goede Doelen Nederland (sector organisation for the Dutch charitable sector; see [www.goededoelennederland.nl](http://www.goededoelennederland.nl)), which states that the continuity reserve may not exceed 150% of the annual costs of the working organisation. The annual costs of the working organisation consist of:

- Communication expenses. These costs are counted in full in compliance with the Guideline, including the portion that is attributed to our objectives.
- Operational expenses (staff, travel & lodging, vehicle, housing, office and networks, general expenses and depreciation). These costs are counted in full, including the portion that is attributed to our objectives.
- Programme costs which are structural in the sense that they are unlikely to be phased out within one year. These programme costs are important for the continuity of our activities.



Special purpose reserves

Special purpose reserves are subtracted from the net result that the Executive Board has earmarked for a specific purpose.

Special purpose funds

In the case of special purpose funds, our donors designate the purpose for which the income must be spent.

Use of special purpose funds

Expenses covered by special purpose funds are recorded in the statement of income and expenditure and charged to the relevant fund via the appropriation of results. Changes in the limitation of the appropriation of funds made by the appropriate bodies or authorities are processed as other movements within the reserves and funds.

Current liabilities and accruals.

Unless stated otherwise, liabilities are recognised at fair value and subsequently at amortised cost.

Accounting Policies for the Income and Expenditure statement

All revenues are stated gross under income, unless stated otherwise. Costs necessary to realise certain income items are stated as expenses in the ‘Statement of income and expenditure.’

Income

- Income from own fundraising is recognised in the year of receipt.
- Legacy income is stated in the financial year in which we can reliably determine the amount involved. Provisional advance payments are stated as ‘Legacy income’ in the financial year of receipt, insofar as these have not already been recognised in a previous financial year.
- Gift in kind programme contributions from UN organisations are allocated to the year in which the donor contribution statement is received by World Vision Nederland.
- Income from SHO campaigns is recognised in the year of receipt.
- Income from government grants exclusively comprises grants obtained from a government, including the European Union or comparable international organisations, government institutions and public law organisations. If the grant conditions require the repayment of any unspent monies, the amount is only recognised as grant income upon the actual allocation of the monies to expenditure on the subsidised project or programme that meet the grant conditions.

Expenditure

Expenses are determined in accordance with the accounting policies and allocated to the year to which they relate.

Expenditure on objectives

Programme commitments are reported in the year in which the award to the partner is approved. For multi-year programmes, which are contractually recorded, costs are allocated to the year to which they relate. Gift in kind programme contributions from UN organisations are allocated to the year in which the donor contribution statement is received by World Vision Nederland.

Costs of raising income

All costs of activities we undertake to encourage people to give money for one or more of our objectives are designated as ‘Raising income costs’. These therefore include publicity and communication costs, unless these costs were incurred for awareness-raising activities. Activities regularly involve a combination of awareness-raising and fundraising. In these cases, based on an allocation table the portion of costs relating to awareness-raising activities is allocated as accurately as possible. The costs of our own organisation (staff costs and other organisational costs), insofar as these cannot be directly attributed to the fundraising activities and expenditure on our objectives, are allocated on the basis of expenditure allocation. This means that staff costs are allocated on the basis of time spent on the activities. The allocation of indirect costs takes place pro rata to the results of the allocation of staff costs.

Staff costs

Wages, salaries and social charges are recognised in the income statement under the terms of employment to the extent they are payable to employees and the tax authority, respectively. For pension expenses, we only charge the contribution payable for the financial year to the result. Contributions payable or paid in advance at year-end are stated as accrued items under liabilities or assets.

Management and administration costs

Management and administration costs are costs incurred for internal management and administration that are not attributed to a specific objective or income generation. The method of allocation of these expenses is included in the ‘Expenditure Allocation’.

7.4 Notes to the balance sheet

1. Fixed assets

The fixed assets within World Vision Nederland relate exclusively to assets held for the purpose of business operations and include mainly the renovation and furnishing fixture costs related to the move to our new office in 2020.

Investments in intangible assets in 2023 amount to €253,401 and is related to the investment in our CRM system (Dynamics365) named “VisionBase”. The Go Live date of the system is expected early 2024, therefore no amortisation has been applied in 2023.

Tangible fixed assets investments in 2023 include the climate installation for our office building, expansion of workplaces and meeting rooms due to growth of our organisation and IT related investments mainly laptops.

Intangible assets	2023	2022
Start balance	0	0
Investments	253,401	0
Amortisation	0	0
Divestments	0	0
End balance	253,401	0

Tangible fixed assets	2023	2022
Start balance	245,913	256,469
Investments	108,958	59,787
Amortisation	-78,034	-68,524
Divestments	0	-1,818
End balance	276,837	245,913

2. Receivables from grants

The amount of grants of yet to be received refer to income to be received from existing grant agreements with government bodies and other organisations. Other organisations include mainly UN organisations. Of the total amount yet to be received, €875.425 relates to contracts with a term of more than one year.





Receivables from grants	2023	2022
Ministry of Foreign Affairs	532,450	6,829,392
European Commission	1,957,271	4,317,889
Other organisations	4,957,073	1,108,411
<b>Total</b>	<b>7,446,794</b>	<b>12,255,691</b>

### 3. Other receivables

At the end of FY23, other receivables have decreased with nearly €1.7 million due to settling part of the positive intercompany position with World Vision International. The remaining balance includes mainly a hedged USD position of €0.4 million at World Vision International in order to reduce risk on the currency exchange rates and €0.3 million of intercompany balance with World Vision International based on intercompany charges for other World Vision offices around the world. Other receivables and accruals are specified in the table below.

Other receivables	2023	2022
Receivables from World Vision International	690,107	2,316,121
Miscellaneous receivables	370,352	297,339
Deposit Utrechtseweg 12	28,112	28,112
Deposit amount Post NL	2,780	2,780
Various prepaid expenses	64,754	177,442
<b>Total</b>	<b>1,156,104</b>	<b>2,821,794</b>

### 4. Cash and cash equivalents

The balances of all accounts are at the immediate disposal of the World Vision Nederland. During 2023 ABN AMRO applied an interest rate between 0% - 1.25%, for balances up to €5,000,000. During 2023, ING applied an interest rate variable between 0% - 1.25% depending on the account balance.

Cash and cash equivalents	2023	2022
ABN AMRO bank accounts	8,175,802	4,449,983
ING bank accounts	11,164	208,461
Cash	2,098	67
<b>Total</b>	<b>8,189,064</b>	<b>4,658,511</b>

### 5. Continuity reserve

The continuity reserve is formed to cover short-term financial risks. In addition, the reserve also ensures that obligations can be met in the future. The level of the continuity reserve at the close of the financial year 2023 is €2.1 million. Based on the internally conducted risk analysis (minimum of €1.9 million for 2023) this is sufficient. Guideline for Financial Management of Goede Doelen Nederland uses a maximum standard of 150% of costs working organisation for the level of the continuity reserve. The level of the continuity reserve of World Vision Nederland was calculated on 57% of the costs of the working organisation in FY23.

Continuity reserve	2023	2022
Start balance	2,193,986	1,908,480
Movements to continuity reserve	-99,065	285,515
<b>End balance</b>	<b>2,094,920</b>	<b>2,193,995</b>

### 6. Special purpose reserves

In 2022 it was decided to create a special purpose reserve for improvements in the internal organisation in the coming years. One of the improvements is the CRM system (see intangible asset in paragraph 1) that was formed in 2023. Since the Go Live date of the CRM system "VisionBase" is expected early 2024, the costs for depreciation will start

in 2024. The depreciation expense will be paid out of this reserve in the coming years. No mutations were made to this reserve during 2023, resulting in a closing balance of €250,000.

Special purpose reserve 'Investments'	2023	2022
Start balance	250,000	0
Movements	0	250,000
<b>End balance</b>	<b>250,000</b>	<b>250,000</b>

### 7. Special purpose funds

If third parties make funds available for a specific purpose, these funds, unless spent during the reporting year, are added to a special purpose fund, these are earmarked. The special purpose funds increased by €2.1 million in FY23 and ends on a balance of €4.0 million.

This is mainly caused by the special purpose fund for Syria/Türkiye earthquake. The balance in the fund will be spend in the next financial year(s) according to the Giro555 guidelines.

Special purpose funds	2023	2022
Start balance	1,900,002	253,000
Movements to special purpose funds*	2,059,411	1,647,002
<b>End balance</b>	<b>3,959,413</b>	<b>1,900,002</b>

\* Notes to movements to special purpose funds 2023

The summary below shows the composition of the appropriated fund item.

	Ukraine Giro555	Syria/Türkiye Giro555	Sponsorship Fund	Total
Start balance	1,900,002	0	0	1,900,002
Added	1,142,665	6,531,955	1,909,630	9,584,251
Charged	-2,192,636	-3,422,574	-1,909,630	-7,524,840
Net movements	-1,049,971	3,109,382	0	2,059,411
<b>End balance</b>	<b>850,031</b>	<b>3,109,382</b>	<b>0</b>	<b>3,959,413</b>







### 8. Amounts payable from grants

The amount of grants payable refers to expenditure to be expected from existing grant agreements. Other organisations include mainly UN organisations. Of the total amount yet to be spent, €2.380.255 relates to contracts with a term of more than one year.

Amounts payable to partners (by donor)	2023	2022
Ministry of Foreign Affairs	3,926,198	7,840,611
European Commission	1,638,535	5,677,546
Other organisations	4,745,583	1,465,121
<b>Total</b>	<b>10,310,316</b>	<b>14,983,278</b>

### 9. Other liabilities

The other liabilities refer to short term payables. Payables related to the costs of the year-end audit, such as the external auditor and pension provisions, amongst others, are reported under the heading 'amounts to be paid' and 'other accrued liabilities'. The maturity of the amounts included under other liabilities is less than one year.

Other liabilities	2023	2022
Payroll tax/social insurance	97,239	109,367
Holiday pay and days' leave	122,186	94,627
Creditors	373,131	83,349
Amounts to be paid	39,310	166,348
Other accrued liabilities	75,684	200,943
<b>Total</b>	<b>707,551</b>	<b>654,634</b>

### Assets and liabilities not included in the balance sheet

On January 15, 2020, the organisation signed a lease agreement for our office building on the Utrechtseweg in Amersfoort. The term of this agreement is 60 months. For the purpose of this agreement, a deposit has been deposited with the landlord in the amount of €28,112. The total remaining contract obligation is: €110,461.

On January 1, 2020, the organisation entered into a lease agreement for the phone and internet service in our office building. The term of this agreement is 60 months.  
The total remaining contract obligation is: €11,516.  
In February, 2022, the organisation entered into a lease agreement for the copier in our office building. The

term of this agreement is 60 months. The total remaining contract obligation is: €37,208.  
  
In May 2023, World Vision Nederland transferred its shareholding in Vision Fund Kenya to Vision Fund International and therefore World Vision Nederland has no shareholding as per end financial year in Vision Fund Kenya.

## 7.5 Notes to the statement of income and expenditure

Both income and commitments to the field have grown in 2023. Total income amounts nearly €37 million in 2023, a growth of almost 5% (€1.6 million) compared to the previous year. This is mostly the result of higher income from government grants. Expenditures on objectives have increased as well to a total of €32 million in 2023 and were €1.3 million higher than the previous year. Total result ended on nearly €1.9 million positive, which is almost fully due to timing of commitments, which will be done in financial year 2024.

### 10. Income from private individuals

Total income from private individuals showed similar results as previous reporting year. Within the child sponsorship segment there was a slight growth in income of 3%. The number of child sponsors stayed almost equal with a total number of 9,546 child sponsors in 2023. Many of the new sponsors were part of the Chosen programme. Furthermore, the number of other donors making monthly donations has risen strongly with almost 1,800 donors, total amount as per end 2023 nearly 5,900. This reflects the strong results of our door-to-door campaign in 2023. The legacy income is €0.1 million in 2023 which consists mostly of remaining part of the legacy which was granted in 2022.

Income from private individuals	2023	Budget 2023	2022
Gifts for (child) sponsorship programmes	3,532,620	3,882,201	3,440,770
Donations and gifts	1,323,282	1,746,250	1,297,972
Legacy income	103,272	35,000	254,820
<b>Total</b>	<b>4,959,175</b>	<b>5,663,451</b>	<b>4,993,562</b>

The breakdown on the right shows the average number of donors by reporting year. The number of structural donors and child sponsors increased in financial year 2023 due to more acquisition for new donors.

Average per reporting period*	Number of donors
Financial year 2023 (2022 + 2023):	30,357
Financial year 2022 (2021 + 2022):	22,655
Financial year 2021 (2020 + 2021):	20,594

\* For the purpose of this definition, the number of unique donors per 24 months is considered.



## 11. Income from companies

Income from companies has increased compared to 2022 as a result of the new initiatives that were launched in 2023 and exceed the targeted growth on income from companies.

Income from companies	2023	Budget 2023	2022
Gifts for (child) sponsorship programmes	84,410	98,923	87,675
Donations and gifts	200,697	112,398	98,253
Project financing	23,180	0	0
<b>Total</b>	<b>308,287</b>	<b>211,322</b>	<b>185,928</b>

## 12. Income from government grants

World Vision Nederland receives grants for both development as well as for emergency relief and rehabilitation. The total grant income in the reporting year was €18.5 million (€10.5 million for own programmes and €8.0 million for partner organisations). Total income from grants is lower than budget since capacity was needed for increased income in FY23 from other non-profit organisations, mainly Giro555.

Income from government grants	2023	Budget 2023	2022
Ministry of Foreign Affairs	14,038,966	14,024,842	11,845,711
European Commission	4,461,844	7,600,000	4,521,612
<b>Total</b>	<b>18,500,810</b>	<b>21,624,842</b>	<b>16,367,323</b>

### Cooperating with Partners

In respect of certain grants, World Vision Nederland is working together with one or multiple partners. During financial year 2023, a total of €7,977,289 has been remitted to partners according to the table below.

Donor	Country	Programme	Partners	Total Income 2023	Remittance to partners	Balance of Income 2023 World Vision Netherlands
Ministry of Foreign Affairs	Angola	Geodata for Agriculture and Water Facility	Geodata partners	30,736	23,180	7,556
European Commission	Central African Republic	Acces a L'Eau et a L'Assainissement dans les Zones Prioritaires en RCA	EU partners	459,010	358,228	100,782
Ministry of Foreign Affairs	DR Congo	Dutch Relief Alliance (DRA) Democratic Republic of Congo Joint Response phase 4 (DRCJR4)	DRA partners	235,895	183,392	52,503
Ministry of Foreign Affairs	DR Congo	Dutch Relief Alliance (DRA) Democratic Republic of Congo Joint Response phase 5	DRA partners	5,586,307	4,184,571	1,401,736
Ministry of Foreign Affairs	Somalia	Somalia Bay Region Joint Response	DRA partners	3,799,736	2,974,966	824,770
European Commission	South Sudan	ECHO HIP2021- Integrated Education and Protection in Upper Nile state	War Child Netherlands	790,591	252,952	537,639
<b>Total</b>				<b>10,902,275</b>	<b>7,977,289</b>	<b>2,924,986</b>

## 13. Income from affiliated non-profit organisations

Income from affiliated organisations consists of reimbursements of charges from World Vision Nederland to various World Vision partners. In 2023, this mainly pertained to a position related to acquisition of grants in the Nordics and a position related to our ECHO Centre of Excellence with expertise on grants for DG ECHO.

Income from affiliated non-profit organisations	2023	Budget 2023	2022
World Vision partners	291,113	211,368	207,051
<b>Total</b>	<b>291,113</b>	<b>211,368</b>	<b>207,051</b>

## 14. Income from other non-profit organisations

Income from non-profit organisations decreased during financial year 2023. While income through Giro555 campaigns for Syria/Türkiye and Ukraine increased compared to 2022 with a total of €8.3 million, gifts from other non-profit organisations for sponsor programmes and donations decreased slightly during financial year 2023.

Income from other non-profit organisations	2023	Budget 2023	2022
Gifts for (child) sponsorship programmes	202,230	299,876	265,778
Donations and gifts	307,844	418,942	366,217
Project financing (incl Giro555)	9,188,129	891,200	8,514,013
Project financing UN cash grants*	1,647,634	1,656,047	1,755,795
Project financing UN Gift in kind grants*	1,427,687	2,343,953	2,485,135
<b>Total</b>	<b>12,773,524</b>	<b>5,610,017</b>	<b>13,386,938</b>

\* For comparison purposes the split of the budget categories and previous year categories changed.

### Giro555 Disclosure

World Vision Nederland is a member of 'Giro555' (Samenwerkende Hulporganisaties). In February 2022, Giro555 launched a campaign for the people affected by the war in Ukraine. World Vision Nederland received €9.5 million of which €8.8 million is available for direct aid activities. Of this, €8.0 million has been spent in 2022 and 2023 with the focus on people in Ukraine and refugees in Romania. The remaining amount of €0.85 million has been added to the earmarked fund and will be spend within 24 months in accordance with the Giro555 guideline.

On February 6, 2023, Giro555 launched a campaign for the people affected by the earthquake in Syria and Türkiye. In 2023 World Vision Nederland received €7.0 million of which €6.5 is available for direct aid activities. Of this, €3.4 million has been spent to provide medical aid and meals for people affected in both Syria and Türkiye. The remaining balance of €3.1 million has been added in the earmarked fund and will be spend within 24 months in accordance with the Giro555 guideline.





Disclosure national campaign Giro555: Ukraine response

Income	Reporting year	Up to and including reporting year
Income from third party actions	1,269,102	9,479,549
Interest		
<b>Total income</b>	<b>1,269,102</b>	<b>9,479,549</b>
Cost of preparation and coordination (in total 7%)	126,437	663,569
<b>Total available for aid activities</b>	<b>1,142,665</b>	<b>8,815,980</b>

Expenditure	Reporting year	Up to and including reporting year
<b>Understanding expenditure in the field:</b>		
Expenditure on site by implementing organisation	2,192,636	7,965,949
Field expenses by the international umbrella organisation		
Expenditure on site by Giro555 participant		
<b>Total expenditure</b>	<b>2,192,636</b>	<b>7,965,949</b>

Disclosure national campaign Giro555: Syria/Türkiye earthquake response

Income	Reporting year	Up to and including reporting year
Income from third party actions	7,023,608	7,023,608
Interest		
<b>Total income</b>	<b>7,023,608</b>	<b>7,023,608</b>
Cost of preparation and coordination (in total 7%)	491,653	491,653
<b>Total available for aid activities</b>	<b>6,531,955</b>	<b>6,531,955</b>

Expenditure		
<b>Understanding expenditure in the field:</b>		
Expenditure on site by implementing organisation	3,422,574	3,422,574
Field expenses by the international umbrella organisation		
Expenditure on site by Giro555 participant		
<b>Total expenditure</b>	<b>3,422,574</b>	<b>3,422,574</b>

15. Expenditure on objectives

Expenditure Allocation

In order to provide insight into the details of the organisation's costs, the model on the right is used to allocate the different types of expenditure.

Expenditures	Objective		Costs of raising income	Management & Administration	Total 2023	Budget 2023	Total 2022
	Contributions to aid programmes	Information and awareness					
Programme contributions	29,640,837				29,640,837	30,568,000	28,904,826
Staff costs	762,077	626,581	1,007,264	407,745	2,803,667	2,869,000	2,413,018
Direct costs related to aid programmes	165,977				165,977	56,000	44,410
Publicity and communication expenses		453,107	965,028		1,418,135	1,400,000	1,170,617
Housing costs	43,312	35,611	57,246	23,174	159,342	154,812	160,546
Supervisory Board expenses				24,091	24,091	22,400	4,082
Travel expenses		54,641			54,641	19,440	9,241
Office and general expenses	125,609	103,276	166,022	67,206	462,112	399,762	276,282
Other general expenses	39,757	32,688	52,548	79,086	204,078	95,586	124,532
<b>Total</b>	<b>30,777,568</b>	<b>1,305,903</b>	<b>2,248,108</b>	<b>601,301</b>	<b>34,932,881</b>	<b>35,585,000</b>	<b>33,107,554</b>

Expenditure on objectives

Expenditure on objectives means expenditure related to one of the organisation's objectives.

Raising income costs

Costs for raising income are incurred by activities aimed at asking people and organisations to contribute to one of the organisation's objectives.

Management and administration expenses

Management and administration expenses include the costs related to management, internal control and administration, which cannot be charged to one of the objectives. The organisation distinguishes between direct and indirect costs. Indirect costs involve combined activities. Publicity and communication expenses are divided into generating income costs and information and awareness costs based on a fixed allocation table. Other costs are allocated on the basis of the (estimated) time spent by staff on the organisation's various objectives. The established allocation table is evaluated at least once every three years, the last time was 2023. Supervisory Board costs, bank costs and auditor costs are allocated 100% to management and administration.





Expenditure on objectives

As set out in its articles of association, World Vision has two objectives:

- To improve the living conditions of underprivileged children on a structural basis, including through the creation of a safe and just environment, without discrimination on the basis of religion, race or political beliefs, as well as through sustainable aid, emergency aid and reconstruction assistance (provided contribution to aid programmes).
- To raise awareness and educate society about development cooperation in order to increase public support for and involvement in international cooperation (education and awareness).

In financial year 2023, World Vision Nederland committed €29.6 million for programme contributions. This is €0.7 million more than in the previous year. The growth in information and awareness follows from the organisation’s efforts to communicate more frequently with its donors and sponsors. The expenditure on objectives as a percentage of our total income was 87.1% in 2023 (budget 2023: 98.5% and 2022: 87.5%). This percentage is lower since funding for Syria/ Türkiye response will be spent in part next year, thus this part is added to the special purpose fund.

Objective expenditures	2023	Budget 2023	2022
Contribution to aid programmes	30,777,568	31,420,087	29,616,415
Information and awareness	1,305,903	1,394,341	1,167,333
Total expenditure on objective	32,083,471	32,814,428	30,783,748

Overview of programme contributions

For the purpose of emergency relief and reconstruction programmes, World Vision Nederland contributed a total of €473,530 from its own resources and general donations during the year under review. The organisation aims to spend as much of the available resources as possible on its objective. In financial year 2023, the organisation

achieved a spending ratio (to income) of 87.1%. This is slightly lower than the previous reporting year, as it is the result of timing of incoming and outgoing funds between financial years. The spending ratio as percentage to expenditure is therefore also slightly lower compared to the previous year.

Spending ratios	2023	Budget 2023	2022
Expenditure on objectives as % of income	87.1%	98.5%	87.5%
Expenditure on objective as % of total expenditure	91.8%	92.2%	93.0%

Overview programme contributions FY23

Category*	Country	Programme	Partner	Financed by	Amount
ER	Afghanistan	Street Children Enrichment Center	WV Afghanistan	WV Netherlands	34,413
ER	Afghanistan	Life-saving support to drought affected populations in Herat and Badghis	WV Afghanistan	European Union (DG ECHO), WV Netherlands	-82
ER	Afghanistan	Fragile Supporter Experience Pilot	WV Afghanistan	WV Netherlands	945
ER	Afghanistan	DRA - Protracted Crisis Joint Response - JR	WV Afghanistan, DRA Partners	Dutch government (DRA)	427,833
ER	Burundi, Sierra Leone	HAF COVID-19 WASH project phase III	WV Burundi, WV Sierra Leone	Heineken Africa Foundation	391,304
ER	Central African Republic	Acces a L'Eau et a L'Assainissement dans les Zones Prioritaires en RCA	WV CAR	European Union (DG INTPA), WV Netherlands	470,355
ER	DR Congo	Rutshuru Global Fragile Product Project	WV DRC	WV Netherlands	945
ER	DR Congo	Dutch Relief Alliance (DRA) Democratic Republic of Congo Joint Response phase 4 (DRCJR4)	WV DRC, DRA Partners	Dutch government (DRA)	183,392
ER	DR Congo	WASH in le Grand Nord of North Kivu – Phase II	WV DRC	Dutch government (EKN)	-918
ER	DR Congo	North Kivu General Food Distribution Project	WV DRC, WV Australia, WV Canada, WV Hong Kong, WV Japan, WV Taiwan, WV UK, WV USA	World Food Programme, WV Australia, WV Canada, WV Hong Kong, WV Japan, WV Taiwan, WV UK, WV USA, WV Netherlands	514,132
ER	DR Congo	Dutch Relief Alliance (DRA) Democratic Republic of Congo Joint Response phase 5	WV DRC, DRA Partners	Dutch government (DRA)	5,400,012
ER	Ethiopia	Provision of life-saving general food assistance to conflict affected , internally displaced persons and food insecure populations in Tigray region	WV Ethiopia, WV Australia, WV Canada, WV Germany, WV Switzerland, WV USA	World Food Programme, WV Australia, WV Canada, WV Germany, WV Switzerland, WV USA, WV Netherlands	5,314
ER	International	Emergency + fragile fund	WV Partners	WV Netherlands	49,696

\* SD = Sustainable Development; ER = Emergency Relief and Recovery



Category*	Country	Programme	Partner	Financed by	Amount
ER	Jordan	School Readiness and Early Childhood Development in Azraq Syrian Refugee Camp	WV Syria Response	Bernard van Leer Foundation	57,944
ER	Kenya	Restoring land and livelihoods (FMNR) in Migori County	WV Kenya	EO Metterdaad, WV Netherlands	195,371
ER	Kenya	Restoring Land and Livelihoods through FMNR in Marsabit County	WV Kenya	EO Metterdaad	66,185
ER	Lebanon	FCPA Tripoli	WV Lebanon	WV Netherlands	945
ER	Lebanon	Livelihood and Resilience Programme – Food for Assets (FFA)	WV Lebanon	World Food Programme, WV Netherlands	380,840
ER	Lebanon	FMNR through cash for work in Akkar, Lebanon	WV Lebanon	EO Metterdaad	-10,259
ER	Mali	Projet pour la promotion d’un Environnement Soutenant l’Exercice des Droits des Enfants victimes des pires formes de travail et des mineurs migrants, déplacés et réfugiés au Mali (PESEDEM).	WV Mali	European Union (DG INTPA), WV Netherlands	385,338
ER	Mali	Djenne FCPA Project	WV Mali	WV Netherlands	945
ER	Rwanda	Refugee Program and Reintegration Project 2023	WV Rwanda,WV Finland, WV USA	UNHCR, WV Finland, WV USA, WV Netherlands	305,318
ER	Somalia	Somalia Joint Response 2022 - 2023	WV Somalia, DRA partners	Dutch government (DRA)	1,363,586
ER	Somalia	Somalia Bay Region Joint Response	WV Somalia, DRA partners	Dutch government (DRA)	3,678,226
ER	Somalia	WV Somalia Fragile Context Programme Approach (WVS FCPA) in Puntland	WV Somalia	WV Netherlands	876
ER	Somalia	WFP Puntland Drought Response	WV Somalia, WV Ireland, WV Korea, WV New Zealand, WV Switzerland	World Food Programme, WV Ireland, WV Korea, WV New Zealand, WV Switzerland, WV Netherlands	169,759

\* SD = Sustainable Development; ER = Emergency Relief and Recovery

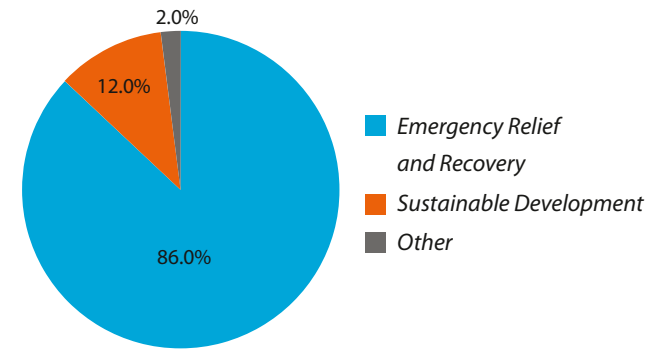
Category*	Country	Programme	Partner	Financed by	Amount
ER	Somalia	WFP SCZ Drought Response	WV Somalia, WV Australia, WV Canada, WV Germany, WV Hong Kong, WV Japan, WV Korea, WV New Zealand, WV Spain, WV Switzerland, WV Taiwan, WV USA	World Food Programme, WV Australia, WV Canada, WV Germany, WV Hong Kong, WV Japan, WV Korea, WV New Zealand, WV Spain, WV Switzerland, WV Taiwan, WV USA, WV Netherlands	435,567
ER	South Sudan	ECHO HIP2021- Integrated Education and Protection in Upper Nile state	WV South Sudan, War Child Holland	European Union (DG ECHO), WV Netherlands	796,100
ER	Sudan	Sudan Acute Crisis Joint Response (SDN ACJR)	WV Sudan, DRA partners	Dutch government (DRA)	454,091
ER	Syria	Integrated Health and Protection Assistance for the most vulnerable IDPs, returnees, and host communities in North West Syria	WV Syria Response	European Union (DG ECHO), WV Netherlands	-13,684
ER	Syria	ECHO Syria 2021 - A multi-sectoral intervention to scale-up humanitarian assistance to conflict affected populations in North West Syria	WV Syria Response	European Union (DG ECHO), WV Netherlands	-32,740
ER	Syria	Reduced vulnerability of crisis affected people in North West Syria through improved access to health	WV Syria Response	European Union (DG ECHO), WV Netherlands	-256
ER	Syria	SYR UNICEF 2 Emergency Nutrition Response in South Syria	WV Syria Response	UNICEF, WV Netherlands	-1.800
ER	Syria	WAQTI – Supporting Earthquake-Affected Children in Northwest Syria	WV Syria Response, WV Australia, WV Ireland, WV New Zealand	UNICEF, WV Australia, WV Ireland, WV New Zealand, WV Netherlands	529,284
ER	Syria	DRA funding for the Syria and Türkiye Earthquake Response	WV Syria Response	Dutch government (DRA)	496,123
ER	Turkey, Syria	GIRO555 funding for the Syria and Türkiye Earthquake Response	WV Turkey, WV Syria Response	GIRO 555	3,422,574
ER	Uganda	ECHO_HIP 2021_Education in Emergency	WV Uganda	European Union (DG ECHO), WV Netherlands	2,187,614



Category*	Country	Programme	Partner	Financed by	Amount
ER	Ukraine, Romania	Giro555 Ukraine Crisis Response (Phase I)	WV Romania, WV Ukraine, WV Ukraine Crisis Response	GIRO 555	-144,221
ER	Ukraine, Romania	GIRO555 Ph2 - Complex support to Ukrainian refugees and IDPs	WV Romania, WV Ukraine, WV Ukraine Crisis Response	GIRO 555	2,336,857
ER	Various countries	CFS- Child Friendly Spaces	WV Partners	Stichting Hofstee	47,619
ER	Vietnam	HIP 2021 – DRR in Vietnam	WV Vietnam	European Union (DG ECHO), WV Netherlands	27,770
ER	Zimbabwe	Emergency Social Cash Transfer In the Southern Cluster	WV Zimbabwe	UNICEF, WV Netherlands	876,362
SD	Angola	Geodata for Agriculture and Water Facility	WV Angola, Geodata partners	Dutch government (NSO)	30,308
SD	Angola	Fortalecimento da Resiliência e da Segurança Alimentar e Nutricional de famílias vulneráveis na Província da Huíla	WV Angola	European Union (DG INTPA), WV Netherlands	604,846
SD	Bangladesh	Wazirpur AP CESP	WV Bangladesh	WV Netherlands	5,807
SD	Ethiopia	Dembia Adp Prog, And Sponsorship Management Project	WV Ethiopia	WV Netherlands	137,192
SD	Ethiopia	Consolidation and Laying a Foundation for Scaling Water Management, Food Security, and Rural Economic Development in the Drylands of Ethiopia(Bridging DryDev-I Programme)	WV Ethiopia, WV Australia, Wageningen Centre for Development Innovation	Dutch government (EKN)	-14,247
SD	Ethiopia	Dembia IWASH Project	WV Ethiopia	WV Netherlands	159,822
SD	Ethiopia	Healthy to school!	WV Ethiopia	Stichting Pharus	161,512
SD	India	Mumbai Dharavi Area Programme	WV India	WV Netherlands	135,470
SD	Indonesia	CESP Sambas	WV Indonesia	WV Netherlands	157,074
SD	Mozambique	Ndaula Education Technical Project	WV Mozambique	Stichting Verburg	5,000
SD	Mozambique	Inhangoma-Sede CESP	WV Mozambique	Stichting Verburg	5,000
SD	Philippines	Phlo North Cotabato Community Engagement and Sponsorship Plan	WV Philippines	WV Netherlands	31,724
SD	Sierra Leone	Sarwas Area Programme	WV Sierra Leone	WV Netherlands	251,655

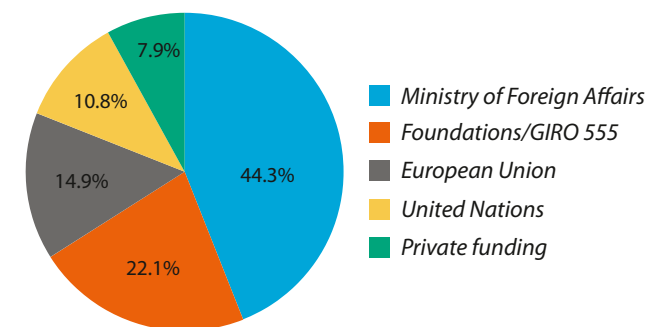
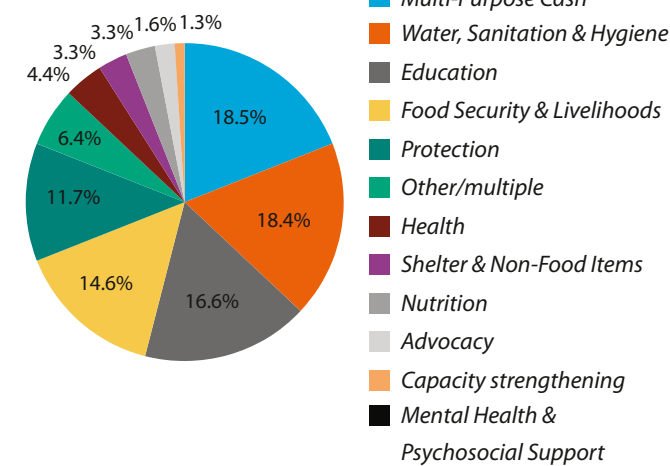


Category*	Country	Programme	Partner	Financed by	Amount
SD	Tanzania	Idumbala Area Programme	WV Tanzania	WV Netherlands	239,895
SD	Uganda	Kyabigambire Area Programme	WV Uganda	WV Netherlands	284,182
SD	Uganda	Alito Area Programme	WV Uganda	WV Netherlands	162,651
SD	Various countries	Right2Grow	WV & Right2Grow Partners	Dutch government (MFA)	1,119,302
SD	Vietnam	Clean water for ethnic minority groups in Thanh Hoa province	WV Vietnam	WV Netherlands	79,811
Other	International	Micronutrient Forum	WV Partners	WV Netherlands	6,655
Other	International	Core & EUREP contributions	WV Partners	WV Netherlands	587,002
Other	International	Vision Fund	WV Partners	WV Netherlands	500
Total					29,640,837



Commitments by type		
Category	Commitments FY23	Percentage
Emergency Relief and Recovery	€ 25,489,675	86.0%
Sustainable Development	€ 3,557,003	12.0%
Other	€ 594.157	2.0%
Total	€ 29,640,837	100.0%





#### Commitments by sector

Sector	Amount	Percentage
Multi-Purpose Cash	5,476,843	18.5%
Water, Sanitation & Hygiene	5,443,236	18.4%
Education	4,908,291	16.6%
Food Security & Livelihoods	4,328,601	14.6%
Protection	3,457,037	11.7%
Other/multiple	1,896,208	6.4%
Health	1,312,034	4.4%
Shelter & Non-Food Items	988,110	3.3%
Nutrition	964,590	3.3%
Advocacy	468,777	1.6%
Capacity strengthening	396,336	1.3%
Mental Health & Psychosocial Support	774	0.0%
<b>Total</b>	<b>29,640,837</b>	<b>100,0%</b>

#### Commitments by donor group

Donor group	Amount	Percentage
Ministry of Foreign Affairs	13,137,708	44.3%
Foundations/GIRO 555	6,534,886	22.1%
European Union	4,425,260	14.9%
United Nations	3,214,776	10.8%
Private funding	2,328,205	7.9%
<b>Total</b>	<b>29,640,837</b>	<b>100.0%</b>

### 16. Costs of raising income

World Vision Nederland incurs costs for the purpose of raising income to be spent on its mission: improving the living conditions of vulnerable children. In the multi-year strategic plan, World Vision is committed to revenue growth to increase impact in the field, which

increases the costs of raising income. The actual costs of raising income are in line with budget. The percentage of income raising costs has slightly increased from 5.3% to 6.1% from financial year 2023.

Costs of raising income	2023	Budget 2023	2022
Costs of raising income	2,248,108	2,220,419	1,859,414

Raising income ratios	2023	Budget 2023	2022
Costs of raising income as % of income	6.1%	6.7%	5.3%
Costs of raising income as % of total expenditure	6.4%	6.2%	5.6%





## 17. Management and administration costs

The costs of management and administration during 2023 financial have gone up to a total of €601,000, which was 1.6% of total received income. Management and administration costs are calculated as a share of staff costs, housing costs, other office and general expenses, and the costs incurred by the Supervisory Board. The members of the Supervisory Board receive no remuneration other than reimbursement of expenses, (€1,252 in 2023) incurred in connection with their role as members of the Supervisory Board. The total expenses for the Supervisory Board amounts to €24,091, including mainly the expenses for a field visit to Uganda and Ghana.

Costs management and administration	2023	Budget 2023	2022
Management and administration costs	601,301	550,153	464,392

Ratios management and administration	2023	Budget 2023	2022
Management and administration costs as % of income	1.6%	1.7%	1.3%

### Staff costs

At the start of fiscal year 2023, World Vision Nederland employed 41 employees (34.1 FTE). At the end of fiscal year 2023, the organisation has grown and now has 45 employees, together representing 36.9 FTEs. The absenteeism rate in the past fiscal year was 3.03% (2022: 2.83%). We aim to keep

absenteeism below 3.0%. The breakdown of total staff costs for the reporting year is shown in the table below. Charged staff costs include salary costs that are part of the programme budget. World Vision Nederland has a pension scheme in place for employees (defined contribution scheme, which is carried out by ASR). The costs of the premiums are accounted for in the year to which they pertain. Employees and employer both pay a part of the pension premium in the scheme. The pension system is based on an investment arrangement. World Vision Nederland Pension Scheme is in line with the proposed changes in the Dutch Pension Agreement.

Staff costs	2023	2022
Salaries	1,839,540	1,670,147
Social security contributions	356,175	316,073
Pension	141,998	155,530
Temporary workers	354,815	269,345
Other staff costs	234,811	208,031
Charged to programmes	-123,672	-206,109
<b>Total staff costs</b>	<b>2,803,667</b>	<b>2,413,018</b>

### Salary and emoluments paid to Executive Board

The remuneration of the managing director has been tested against the regulation on remuneration of directors of Goede Doelen Nederland. Marco van der Graaf is the CEO and Executive Board of World Vision Nederland. He has been appointed as of 1 March 2019. Goede Doelen Nederland has set a maximum for the remuneration of directors. The executive compensation is calculated on the basis of the BSD

index (Basic Score for Executive Positions). The BSD score has been evaluated by the Supervisory Board and set at 385 in 2023. The management remuneration policy is in line with the guidelines as established by Goede Doelen Nederland. Ancillary positions of Marco van der Graaf are: Member of the Board of Stichting Samenwerkende Hulporganisaties (Giro555), Chair of the Board of World Vision EUREP – World Vision Brussels & EU representation, Chair of the Supervisory Board of Stichting Beheer Subsidiegelden Dutch Relief Alliance (DRA) and Chair of the Supervisory Board of Stichting Tijd voor Actie. Marco van der Graaf receives no remuneration for these positions.

Remuneration Marco van der Graaf		
	2023	2022
Type	permanent	permanent
Hours full-time work week	38	38
Part-time percentage	100	100
Gross salary	95,279	90,150
Holiday pay	7,622	7,212
Unused days'leave	11,218	5,410
<b>Total annual income</b>	<b>114,119</b>	<b>102,772</b>
Taxable allowances/ additions	173	188
Pension charges (employer's share)	16,684	16,171
<b>Total other charges and benefits</b>	<b>16,856</b>	<b>16,359</b>
<b>Total remuneration</b>	<b>130,975</b>	<b>119,131</b>

## 18. Net Financial income and expenditure

In financial year 2023 we received an interest income €54,095 (interest received from the bank balances on our ABN AMRO and ING bank accounts). The following table shows the details of the amount recognised under the net financial income and expenses. The exchange rate result is explained by the USD position held at World Vision International, that was held lower in comparison to 2022. Resulting in a lower exchange rate result in 2023 compared to 2022.

Net financial income and expenditure	2023	Budget 2023	2022
Interest income/ expenses	54,095	0	-40,449
Payment differences	113	0	54
Realised and unrealised foreign exchange results	3,690	0	141,047
<b>Total</b>	<b>57,897</b>	<b>0</b>	<b>100,651</b>

## 19. Net result

The financial year ended with a positive result of €2.0 million. Adjusted for the special purpose funds and reserve, this result is negative €99,065 (2022: €285,515 positive result). The net result of €99,065 will be deducted from the continuity reserve. This is higher than our budget for financial year 2023, and is due to different timing of income and expenditure and mutations in special purpose funds.

Adjusted net result	Result 2023	Budget 2023	Result 2022
Net result	1,960,346	-2,264,000	2,182,517
Mutation to: Special purpose reserves	0	0	-250,000
Mutation to: Special purpose funds	-2,059,411	1,900,000	-1,647,002
<b>Mutation to funds and reserves</b>	<b>-2,059,411</b>	<b>1,900,000</b>	<b>-1,897,002</b>
<b>Adjusted net result</b>	<b>-99,065</b>	<b>-364,000</b>	<b>285,515</b>

### Signing of Annual Report

Amersfoort, 2 February 2024

#### Supervisory Board:

- Mrs. drs. I.J.M. (Ingrid) Allemekinders-Pols
- Mr. J. (Justin) Byworth
- Mrs. A. (Almatine) Leene
- Mr. drs. J. (Johan) van Renselaar
- Mr. W. (Walter) Wassenaar
- Mr. ir. A.J. (Arco) van Wessel



## INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting World Vision Nederland

### Report on the audit of the financial statements 2023 included in the annual report

#### ***Our opinion***

We have audited the financial statements 2023 of Stichting World Vision Nederland based in Amersfoort.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of Stichting World Vision Nederland as at 30 September 2023 and of its result for the period 1 October 2022 until 30 September 2023 in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 30 September 2023;
2. the statement of income and expenditure for the period 1 October 2022 until 30 September 2023; 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 World Vision Nederland in accordance with the 'Verordening inzake de Onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

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

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

The annual report contains other information, in addition to the financial statements and our auditor's report thereon.



Based on the following procedures performed, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

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.

The Board is responsible for the preparation of the management report and other information in accordance with the Guideline for annual reporting 650 'Fondsenwervende organisaties' of the Dutch Accounting Standards Board.

### **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 Guideline for annual reporting 650 'Fondsenwervende organisaties' 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 the Board either intends to liquidate 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 overseeing the foundation's financial reporting process.

#### ***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 skepticism throughout the audit, in accordance with Dutch Standards on Auditing, 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 Board;
- concluding on the appropriateness of the Board'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 the Supervisory Board 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.

Slidrecht, 7 February 2024

WITh Accountants B.V.

P. Alblas RA



## 8. Budget 2024

Income	Budget 2024	Result 2023	Budget 2023
Income from private individuals	5,737,070	4,959,175	5,663,451
Income from companies	394,669	308,287	211,322
Income from government grants	23,267,599	18,500,810	21,624,842
Income from affiliated non-profit organisations	125,000	291,113	211,368
Income from other non-profit organisations	5,292,662	12,773,524	5,610,017
<b>Total income raised</b>	<b>34,817,000</b>	<b>36,832,908</b>	<b>33,321,000</b>
Other income	0	2,420	0
<b>Total Income</b>	<b>34,817,000</b>	<b>36,835,329</b>	<b>33,321,000</b>

Expenditure	Budget 2024	Result 2023	Budget 2023
<b>Expenditure on objectives</b>			
Contributions to aid programmes	33,130,184	30,777,568	31,420,087
Awareness raising and advocacy	1,302,215	1,305,903	1,394,341
<b>Total expenditures on objectives</b>	<b>24,432,399</b>	<b>32,083,471</b>	<b>32,814,428</b>
Raising income costs	2,396,992	2,248,108	2,220,419
Management and administration costs	607,021	601,301	550,153
<b>Total expenditure</b>	<b>37,436,411</b>	<b>34,932,881</b>	<b>35,585,000</b>

<b>Net result before financial income and expenditures</b>	<b>-2,619,411</b>	<b>1,902,448</b>	<b>-2,264,000</b>
Net financial income and expenditure	0	57,897	0
<b>Net result</b>	<b>-2,619,411</b>	<b>1,960,346</b>	<b>-2,264,000</b>
Mutation to funds and reserves	2,129,411	2,059,411	1,900,000
<b>Adjusted result</b>	<b>-490,000</b>	<b>-99,065</b>	<b>-364,000</b>

<b>Appropriation of net result</b>			
Added / charged to: Continuity reserve	-490,000	-99,065	-364,000
Added / charged to: Special purpose reserves	-70,000	0	0
Added / charged to: Special purpose funds	-2,059,411	2,059,411	-1,900,000
<b>Net result</b>	<b>-2,619,411</b>	<b>1,960,346</b>	<b>-2,264,000</b>





