



EDUKANS

# Annual Report 2016



5.604  
Teachers trained



11.208  
Young people educated



196.399  
Children reached



EDUKANS.NL

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# FOREWORD



It's hard to over-estimate the significance of education. Good education enables you to discover the world. It can nurture your talents, teach you about who you are, open up new prospects and create opportunities to grow and develop.

Despite this, much education is not as good as one would wish, meaning that children are not getting the opportunities they deserve. Edukans wants to change this: we want better education for disadvantaged children and young people.

For Edukans, 2016 was a year full of changes. We have drawn up a new agenda for the coming years, with which we want to fulfil four pledges:

- We want to help schools improve the quality of their education, so that fewer children drop out and more children successfully pass the finish line;
- We want to use education to pursue equal opportunities for boys and girls, fight child marriage and prevent teenage pregnancy;
- We want to help children in emergency or conflict situations get back to school as quickly as possible;

- And we want to help young people find work by establishing creative forms of vocational training.

In 2016, we took the first steps towards defining these priorities more precisely in our programmes, including by strengthening cooperation with our international partners. Pursuing new priorities with less funding requires us to make the necessary adjustments in our working methods and organisation. This takes time, and it also means that in 2016 we realised fewer projects than we had planned for 2016. This temporary setback

will be reversed in 2017 and in the coming years.

In the long run, Edukans wants to continue to have the greatest possible impact – because education is the chance of a lifetime!

*Ron Rijnbende*  
*Managing Director*



# 1



## EDUCATION, THE CHANCE OF A LIFETIME

What you learn at school stays with you forever. Standing up for yourself. Making friends. Taking care of yourself. Nurturing your talents. For this reason, Edukans works on achieving the best possible education in developing countries for children and for young people who want to learn a trade. Because education is the chance of a lifetime.

### Our dream

It starts with writing your name. Then you learn to count and work together. And step by step, you become an adult; a person with their own dreams and desires for the future. But what if there were no school, or school wasn't safe, or if the teacher didn't know how to teach? What if you had no money to continue your education and thus no prospect of work? For all those children and young people, Edukans is there.

We believe that talent shouldn't go to waste! Our dream is of a world in which every child has the chance to develop and grow into a self-confident adult.

In order to fulfil this dream, we work with local partners to provide a safe learning environment, well-trained and motivated teachers, committed parents and relevant training for young people. Our work is made possible by generous gifts from





## Education expert

Edukans has its roots in the Dutch Union for Christian Education. For decades, we have been championing the importance of education for the personal development of children, initially in the Netherlands and now in developing countries. We work with schools, teachers and parents to offer children the best possible opportunities. Due to our long experience, we are rightly known as experts in education.



individuals, churches, companies and other institutions. Thanks to these voluntary donations, we are able to give children across the world the chance of a lifetime.

## Strategy 2016 - 2020

2016 was the final year of Edukans' former long-term policy plan and the first year without the MFS co-financing grants from the Dutch government. It was rightly a year of transition, because in order to be able to keep fulfilling our mission, we made changes to our organisation and working methods. The policy reorientation resulted in a new strategic agenda for 2016-2020. This agenda will guide us as we further adapt our work and organisation to the new situation.

Our objectives, however, remain unchanged:

1. Improving access to and the quality of education in developing countries
2. Involving the Dutch public, particularly in Dutch educational institutions

Our work on these objectives is focused on four themes. For these themes, we have formulated four pledges that we want to fulfil by 2020:





### Good-quality primary education

Pupils should complete their schooling thanks to good-quality education, with a focus on active learning and life skills.

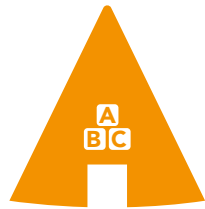
1.5 million pupils have received good education at 2,000 STAR-schools. 30,000 teachers have been trained in active teaching and learning methods.



### Jobs for young people

Youth unemployment is a massive problem. Edukans offers disadvantaged young people vocational education (skills) with good employment prospects.

15,000 young people have received vocational training and at least 10,000 of them have a paid job as a result.



### Education in emergencies

Getting children back to school as quickly as possible in emergency contexts: children need to keep learning!

25,000 children in emergency situations have been given access to the best possible education.



### Equal opportunities for boys and girls.

Equal opportunities for boys and girls, fewer child marriages and teenage pregnancies, children stay at school for longer and are more likely to become self-sufficient as a result.

At 400 STAR-schools, 75,000 pupils have received sex education, allowing them to make informed choices about their health and relationships.

*Do you have any questions about or comments on this annual report?*

*You are welcome to get in touch. [info@edukans.nl](mailto:info@edukans.nl)*



# 2



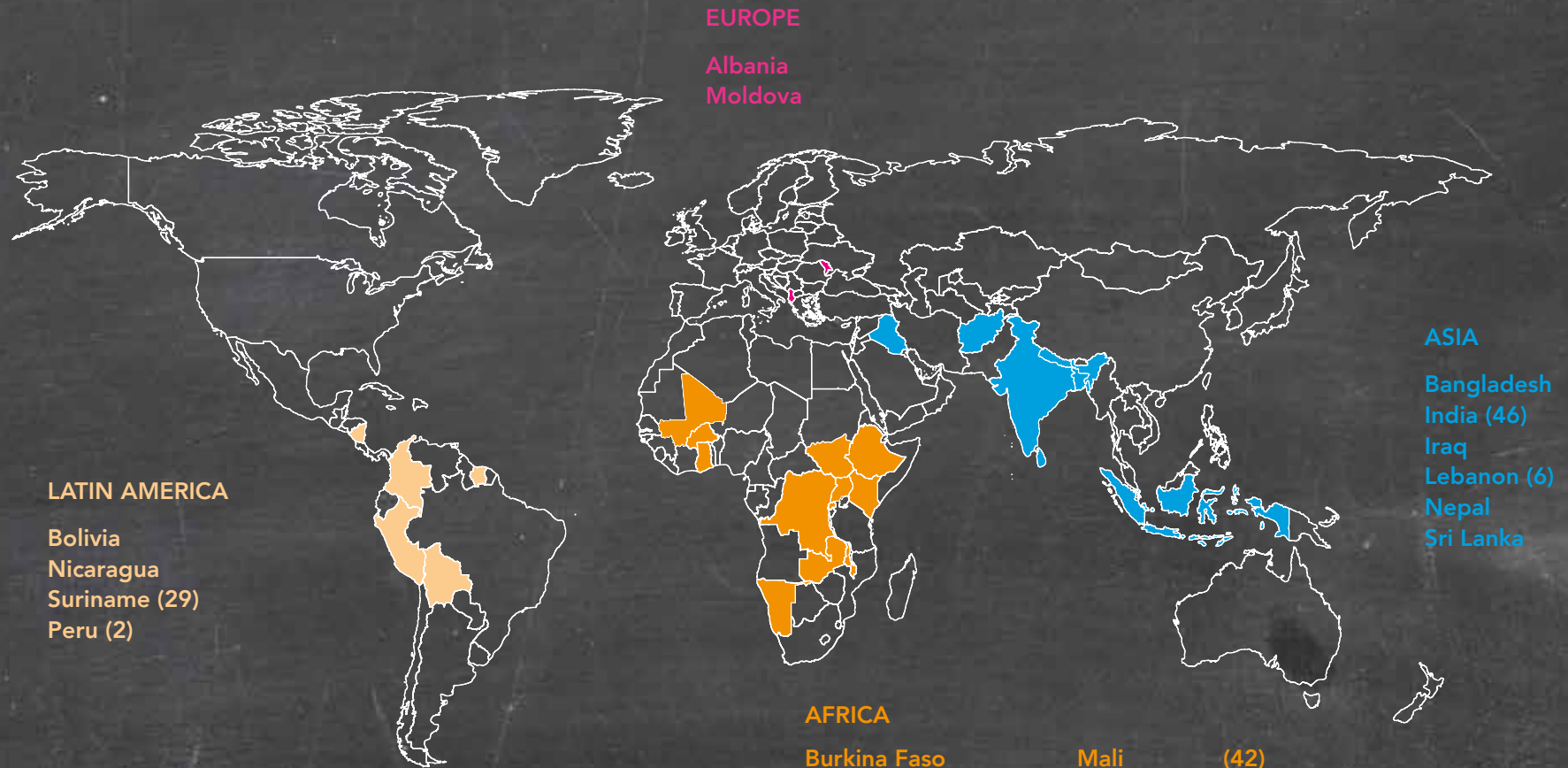
## WHERE DO WE WORK AND WHERE IS THE MONEY SPENT?

In 2016, we worked on 93 projects across the world. In 2015, we were still working on 137 projects; the fall was due to the discontinuation of the grants from the Dutch government's MFS2 programme. As a result, Edukans had much less money available for projects and we

were more dependent on financing from our own fundraising (see also Chapter 4: Fundraising & Communication). The fall was reflected in the number of children reached, the number of STAR-schools and the number of teachers trained.







	Spent in 2016	Budgeted for 2016
Good primary education	1,738,666	4,050,581
Vocational education	1,613,880	1,350,410
Equal opportunities B/G	66,185	80,395
Education in emergencies	374,138	0
Capacity-building	377,188	381,780
Edukaans Schoenmaatjes	1,474,949	1,696,903
Teacher and school exchanges	897,248	686,776
Communication	708,330	788,274
	<b>7,295,584</b>	<b>9,035,119</b>

**AFRICA**

- Burkina Faso
- DR Congo (16)
- Ethiopia (42)
- Ghana (23)
- Kenya (74)
- Malawi (18)
- Mali (42)
- Namibia
- Uganda (29)
- Rwanda
- South Sudan

**Total number of STAR-schools: 327**

The figure in brackets next to a country's name shows how many schools in that country work with the STAR-school model.

Appendix 1: Spending for each region and country







## 2.1 Good-quality primary education

Across the world, 263 million children do not attend school or leave school prematurely (Unesco, 2016). Packed classrooms and badly-trained teachers lead to low-quality education. For this reason, many children never complete

their schooling. Edukans provides a safe learning environment, well-trained teachers and committed parents: all factors that help children to succeed at school.

Results	
196,399	Children reached with better education
296	Parent councils and school boards trained
327	Schools working with the STAR-school model
489	Schools reached in total
5,604	Teachers trained

### STAR-schools



In 2016, 327 schools worked with the STAR-school model (in 2015: 323). Edukans developed the STAR-school model so that we could take an integral approach to improving education.

- Well-trained and motivated teachers
- Well-organised school management
- Involvement of parents and the community

Within the STAR-school model, we work on the basis of five core areas (the points of the star):

- A safe learning environment
- Good supervision of the learning process

Edukans uses the STAR-school model to map out the quality of a school's education. The areas that need to be improved are tackled in partnership with the school.





The STAR-school in Malawi

In 2016, 327 schools worked actively on improving their education by following the STAR-school approach. Of these, 106 were participating as STAR-schools for the first time. When the MFS2 grant expired at the end of 2015, many STAR-school programmes were wound up. A number of schools (with programmes that were discontinued in 2015) that have direct links with teacher-training colleges still form part of our STAR-school programme.

We maintain periodic contact with these schools in order to ensure that the educational improvements are sustainable in the long term.

### The STAR-school in Malawi

Edukans ambassador Sofie van den Enk paid a visit to schools in Malawi, where classes are frequently packed. Most teachers are passionate about their jobs, but the training often leaves much to be

desired. She witnessed the difference between a school that had been working in partnership with Edukans for some time, using the STAR-school model, and a school where much still needed to be done. In 2016, the number of STAR-schools in Malawi rose from 7 to 18, partly thanks to a contribution from the National Postcode Lottery of the Netherlands.

### The STAR-school in India

In 2016, Edukans set up a new STAR-school programme in India, together with our partner YCDA. Forty-six schools are now working with the Edukans STAR-school model. The programme in India is unique, due to active participation by the community and youth clubs and the focus on sex education. The latter is badly needed; in India, just like in Malawi, girls often find themselves in a disadvantaged position.



**Rajendra Meher,**  
director YCDA:



'FOR US, THE EDUKANS STAR-SCHOOL MODEL OFFERS A GOOD WAY TO IMPROVE EDUCATION IN PARTNERSHIP WITH THE COMMUNITY AND GOVERNMENT. WE ARE A CHILDREN'S RIGHTS ORGANISATION, AND CHILDREN NEED EDUCATION IN ORDER TO IMPROVE THEIR LIVES AND STAND UP FOR THEMSELVES.'



### Macy followed Edukans' training in active teaching

Macy is a 19-year-old student who is training to be a teacher in Blantyre. The course lasts two years, one of which she has already completed. Macy is doing a work placement at a primary school in a village just outside Blantyre. She teaches 65 children aged between seven and twelve. Thanks to Edukans, she received training in active teaching; a method

whereby children are actively engaged in the teaching material, meaning that they learn far more. 'We ask the children questions and we discuss topics. First, I ask my pupils to come up with their own solutions and answers. Only then do I explain how something really works.'



#### More than 5,600 teachers trained

Having well-trained teachers is essential for good-quality primary education. Well-trained teachers know how to engage children effectively in the teaching material, allowing real learning to take place. Part of the Edukans training focuses on 'active learning and teaching'; a teaching method that gets the children working on the educational material themselves, rather than simply reeling off and repeating what the teacher says. Thanks to this teaching method, the pupils' results are improving in leaps and bounds. In 2016, we trained 5,604 teachers.

#### An improvement on the past

When Macy was still at primary school, teaching was very different indeed. 'The teachers fed us, as it were: they would read something out and we would repeat it or write it down. There was no real contact and you didn't have to think for yourself. That way, you could only answer

a question if it was asked in exactly the same way. This meant that you understood less, and you also learned much less as a result. With this new approach to teaching, the upcoming generation has an opportunity to learn much more.'



## 2.2 Vocational training for young people

Edukans works on training courses that teach young people a trade and stimulate entrepreneurship. We always ensure that the range of courses offered is in keeping with demand for jobs. In this way, young people not only learn a trade, but they also have better employment prospects. And that pays for itself! On average, 70% of the young people we train find a paid job.

### Edukans Learn4Work

Edukans Learn4Work is the largest Edukans vocational education programme. The programme covers

projects in five African countries: Ghana, Ethiopia, Kenya, Uganda and Rwanda. With Edukans Learn4Work, young people are trained for professions for which there is local demand. Edukans does market research to determine which opportunities exist in the labour market. Businesses are closely involved in developing the teaching material, so that what students learn is seamlessly linked to practice. All training courses feature a compulsory work placement. In this way, theoretical and practical learning go hand in hand to achieve optimal results.

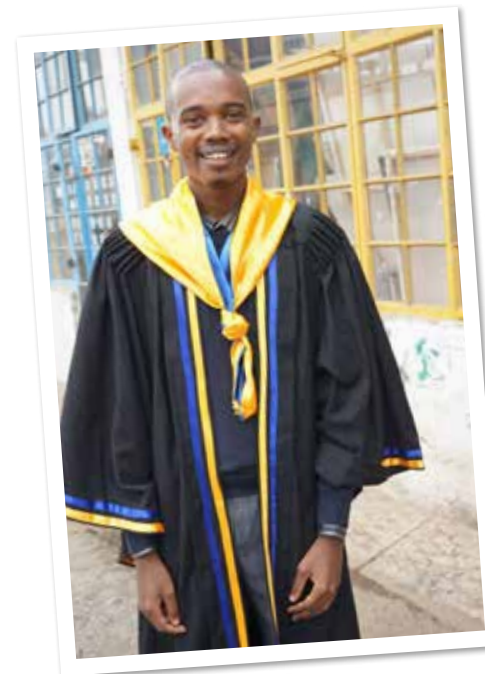
Thanks to our partnerships with training centres and local businesses, in 2016, 11,208 young people were able to complete their training.

### Work based learning

In 2015, we trained around 2,500 young people in Bangladesh. Skilled workers were trained to pass on their knowledge and skills to the next generation. This proved a great success! A survey of more

than 400 young people showed that more than 70% found a job after completing their training; a very high percentage for a region with few employment opportunities. In 2016, we used the same approach in a pilot project to help young people find work in Kenya and Ethiopia. Seven hundred young people were involved. The project was carried out in partnership with HAN University of Applied Sciences in the Netherlands.

Results	
215	Teachers trained
1,469	Young people trained
2,158	Young people found a job/started a business
47	Businesses involved
23	Existing training courses improved or new courses developed
28	Dutch students visited Learn4Work projects



←  
**Peter Mburukua (20):**

'I PASSED MY TRAINING COURSE IN GRAPHIC DESIGN. NOW I'VE GOT A DIPLOMA, MY PROSPECTS ARE GOOD AND I'M LOOKING FORWARD TO A BRIGHT FUTURE.'



## 2.3 Education in emergencies

Millions of children across the world do not attend school, often as a result of conflicts or natural disasters. It is particularly important for these children to be able to get back to school quickly, as they can support one other there. Schools provides structure and stability, they help children to process trauma and they play a key role in reconstruction. That is why Edukans campaigns for education in emergency contexts.

### Syrian refugees in Lebanon

In 2016, Edukans worked in Lebanese refugee camps for Syrian families who had been forced to flee the war. These families left everything behind in their search for a safe place, hoping to build a new future.

In practice, language often proves a barrier. As a result, Syrian children frequently fall far behind at school.

We set up two schools in shipping containers in Zahlé and Sidon, and trained 50 Syrian teachers in active teaching methods. The central question was: 'How can you make your classes interesting for your pupils?' After completing their training, the teachers mastered additional teaching techniques and learning styles and made more use of group work. As a result, 1,080 children are now attending classes. At these schools, the children can feel safe again *and* they are able to grow and develop.



### Results Libanon

1,080	Young people back at school
50	Teachers trained
2	Temporary schools in shipping containers





← Barah (14):

'IN MAY, I'LL  
RETURN TO  
DAMASCUS TO SIT  
MY EXAMS.'

Fleeing the war in Syria meant that Barah (14) missed two years of school. Once in Lebanon, she initially attended a local school. 'I faced discrimination and wasn't able to follow the classes properly because of the language'. Children in Lebanon are often taught in English or French, but Barah, like most Syrian refugee children, only speaks Arabic.

Thanks to support from Edukans' donors, she is now able to attend a school that teaches the Syrian curriculum. 'Now everything's going really well at school! Next year, I'll return to Damascus to sit my exams. My dream is to become a fashion designer.'

### Food aid in Malawi and Ethiopia

In 2016, we held a campaign for emergency food aid in Ethiopia and Malawi. Both countries were affected by El Niño. Due to extreme drought alternated with flooding, in many places in these coun-

tries, crops could not be harvested for two long years. Owing to the food shortage, many children were taken out of school to help make ends meet at home. Edukans helped to provide water, goats and maize.

#### Results Malawi en Ethiopië

842,500	Litres of water distributed
355	Goats distributed
884	Families received maize



Ambassador Sofie van den Enk travelled to Malawi to witness the consequences of the extreme drought.





## 2.4 Equal opportunities for boys and girls

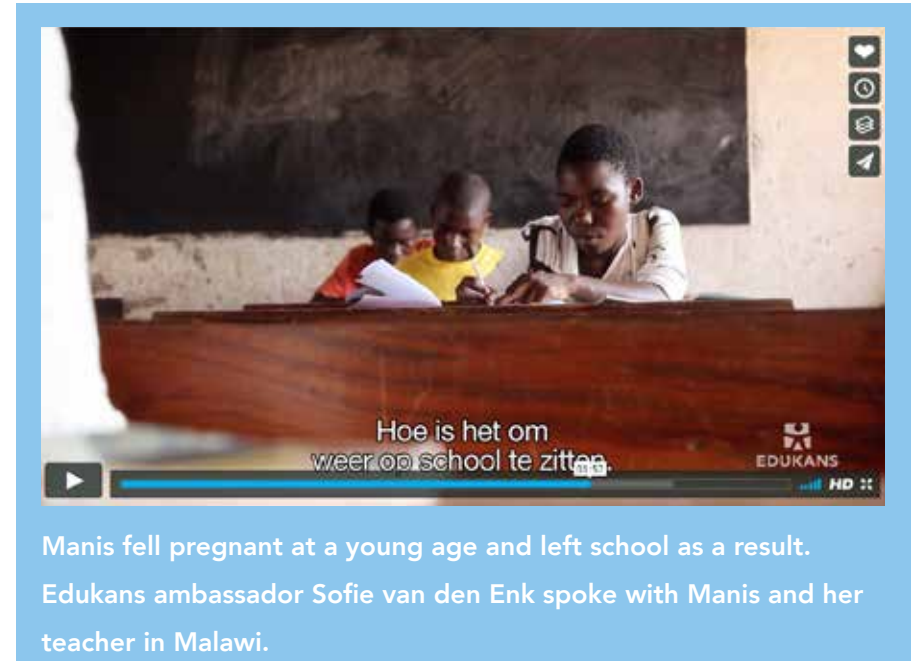
In many countries, it is not taken for granted that girls will attend school or finish their schooling. Much more frequently than boys, girls are kept home to help with the housekeeping or care for younger siblings. They are vulnerable to sexual violence and run the risk of falling pregnant at a young age or being given away in marriage. Edukans wants to boost these girls' resilience and help them to stand up for themselves. Above all, they must be given the opportunity to finish their schooling and to grow and develop.

By training teachers in how to give sex education, children learn all about reproduction, respectful relationships, friendship, love and sexuality. Girls learn about their rights, how they can define their limits and why they need to finish school before getting married or having children.

### Ready steady programma

With our partner, Ujima, we have developed the Ready Steady programme in Kenya. This computer-based programme is aimed at youth aged 18-25 in vocational education. Sex education and enterprise are covered in eight lessons.

Results	
6,001	Pupils reached
1,084	Teachers trained in sex education



Manis fell pregnant at a young age and left school as a result. Edukans ambassador Sofie van den Enk spoke with Manis and her teacher in Malawi.

## 2.5 Strengthening capacity through internationalisation

With the establishment of Edukans' country office in Ethiopia, in 2016 Edukans became a *de facto* international organisation. We also made a start on establishing offices in Ghana, Kenya and Malawi. This decentralisation means that we can develop our partners' capacity more effectively in the areas of substantive expertise, organisational development, fundraising,

lobbying and networking. Edukans continues to work closely on this with our strategic partner organisations, both locally and internationally. With our strong joint programmes, we can avoid fragmentation and work more efficiently and effectively, allowing us to achieve a greater impact for less money in future.



# 3



## EDUKANS AND DUTCH EDUCATION

Commitment is one of our core values and is high on our agenda. The commitment of our partners in developing countries, the teachers we train, and the children we reach with better education. This commitment is also essential in the Netherlands. Commitment can be expressed not only in money, but also in terms of time, attention and energy.

### 3.1 Schoenmaatjes

By taking part in the Schoenmaatjes campaign, organising fundraising activities or travelling with Edukans, Dutch people demonstrate their commitment to achieving better education in developing countries. In this chapter, we describe the results of Edukans' campaigns and programmes in the Netherlands.

For the Schoenmaatjes campaign, children in the Netherlands fill decorated shoeboxes with school supplies, toiletries and other presents for children in developing countries. Taking part makes Dutch children aware of how their peers live in developing countries, as well as learning what it means to give and share.



Thanks to Schoenmaatjes, children in developing countries know that someone is thinking of them and they receive school supplies and presents, often for the first time.

### Schoenmaatjes in one minute

In 2016, we made a great promotional film for Schoenmaatjes. In just over a minute, the film shows how a shoebox in the Netherlands can be transformed into an unforgettable present for a child in a developing country.

Teisi (4),  
Albania:



'I RECEIVED A LOVELY DECORATED SHOEBOX FULL OF PRESENTS FROM A CHILD FROM THE NETHERLANDS. THANKS TO THIS GIFT, MY SCHOOL DAY BECAME A DAY I SHALL NEVER FORGET.'



### Focus point

In 2016, we again saw a 20% fall in the number of shoeboxes donated. In order to find out why, we circulated a questionnaire among participants in the campaign. The

research, which was based on the 2015 results, revealed that while the campaign is still highly appreciated after 22 years, it is time for an update.





We are researching, testing and introducing various possibilities for updating the campaign. What is more, in 2016 we entered into a great partnership with the software developer SAP.

### 1,000 Schoenmaatjes volunteers

This year, 1,000 volunteers leapt into action to help at the delivery and processing points, as well as in the office. They gave their time and gathered numerous articles for the shoebox campaign. These volunteers play an invaluable role in the Schoenmaatjes campaign.



Yield	2016	2015
Financial contributions for sending and distributing shoeboxes	€ 477,048	€ 362,475
Donations in kind (value of contents of shoeboxes)	€ 1,265,874	€ 1,570,238

### Sponsors

Heutink is one of our loyal Schoenmaatjes sponsors. Among other things, the company delivers free standard-size shoeboxes and helps with the marketing for the campaign.

In 2016, we also launched a partnership with the software developer SAP. By working together, we hope to be able to improve the results of Schoenmaatjes next year.

We are extremely grateful for the help from Heutink, SAP and our other sponsors.



68,131

shoeboxes



1,015

participants (schools, churches, afterschool organisations, scout groups and businesses)



2,374

individual members of the public



1,000

volunteers

## 3.2 Going Global

Edukans Going Global is an exchange programme for pupils in secondary education. Going Global links secondary-school pupils from the Netherlands with young people in developing countries. In 2016, Dutch pupils worked with peers in Ghana to achieve better education. They struck up conversations about topics that are meaningful for people everywhere, such as relationships, being assertive and making informed choices. The pupils reported on their visit from the country. Once they were home, the pupils gave presentations to their schools about their unforgettable experiences, after which the whole school campaigned for Edukans.

### € 458.854 for better education

Campaigners for Edukans Going Global raised no less than € 458,854 over the

whole campaign. Of this, we received € 408,497 in the 2016 financial year. This fantastic result was announced by our ambassadors Sofie van den Enk and Bracha van Doesburgh, together with our partner Tony Chocolonely.

### Broaching difficult topics

The youngsters from the Netherlands succeeded in broaching difficult topics with their Ghanaian peers, such as child marriage, equal opportunities for boys and girls and HIV/AIDS. Thanks to Edukans Going Global, they had the space to talk about these topics in a meaningful way – something that's incredibly important for the development of young people in the Netherlands and Ghana.



Yield	2016	2015
	€ 458,854	€ 445,353



40

Pupils went on trips



15

Teachers supervised trips



32

Secondary schools campaigned in the Netherlands



### 3.3 World Teacher

Edukans World Teacher is an exchange programme for trainee teachers, teachers and school directors. The objective of the World Teacher trips is for the participants to work with local colleagues to improve education. The participants raise money for Edukans projects in the countries to which they are travelling. In 2016, World Teacher was held in Ghana, Uganda, India, Suriname, Malawi and Kenya.

In 2016, we experimented with a combined trip for trainee teachers, teachers and school directors. The experiences with this new form of World Teacher programme were positive, which proved reason to

extend this approach to all World Teacher trips in 2016. The result was an impactful programme that brought together people from all kinds of backgrounds and levels of knowledge. What is more, the involvement of trainee teachers from the host countries proved a great addition to the World Teacher programme; this new generation of teachers is participating actively in the programme, maximising the impact in the long term. Knowledge transfer takes place not only at the STAR-schools that are visited during the trip, but also at the schools where the trainee teachers are doing their work placements; a fantastic additional result!



67

Dutch teachers  
(+21 Finnish teachers)



7

School directors



70

Trainee teachers



60

Participating schools in  
developing countries

8+

Dutch teachers' report grade for  
World Teacher





## World Teacher Agrarisch

Until 2016, we ran the Green World Teacher programme for the agrarian sector. After three years, this programme has now successfully been wound up. Thirteen teachers and two school directors travelled with the Green World Teacher programme, and 24 school directors and 20 teachers were trained in Northern Uganda

Yield	2016	2015
	€ 542,432	€ 306,885



**Jopke Kleemans**

(student):

'I'M LOOKING FORWARD TO A FUTURE THAT I CAN SHAPE ANY WAY I LIKE. THAT'S SUCH A HUGE PRIVILEGE!'



Edukans: The journey of a lifetime

## 3.4 DARE2GO

In 2016, Edukans decided to take over an exchange programme that had previously been run by the Missie en Jongeren foundation under the brand name DARE2GO.

Edukans will preserve the spirit of the exchange programme in a new variant, Edukans Lang op Reis.



# 4

## FUNDRAISING AND COMMUNICATION

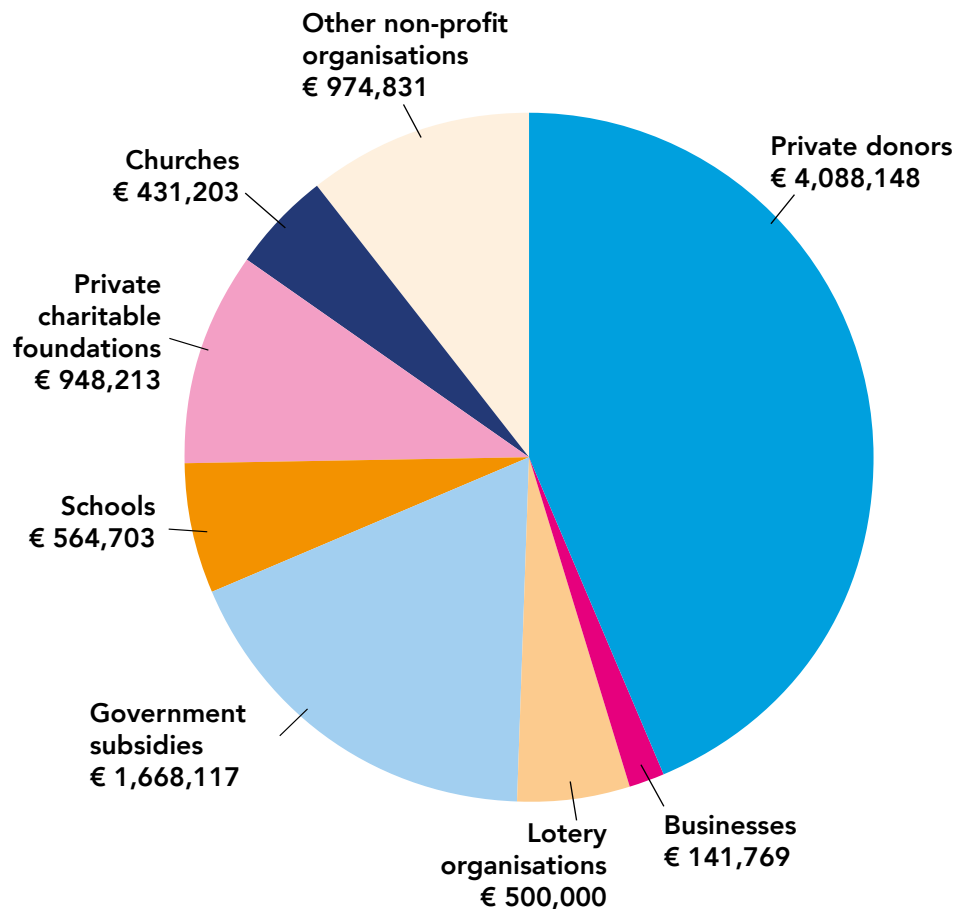
### Revenue development

Thanks to support from our donors, particularly in the Netherlands, Edukans is able to give extra opportunities to children from developing countries. Fortunately, we are able to count on the support of thousands of private donors, children, schools, businesses, churches and other organisations. Our donors make our work possible and ensure that thousands of children receive the opportunity of a lifetime.

The level of income from our own fundraising remained almost equal to that raised in 2015, and we have taken measures to

enable us to recruit new donors. In 2016, we invested in organising our communications and fundraising more effectively, so that we could better serve the various donor groups. Due to the discontinuation of the MFS subsidy from the Dutch government, our incoming revenues were down 3.6 million euros on the previous year; a fall of more than 28% of our total income. Edukans' total fundraising costs as a percentage of total income (excluding subsidies) was 15.5% for 2016, well below the norm set by the Central Bureau on Fundraising of the Netherlands (CBF).





The introduction of new guidelines for financial reporting mean that the 2016 annual report is based on different accounting principles. Changes have also been made to the CBF's guidelines. Whereas the CBF used to monitor the cost of fundraising mainly by comparing the cost of fundraising with the revenues from an organisation's own fundraising, the CBF is now looking more closely at the effectiveness of an organisation's spending. This means that it is not possible to compare figures directly from this annual report with those from previous years.

### Launch of thematic funds

In our contact with loyal donors who support us with above-average donations, we see how committed these donors are to our work. They often express an interest in receiving more information about the work they are supporting. In 2016, we set up four thematic funds for this group of donors: a diploma fund, a girls' fund, an employment fund and an emergency fund. The new funds replace the school sponsorship plan that ran for fifteen years.

### Private donors

Funds raised from private donors by means of mailings, telemarketing and door-to-door fundraising, for example, were up by almost 7% in comparison to 2015. This is a great result, but our target had been to expand this form of fundraising by more than 10%. Due to the amount of time it took to launch door-to-door fundraising and the large number of donors who cancelled their standing order after some time, we failed to reach this ambitious target.

filled with school materials, toiletries and toys. At the end of 2016 and in 2017, these shoeboxes were distributed to disadvantaged children in Albania, Ghana, Iraq and Sri Lanka. The value of these shoeboxes has been included in the annual accounts. The number of shoeboxes that was collected in 2016 was smaller than estimated and also smaller than it had been in 2015. Excluding the fall as a result of the Schoenmaatjes campaign, total private fundraising rose by 12.8%.

### We can count on you!

Some of the donations from private donors are given in the form of shoeboxes

More and more donors are supporting Edukans with a standing order.





We are delighted with this, as it allows us to plan our work more effectively and keep our costs down. Edukans mainly uses telemarketing and door-to-door fundraising to raise standing-order donations. This form of fundraising requires a relatively high level of investment, but it is recouped in the longer term. We keep a close eye on the costs and returns of this form of fundraising, however, because there has also been a rise in the number of donors who cancel their gift shortly afterwards. As we still get a lot of support

following mailings, we sent out an extra mailshot in 2016. We did not send an extra mailing to everyone, however. On the contrary, six times a year, we determine ever more precisely who we are going to contact.

### Satisfied donors

We held a donor survey last year, which revealed that our donors are very satisfied with our work and our communication about what we do. This was something we also heard at the 2016 donors' event,

at which we informed donors about our projects and gave them an opportunity to discuss them with us. The donors' event was presented by Martine van Os, our ambassador and presenter, among other things, of the Dutch TV programme *Koffietijd*.

### Legacy donations and periodic gifts

In 2016, we received € 52,794 from individuals who had included Edukans in their will and left a legacy for the future. Edukans' income from legacy donations was thereby significantly lower than in previous years, and also lower than estimated (€ 147,000). In addition, 154 people made tax-free gifts. A total of € 161,642 was donated in this way; almost twice as much as in 2015. Thanks to a successful campaign, many donors are making larger gifts without incurring additional costs, by using a financial contract to donate in a fiscally advantageous way.

### Churches, foundations, schools and businesses

This year, revenues from churches and ecclesiastical institutions rose sharply, from over € 170,000 in 2015 to more than € 431,000 in 2016. Churches have been a growing source of income for Edukans since 2015. We had budgeted for fundraising income from churches of € 150,000. We are delighted to see our work supported by institutions that share our organisation's Christian roots.

Fundraising revenues from businesses were higher than expected in 2016. This year, we included gifts in kind and the funds that participants in the *Going Global* and *World Teacher* programmes raised from businesses.

Edukans can count on the support of a number of businesses that give their backing to education. Our partnerships with firms such as Heutink, Noordhoff Uitgevers, SAP Netherlands, ScoliX, Springest and NCOI are proving



increasingly important to us. New businesses have also started to work with Edukans, and we are extremely grateful to these companies for their support.

### **Foundations and private charitable foundations**

We are pleased with the backing that we continue to receive from foundations such as the Turing Foundation, which is supporting a four-year educational improvement project in Congo with € 150,000. In 2016, we received € 50,000 for the project. The Liberi Foundation is contributing € 50,000 to the STAR-school programme in Ethiopia, € 25,000 of which was contributed in 2016. The CCHO-Beheer foundation is supporting three projects in Burkina Faso, Ethiopia and Sudan with € 45,000. The ASN Foundation gave € 5,000 for education in the slums of Ethiopia. Sympany+ is supporting a project in Ethiopia.

Many other foundations, including the Chocolonely Foundation, are showing their support for Edukans, for which we are extremely grateful.

In 2016, we contacted 45 new foundations, twelve of which made contributions to our work in the same year. We are expecting a contribution from another eight of these foundations in 2017. We may establish successful partnerships with a further eight in future. We received rejections from the other fifteen. We have therefore achieved excellent growth in this area.

### **Special support from the National Postcode Lottery of the Netherlands**

This year, Edukans again received a contribution of € 500,000 during the National Postcode Lottery's Goed Geld Gala. With this sum, the National Postcode Lottery is contributing to the structural improvement of school education in developing countries. The STAR-school programme in Malawi is one of the programmes in which the sum is being invested.

This multi-annual contribution from the lottery and its participants is unique, because charities can use their expertise to decide how to spend the funds.



**Our thanks to the participants in the National Postcode Lottery for another donation of € 500,000**

Edukans is thus extremely grateful for this support from the National Postcode Lottery of the Netherlands.

### **Communication and Information**

In 2016, Edukans again worked hard to build familiarity with and support for its work. We achieved this by campaigning,

through the efforts of our ambassadors and members of the Committee of Recommendation, by drawing the media's attention and by increasing our online presence. This is an important way of giving the Dutch public an insight into children's lives in developing countries and the challenges faced by teachers.

We ensured that we remained visible throughout the year, and we also carried out a multimedia campaign that used radio broadcasting, bus-shelter posters, adverts and free publicity to tell a large audience about Edukans' work. We were covered by the magazine *Opzij*, the television programme *Koffietijd*, the local broadcaster RTV Utrecht, regional papers *De Gelderlander* and *De Stentor*, Sky Radio, the websites *Vrienden.nl* and

*Nu.nl*, public broadcaster NPO1 and by various local papers and online media.

### A new house-style

In 2016, Edukans adopted a new house-style that allowed us to appeal to more target groups in an unambiguous way. Discarding sub-brands allowed us to build more effectively on our brand awareness. At the end of 2016, we found that we had achieved significant growth



in brand awareness amongst the Dutch public, from 17% to 24%.

optimised for use on tablets and mobile telephones.

### Online communication

We managed to reach more people online than last year. We increased our focus on the possibilities offered by social media and online advertising. Our website and the campaign platform were also updated, and Edukans' website is now

### Uniting for children

In the year under review, we entered into an inspiring partnership with UNICEF Netherlands, the Liliane Fonds, Het Vergeten Kind and the public broadcaster AVROTROS. Together with these four organisations, we worked to raise



### Development of number of followers on social media

	2016	2015
Facebook followers as of 31/12	9,008	7,418
Twitter followers as of 31/12	4,063	3,798
Instagram followers as of 31/12	431	-





money for children in need. On 4 November, the whole of the AVROTROS programme Meastro was dedicated to this common goal. Thanks to this initiative, Edukans was able to spend € 100,000 on education projects in Malawi. We expect to continue this successful partnership in 2017.

### Ambassadeurs

Edukans has six ambassadors who generously donate their time and efforts to achieving better education in developing countries. They are: Nick & Simon, Bracha van Doesburgh, Ron Boszhard, Sofie van den Enk and Martine van Os. Below, we have included a selection of videos and photos showing how they campaigned for Edukans in 2016.



Together with her four-year-old son, Sofie van den Enk travelled to Malawi to witness the impact of our education projects. She spoke to Manis, among others. This spirited young girl did not attend school for a while because she was pregnant, but thanks to her teacher, she will now be able to finish her primary education.



Khembo lives in Malawi. Owing to the drought in his country, he only attends school a few days a week. On the other days, he helps his mother on the land. Watch his moving story here.





Launch of the Schoenmaatjes campaign 2016



The Schoenmaatjes appeal by Nick en Simon

Together with four plucky children from the Kamperfoelie school in Huizen, Ron Boszhard launched the Edukans Schoenmaatjes campaign in spectacular fashion, with inflatables and a massive water slide!

Nick & Simon appealed to everyone in the Netherlands to take part in the Schoenmaatjes campaign!

Bracha van Doesburgh campaigned fanatically to win € 50,000 of broadcasting time for Edukans during the Sky Radio Christmas Tree for Charity campaign. Sadly, we didn't win, but there's always next year!



Martine van Os hosted our donors' event, at which we informed a group of loyal donors about our work.



# 5

## MANAGEMENT AND ORGANISATION

Edukans is an international development organisation that was founded in 2002. It specialises in education for disadvantaged children and young people and is based in Amersfoort, the Netherlands.

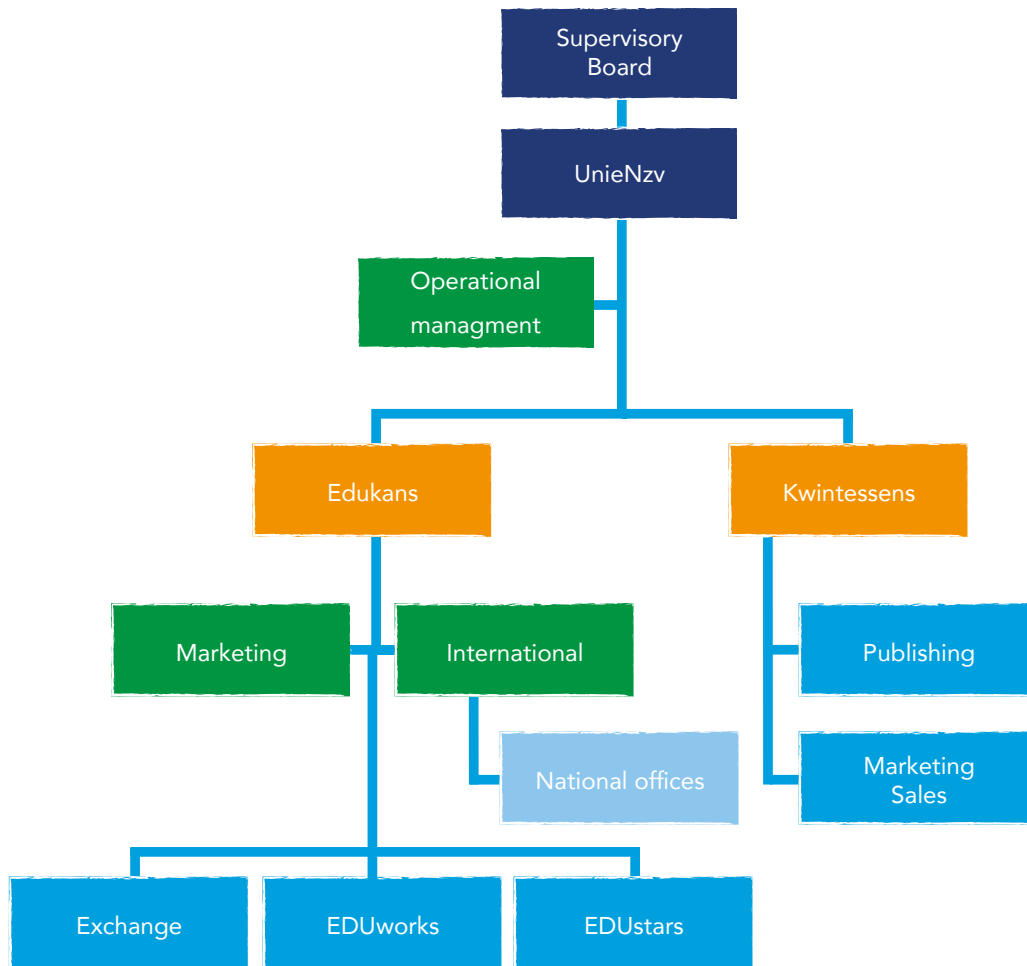
Edukans is organised into five teams: Exchange, International, Marketing, EDUworks and EDUstars.

The Exchange team is responsible for the World Teacher, Going Global and DARE2GO exchange programmes. The EDUstars team coordinates the STARR-schools programme, education in emergency contexts and equal opportunities for boys and girls. The EDUworks team focuses on formal and informal vocational

education for young people with a view to creating job prospects. The Marketing team organises fundraising and communication activities, including the Schoenmaatjes campaign. The International team is responsible for capacity development, international fundraising and developing an international network of partners. The Edukans MT consists of the managing director, the director of international cooperation and the marketing manager.







### UnieNzv

Together with Kwintessens, Edukans forms part of the UnieNzv Foundation. UnieNzv is a socially responsible enterprise that brings together education in the Netherlands and developing countries. Kwintessens specialises in educational publishing for primary schools, with a focus on philosophy and social-emotional learning. The UnieNzv Foundation, the Edukans Foundation and Kwintessens form a single fiscal unit and are based in the same premises on the 4th floor of Berkenweg 11 in Amersfoort. Edukans complies with the employment conditions established by the Protestant Church in the Netherlands.

### Treasury

Because the Edukans Foundation forms part of the UnieNzv Foundation, its bank assets are held by the UnieNzv Foundation. It receives a fixed return of 2%

on the assets deposited by the Edukans Foundation. The cash accounts of the Edukans Foundation are included in the UnieNzv Foundation's treasury policy. Edukans receives 4% interest on Kwintessens' current account assets.

The UnieNzv Foundation's investments are managed by ING asset management. The management follows an investment policy with a low-risk, 'very defensive' profile; that is, 10% shares and 90% bonds. A 10% range between the two can be maintained. The policy is evaluated and adjusted if necessary on an annual basis. The asset manager has been instructed to invest in an ethically responsible and sustainable way, which entails excluding companies that have links to child labour or any other adverse effects with a view to the UnieNzv Foundation's objectives.



# Supervision and management

## The supervisory Board

The members of Edukans' Supervisory Board also sit on the Supervisory Board of UnieNzv. The members of the Supervisory Board are appointed for five years and can be re-appointed twice. In 2016, the Supervisory Board had the following members:

- Mr J. Smit, chair, expertise: strategic policy and organisational development (appointed in 2012, re-appointable in 2017).
- Mrs J.D.C. Geel, expertise: theology and the media (appointed in 2007, stood down on 19 December 2016)
- Mrs W. Hoek, expertise: organisational development (appointed in 2007, re-appointable in 2017).

- Mr A. Holster, member of Audit Committee, expertise: education (appointed in 2008, re-appointable in 2018).
- Mr. R.W. van Tol, chair of Audit Committee, expertise: accountancy (appointed in 2009, re-appointable in 2019).
- Mrs M.C. Verstraeten, expertise: education and international cooperation (appointed in 2016).
- Mr R.C.J. de Haas, expertise: international cooperation (appointed in 2016).

None of the members of the Supervisory Board report having any additional roles that could conflict with their membership of Edukans' Supervisory Board. The composition of the Supervisory Board of Edukans is the same as that of UnieNzv. The meetings are always held contiguously. The members of the Supervisory Board receive an annual reimbursement that does not exceed the applicable norms.

## Management and directorate

Ron Rijnbende is the managing director of Edukans. The director and the management of Edukans and UnieNzv are appointed by the Supervisory Board. The competences of the director and the relations between the director and the Supervisory Board are set out in the Statutes, the Regulations of the Supervisory Board and the Executive Statute.

Annual performance appraisals are held with the managing director on the basis of the executive assessment framework and the director's job description. In 2016, Ron Rijnbende held the following additional roles: member of the Supervisory Board of the Christian Social Congress; member of the executive council of the ICCO Cooperative/PerspActive; member of the Windesheim advisory group on the philosophy of life (Adviesgroep Lectoraat levensbeschouwing Windesheim); and chair of the Rotterdam Foundation. The salary of the managing director of Edukans is set on scale 16 BBRA in accordance with the Wijffels Code and 60% is attributed to Edukans.



## Personnel and policy

Due to the close interrelationship between the Edukans Foundation, the UnieNzv Foundation and B.V. Kwintessens NZV Uitgevers, all staff members are employed by the UnieNzv Foundation. The Edukans Foundation and B.V. Kwintessens NZV Uitgevers are then charged by the UnieNzv Foundation one-for-one for the actual staff costs incurred.

Each employee of Edukans belongs to one of five teams: Exchange, International, Marketing, EDUworks and EDUstars. In 2016, changes were made to the performance appraisal policy and the policy was put to the Works Council.

On 31 December 2016, 37 employees worked for Edukans (10 men and 27 women). Eleven staff members had full-time positions and 25 had positions ranging from 0.5 to 0.9 FTE. One staff member had a position of less than 0.5 FTE. In 2016, six new staff members were

taken on by Edukans and six employees left. For support services, Edukans makes use of 3.4 FTE from the UnieNzv Support Unit. In total, 36.5 FTE is attributed to Edukans. New staff members are given temporary positions. The percentage of sick leave was 2.7% in 2016.

### Internal communication

Edukans sees internal communication as an important tool for achieving the organisation's objectives. Employees are frequently involved in the introduction of policy. Every day, the intranet is used to communicate internal news to the staff. In addition, there is a weekly lunch meeting where staff can present their work or the MT explains decisions.

### Volunteers

Edukans is proud of every one of the 1,048 volunteers who devoted themselves to improving the quality of education in all kinds of ways in the past year. They helped to collect and check more than 68,000 shoeboxes. They held training sessions and workshops and travelled with the Going Global and World Teacher programmes as trip supervisors. We couldn't do without our volunteers, and we are grateful to all of them for their assistance over the past year.

Activity	Number of volunteers
Schoenmaatjes	1,000
Office	3
Presentations	5
Going Global	17
World Teacher	23
<b>Total</b>	<b>1,048</b>

### Works Council

UnieNzv has a Works Council with five elected members, two of whom work for the Edukans subsidiary. The Works Council considers it important to monitor staff interests and the progress of the organisation, and to play a proactive and visible role when doing so.





In 2016, the Works Council received a single request for advice on the strategic agenda of Edukans 'Be The Change'. In its advice, the Works Council paid detailed attention to both the progress of the organisation and the interests of the staff. The Works Council did not receive any requests for approval.

In 2016, the Works Council focused in particular on the following key areas:

- The internationalisation of Edukans; the Works Council was mainly informed about progress on this. It considered both the interests of the staff and the interests of the organisation as a whole
- Cooperation with third parties: the takeover of DARE2GO and the developments relating to PerspActive.
- Coverage of Human Resources tasks in the organisation following the departure of a permanent member of staff.

- The implementation of and progress with the use of the CRM system as an efficient way to communicate on the relevant Edukans reporting targets.

In the 2nd trimester, the Works Council held interviews with colleagues. The aim was to gain insight into the employees' experiences and increase the accessibility of the Works Council within the organisation. This resulted in useful suggestions for making the Works Council more visible to employees.

In 2016, a single consultation was held between the Works Council and the Supervisory Board. It was agreed that annual consultations would be held in future on strategic developments within the organisation.

## Accountability statement

Edukans holds the CBF quality mark, which incorporates the Good Governance Code of the Wijffels Commission. In the accountability statement, Edukans explains how the three principles of the CBF quality mark are put into practice:

1. Distinguishing between the functions of supervision, management and implementation.
2. Optimising the effectiveness and efficiency of spending.
3. Optimising relations with stakeholders.

### Re. 1. Supervision, management and implementation

The document 'Regulations of the Supervisory Board' brings together various regulations on information provision, profiling, and the recruitment and selection of members of the Supervisory Board and the Audit Committee.

The Supervisory Board is assisted by the Audit Committee, which focuses on assessing financial management and the quality of control. The Audit Committee also assesses the work of the accountant and reports on this to the Supervisory Board during the discussion of the annual accounts.

The Supervisory Board met five times in 2016. The Supervisory Board monitors continuity, monitors the realisation of strategic objectives, assesses the quality of the management and advises the management on relevant societal developments. The Supervisory Board approves the strategic plan and the budget, the annual accounts and the annual report.



In 2016, the Supervisory Board paid particular attention to future developments in development cooperation and the translation of these into Edukans' long-term strategic vision. In 2016, a new strategic agenda was drafted and adjustments were made to the organisation. Detailed consultations on this were held with the Supervisory Board.

At the discussion of the annual report and annual accounts, the policy that had been implemented was evaluated and assessed, and the annual risk analysis was discussed. The Board established which objectives and results had been achieved and any deviation from these. The evaluation was both financial and substantive in nature. The results of this evaluation were translated into the strategic agenda 2016-2018.

## **Re. 2. Optimisation of the effectiveness and efficiency of spending**

Edukans continuously works to improve quality. To put its educational programme into practice, Edukans uses an extensive monitoring system that follows the quantitative and qualitative results for each programme. In this way, we can show the extent to which participation in education is increasing as a result of Edukans' funding. We also follow a number of qualitative results for each programme, such as by building up a picture of the available learning resources and teacher training. Both the availability and the quality of education are important indicators for Edukans. The management uses the strategic plan and the budget to set guiding objectives for Edukans. The management sets standards for the costs that may be incurred in achieving these objectives.

Additional processes and procedures, including on the monitoring and evaluation of projects, are described in the ISO procedure. If resource spending deviates from the budget, this is reported to the managing director, addressed in the Audit Committee and included in the management reporting to the Supervisory Board.

## **Re. 3. Optimisation of relations with stakeholders**

Edukans' direct stakeholders are children and partner organisations in developing countries, donors, funding bodies and volunteers. Various means are used to communicate with these stakeholders. The guidelines and procedures are set out in the ISO procedure. Besides personal contact, contact with partner organisations takes place by means of partner consultations. Partners are closely involved in

future policy development. Volunteers are mainly involved at the programme level.



## Assessing quality and transparency

Edukans is constantly working on ways to evaluate the efficiency of our use of people and resources. Continuous learning and the improvement of quality, progress and efficiency are anchored in the strategic plan, management reporting and the ISO quality manual. Every year, a management review is conducted for each department and discussed and adopted by the management team.

The evaluations are used as input for the annual final evaluation by the management, which focuses on improving the performance and efficiency of the whole organisation. Among other things, the outcomes of the final evaluation are incorporated into the quality objectives in the strategic plan. New fundraising projects and programmes for Dutch schools are developed in accordance with the project reporting procedure and approved by the management team.

### ISO 9001:2008

Edukans has had ISO certification since 2006. ISO 9001 is an internationally recognised standard for quality assurance. We can report with justifiable pride that we came through the triennial re-certification process with flying colours. Our management system satisfies all the requirements of ISO standard 9001:2008. The most important objectives of the ISO-certified quality system are:

- A continuous, cyclical learning process that staff members experience as meaningful.
- Customer-focused work processes.
- A transparent organisation with clear communication.

Partos 9001: the sector-specific implementation of ISO 9001:2008

As part of its efforts to improve quality, the Partos sector organisation has developed a sector-specific version of ISO 9001:2008, the 'Partos 9001', which takes account of the specific circumstances of our area of work. It consists of a translation of the standards in those areas that are thought to need more detailed interpretation. In 2014, we participated in this sector-specific ISO for the first time and also gained this three-year certification.

### Other bodies with guidelines upheld by Edukans

Central Bureau on Fundraising (CBF). As a holder of the CBF certificate for charities (Erkenningscertificaat voor Goede Doelen), Edukans complies with the guidelines of the Dutch Central Bureau on Fundraising.

Dutch tax authorities. As a Dutch public benefit organisation (Algemeen Nut Beogende Instelling, ANBI), we are obliged to meet the requirements set by the Dutch tax authorities.

Goede Doelen Nederland/the Association of Charities in the Netherlands (previously the Association of Fundraising Organisations, VFI). Edukans is affiliated with Goede Doelen Nederland and upholds this sector organisation's code of conduct. The code is based on respect, openness, trustworthiness and quality.

Foundation for Annual Reporting. Our annual accounts are drawn up in conformity with Guideline 650 on Reporting for Fundraising Organisations of the Foundation for Annual Reporting.

ISO. Internal and external processes are regularly assessed on the basis of ISO guidelines. Edukans has been granted ISO certification by the KIWA certification organisation.



## Corporate Social Responsibility

The Fundraising Institute (IF). Edukans' fundraisers are affiliated with the Dutch Fundraising Institute (Instituut Fondsenwerving, IF), now part of Nederland Filantropieland (NLFL). As such, they endorse the NLFL's code of conduct. The aim of the fundraising code is to encourage responsible fundraising practice. The basic principles of this code are integrity of action, transparency and professional management and supervision.

OPTA. In its telemarketing activities, Edukans complies with the legislation and regulations of OPTA (the Dutch independent postal and telecoms authority) and the 'Bel-me-niet' register (opt-out from unsolicited commercial phone calls). For text-message donations via the 'Geef SMS' service (4333), Edukans complies with the Dutch code of conduct for text-message services and applicable advertising rules.

For Edukans, corporate social responsibility (CSR) means operating with a view to the future; a liveable future. We translate this into delivering programmes and education projects in the Netherlands and in developing countries in a respectful, professional and sustainable way, with integrity, whenever possible in cooperation with third parties.

We have shaped our policy framework for CSR in line with our core values of trust, hope and commitment. These core values have been further developed in a code of conduct. We base the CSR spectrum on a 'CSR wheel' in which the policy frameworks are divided across four policy areas:

- Policy and identity: CSR ambitions and management commitment
- International cooperation
- Social commitment: activities, customer value, dialogue and market orientation

- Operational management: internal environmental policy and internal social policy

The policy is also based on key social and ethical issues, legislation and regulations, and external guidelines and principles in this area. National and international legislation and guidelines also address acting with integrity, especially in relation to anti-corruption measures. Edukans also considers it very important that legislation and regulations on donor protection are observed closely and that donors are given sufficient information. In 2016, Edukans commissioned an external agency to map out which adjustments would be needed in order to meet the requirements of new privacy and security legislation. All of our activities focus on providing correct and clear information and on protecting donors' personal data.

Edukans offers other companies the opportunity to develop their CSR policies in practice. Working together, this can vary from a corporate partnership to sponsoring Edukans projects.

### The environment

The Edukans office is situated at walking distance from Amersfoort railway station. Travelling with public transport is thus an attractive option for both visitors and staff. The office has been given an energy-index 'A' rating, which is very energy efficient. When procuring materials, Edukans chooses those materials that have the least impact on the environment.





# Risk

Every organisation is exposed to operational risk and uncertainty, and Edukans is no exception in this regard. In the table below, we set out the most important risks we face. At the same time, we show how these risks are kept in check by the measures that we have taken to limit the chance of these particular risks occurring.



Risk	Policy measure	Chance of risk (after measure)
Continuity risk, because there are insufficient resources to safeguard Edukans' continuity, for example, due to changing (international) market conditions (subsidies).	Edukans has sufficient reserves to safeguard continuity in the short term. In the medium term, Edukans is flexible enough to be able to adjust spending to available revenues.	Low
Damage to reputation (due to negative news coverage, for example)	Edukans has ISO 9001:2008 and Partos 9001 certification. Edukans has a quality management system that sets out procedures and protocols for dealing with calamities. This handbook includes a complaints procedure.	Medium
Security risk to staff and volunteers (in the Netherlands and abroad)	Edukans supervises its projects intensively and there is an effective crisis management procedure. This procedure was used once in 2016, in relation to the situation in South Sudan.	Low
Risk of fraud (for example, in international partnerships)	If there are suspicions of fraud, a specific procedure is put into effect and an investigation is carried out by (or for) Edukans. We know of two cases of fraud by international partners in 2016. With regard to these, action was taken in conformity with the procedure.	Low
ICT risk (system management, data leaks, information security)	We have SLAs with ICT service providers, adequate back-up procedures and individual access protocols. Furthermore, an external agency has been commissioned to identify security risks in more detail. On the basis of its findings, any necessary additional measures will be taken in 2017.	Medium
Investment risk (including counterparty risk)	The treasury policy has been developed and provides a guide for action. Resources are spread over a range of Dutch banks.	Low
Failure to meet legislative or regulatory standards (for example, ANBI or CBF)	The guidelines set by regulatory bodies are followed and an external audit is carried out to assess accountability in an independent manner.	Low

# 6



## 2017: THE SECOND YEAR OF TRANSITION

We have budgeted for a result of minus € 829,000 in 2017. In this second year of transition, we want to strive to achieve our objectives despite the reduced revenues, and we will therefore spend more funds than we expect to receive. Because it took time to develop new programmes, we did not draw on the earmarked reserve for 'sustainable programme implementation' in the first year of transition (2016).

The Edukans earmarked reserves (€ 2,266,000 as of 31 December 2016) and the earmarked funds (€ 822,000 as of 31 December 2016) will also allow us to spend more funds in 2017. We will maximise our efforts to expand the size of the projects and draw on the earmarked reserve in 2017 and 2018.



## Budget 2017

	€ * 1,000
Individuals	4,375
Businesses	150
Lottery organisations	500
Government subsidies	1,756
(International) partner organisations	65
Other non-profit organisations	2,827
<b>Total revenue</b>	<b>9,673</b>
Revenue in return for the delivery of:	
– products and services	0
– other income	0
	<b>9,673</b>
A. Good primary education	1,760
B. Vocational education	1,964
C. Equal opportunities for boys and girls	369
D. Education in emergencies	390
E. Capacity-building	591
F. Edukans Schoenmaatjes	1,686
G. Teacher and school exchanges	1,326
H. Communication	785
<b>Total spent on objectives</b>	<b>8,871</b>
<b>I. Fundraising expenses</b>	1,465
<b>J. Management and administration expenses</b>	273
<b>Total expenditure</b>	<b>10,610</b>
<b>Result before financial income and expenditure</b>	<b>-937</b>
Net financial income and expenditure	100
Result participation	8
<b>Net income and expenditure</b>	<b>-829</b>

## Two main programmes

In 2017, we will focus on the two main programmes that Edukans has identified for the coming years in the new strategic agenda: working to improve the quality and relevance of primary education and continuing to focus on vocational education, so as to enable more young people to improve their job prospects. The focus on primary education mainly entails establishing as many STAR-schools as possible in the countries where Edukans is active. By 2020, we want to have established 2,000 STAR-schools, enabling 1.5 million children to benefit from good primary education. This should primarily be reflected in fewer children leaving school prematurely and in higher pass rates. In addition, we will pay particular attention to primary education for girls, by means of life-skills programmes, for example. We also want to increase our focus on the availability of education in crisis regions such as Lebanon, Syria and Ethiopia (Eritrea). Our second priority is the focus on formal and informal vocational education. In

Africa in particular, youth unemployment is one of the causes of migration and poverty. It is thus crucial to achieve better prospects for young people. In recent years, we have gained significant experience in this area with the Learn4Work programme, and we hope that the Dutch government will decide to continue with this programme in 2017. This will enable Edukans to provide tens of thousands of young people with training that leads to paid work.

## Internationalisation

The ambitions described above relating to primary education and skills education will form the core of Edukans' policy until 2020. In order to be able to work effectively on these two areas, we will also start to build up an international network of partners specialising in education. At the heart of this policy will be stimulating capacity-development in the countries where Edukans is active: fondsenwerving, capacity in relation to local fundraising,





schooling and training (a network of qualified trainers), and support for and management of national programmes. We have already made a start on this in recent years, with the Local Expertise Centres. This is an approach that we want to strengthen in the coming years, so that the degree of dependence on the Netherlands lessens. At the same time, we will seek to cooperate with other development organisations in Europe that specialise in education. Finally, through international fundraising from larger donors, we will focus on obtaining extra funds for these two programmes.

### A proven impact

All the discussions about the utility and necessity of development cooperation have resulted in a sharp rise in pressure to perform. Like other organisations, Edukans will need to provide hard evidence that our efforts and approach are leading to real changes and improvements. Aside from this external pressure, we also consider this to be very important; intentions are all very well, but it is results that count. To gain more insight into these results, it is essential to conduct thorough evaluations and take proper soundings of the impact of our efforts. We keep a close eye on these so-called indicators: more girls attending school, fewer drop-outs, more

children completing school, young people finding a job after finishing school. We will track and justify these results even more closely in the coming years.

Looking to the figures and results, in 2017, Edukans will also continue to focus on achieving good education for disadvantaged groups, based on the conviction

that every child has a right to education and that talent should not go to waste. It is part of our DNA as an organisation: creating opportunities through education.

We will keep working to seize these opportunities, so as to ensure that our mission succeeds!







## FINANCES

2016 was the first year in which Edukans did not receive any grants from the Dutch government's MFS2 co-financing programme. For Edukans, this structural fall in revenues was not unexpected; we anticipated this development in 2015 and adapted our organisation to prepare for it.

In anticipation of this development, the budgeted income and expenditure for 2016 were adjusted to the new revenue stream, meaning that fewer funds were available for the objectives than in previous years. Fortunately, we saw our efforts to tap new sources of revenue succeed in 2016; at € 9,318,000, the total revenues were almost equal to the budgeted revenues. In 2016, Edukans received two large

contributions from the Jongeren en Missie foundation and the IICD. The larger part of these was added to the restricted funds and will be spent on our projects in the coming years. We are grateful that donations from private individuals remained stable in comparison to the 2016 budget, and that revenues from businesses turned out to be over 11% higher than estimated.

The table below compares the actual result for 2016 to the budget for 2016.

	€ * 1,000
<b>Budget 2016</b>	<b>-1,171</b>
A. Higher other revenues	398
B. Lower grants revenues	-484
C. Lower spending on objectives	1,740
D. Lower fundraising costs and management/administration	83
E. Higher financial income and expenditure	37
F. Lower result participation	-11
<b>Result 2016</b>	<b>592</b>

The transition from what is primarily a financing organisation to an organisation that mainly works on building partner capacity, in addition to financing, requires a new approach to achieving our objectives. This process is not free of uncertainties; how can Edukans capitalise on opportunities so as to best achieve our ideals and objectives? Given the uncertainties surrounding the outcomes of this transition and the higher level of uncertainty regarding revenues, Edukans has been cautious in its project spending. The objectives that are captured in Edukans' new strategic agenda require the necessary

preparation time; new programmes need to be developed in close cooperation with our partner organisations. The result has been lower spending on projects at year-end than we originally estimated. For this reason, the 2016 result of € 1,740,000 is more positive than estimated. We expect to be able to make up for this spending backlog in 2017 and 2018.

In percentage terms, the costs of fundraising and management and administration are in line with expectations and have fallen in absolute terms, leaving more funds available for our objectives.

## Key figures

Our performance can be measured in key figures. In this table, we show how we performed in comparison with the 2016 budget and previous years. The key-figures for the previous years are derived from the audited financial statements of Edukans for the years 2013, 2014 and 2015.

€ * 1,000	2016	Budgeted	2015	2014	2013
Incoming revenues	9,317	9,324	12,750	15,580	15,732
Other revenues	1	80	229	182	211
<b>Total revenues</b>	<b>9,318</b>	<b>9,404</b>	<b>12,979</b>	<b>15,762</b>	<b>15,943</b>
Spent on objectives	7,295	9,035	10,711	13,751	13,597
Fundraising expenses	1,189	1,199	1,310	1,585	1,646
Management and administration	353	426	361	396	378
<b>Total expenditure</b>	<b>8,837</b>	<b>10,660</b>	<b>12,382</b>	<b>15,732</b>	<b>15,621</b>
Financial income and expenditure	112	75	112	140	171
Result participation	-1	10	7	12	12
<b>Net result income and expenditure</b>	<b>592</b>	<b>-1,171</b>	<b>716</b>	<b>182</b>	<b>505</b>

## Income and Expenditure

### Income

There was a structural fall in revenues in 2016, due to the discontinuation of the MFS grants. We are grateful that individual donations remained stable in comparison with 2015 and that there was a sharp rise in revenues from private charitable foundations and churches. Revenues from schools, businesses and other organisations also helped Edukans to keep working towards good education. In addition, the National Postcode Lottery's pledge of an annual contribution of € 500,000 until 2019 is helping to provide a stable basis for Edukans' work.

In 2016, Edukans received € 400,000 from the Jongeren en Missie foundation for educational exchange projects. We also received € 376,000 from the IICD, to be spent on ICT projects in education. These contributions remain largely unspent and they have been added to the restricted funds.

### Expenditure

Spending on the objectives was lower than in 2015 and lower than estimated. This was mainly a result of the policy change that Edukans put into effect in 2016. If we are to use the funds that have been entrusted to us efficiently and effectively, developing the extra focus on partner capacity-development, developing new STAR-school programmes and the renewed emphasis on vocational education need careful preparation. We want to achieve the best possible results and impact, despite the fall in revenues, and this will take time. The lower level of spending meant that we did not draw on the earmarked reserve for 'sustainable programme implementation' in 2016.





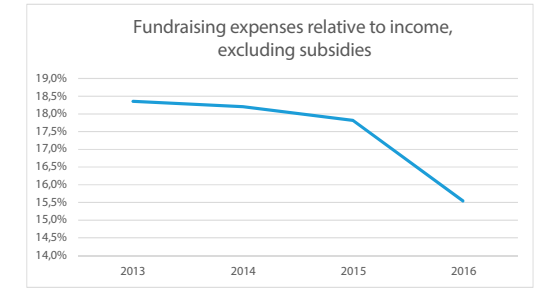
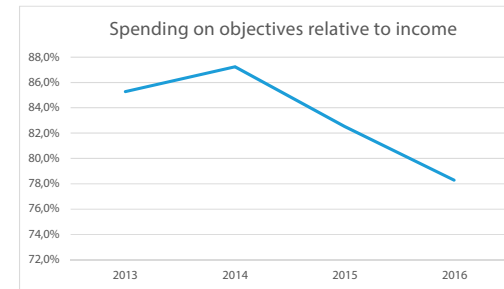
In percentage terms, fundraising and management and administration expenses rose (compared to actual income and expenditure), but the picture is stable in absolute terms. When compared to the

incoming revenues excluding subsidies, we see a positive development in relation to fundraising costs: more revenues are being raised with less financial input.

The expense ratios over time show that the costs of fundraising and management and administration are rising. This rise is a direct consequence of the fall in grant income from the MFS. The costs of management and administration are falling in absolute terms, but the percentage has risen to 4.0% as a result of lower spending.

## Expense Ratios

	2016	Budgeted	2015	2014	2013
Spending on objectives relative to income	78,3%	96,1%	82,5%	87,2%	85,3%
Spending on objectives relative to expenditure	82,6%	84,8%	86,5%	87,4%	87,0%
Cost of fundraising relative to income	12,8%	12,7%	10,1%	10,1%	10,3%
Cost of fundraising relative to income, excluding grants	15,5%	16,5%	17,8%	18,2%	18,4%
Cost of management and administration relative to expenditure	4,0%	4,0%	2,9%	2,5%	2,4%



Due to a number of incidental revenues being added to the restricted funds, the percentage spent on the objectives was lower than last year, causing a fall in spending relative to incoming revenues.

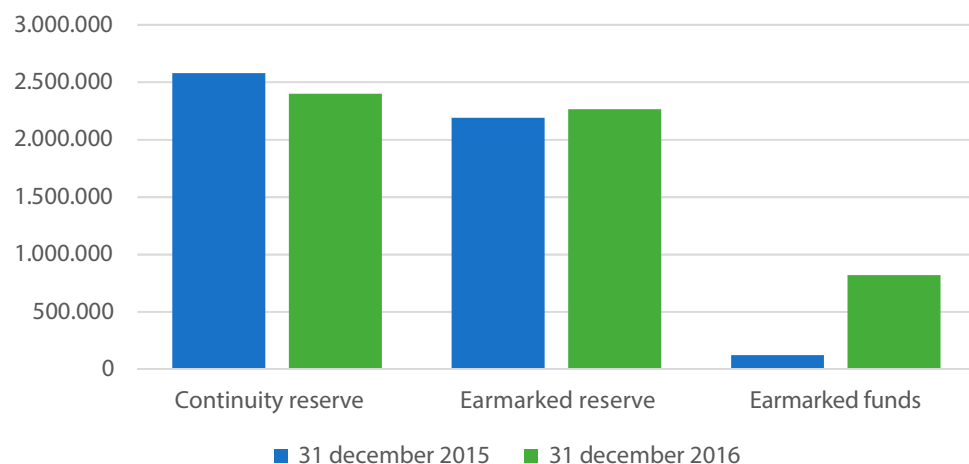
This graph shows a positive trend, revealing a further fall in fundraising costs.



## Reserves and Funds

Reserves and funds € * 1,000	2016	2015	2014	2013
Continuity reserves	2,399	2,580	2,580	2,324
Earmarked reserves	2,266	2,192	1,600	1,600
Restricted funds	822	123	–	72
<b>Total reserves and funds</b>	<b>5,487</b>	<b>4,895</b>	<b>4,180</b>	<b>3,996</b>

### Development of reserves and funds



The 2016 result had a positive impact on the reserves and funds; the restricted funds in particular increased. The continuity reserve and earmarked funds remained level. Edukans therefore has sufficient reserves to work towards its objectives, and a large part of its capital has been earmarked for specific purposes. According to the sector organisation Goede Doelen Nederland, the continuity reserve may amount to a maximum of 1.5 times the annual costs. Based on the sector organisation's definition, Edukans has a maximum continuity reserve of € 5,916,000. With a continuity reserve of € 2,399,000, Edukans satisfies this norm.

An amount of € 1,217,000 from the positive result was added to the earmarked reserves. At the same time, € 519,000 was withdrawn for spending in 2016; a net increase of € 698,000.

In 2016, € 50,000 was added to the earmarked reserve for 'Education in emergencies'. This decision was made in order to allow Edukans to act swiftly in the event of an acute emergency for which funds still need to be raised.

As of 31 December 2016, Edukans had over € 20,000 in the earmarked fund for 'Education in emergencies'. This consisted of other contributions received for emergency aid campaigns, in addition to the sum contracted for interventions by Edukans. In the future, these funds will be spent on emergency campaigns.

Due to previous transactions, a net sum of € 180,000 was withdrawn from the continuity reserve. Edukans did not draw upon the earmarked reserve for 'Sustainable programme implementation' in 2016, and the whole reserve therefore remains available for projects.



## Other developments

One key development that is reflected in the balance sheet is the new structure of Edukans' partnership with ICCO Cooperation (IC). The existing ICCO Cooperation was discontinued in 2016 and the participants received a reimbursement of their original capital stake. For Edukans, this meant a repayment of € 1,000,000 of capital. At the same time, a new partnership was established: PerspActive. PerspActive has nine members and broader foundations than the previous cooperative, which had three members. Edukans is working on a vocational education programme for PerspActive and has contributed € 250,000 to the partnership.

The first result of the partnership is that a specific individual has been appointed to develop programmes on and lobby for vocational education in PerspActive's inter-

national regional offices. The partnership will be evaluated after two years.

In 2015, the Dutch government ended its co-financing scheme for development cooperation, the MFS grant scheme, in order to make way for a new form of subsidy (Strategic Partnerships). Edukans is working with seven organisations, including ICCO, in a strategic partnership focused on lobbying and advocacy. Although the strategic partnership includes cooperation with ICCO, it is not linked to the PerspActive activities.



# FINANCIAL STATEMENTS 2016, EDUKANS FOUNDATION

## Balance sheet at 31 December 2016 (after result allocation) (in euros)

	Ref.	31 december 2016	31 december 2015
<b>ASSETS</b>			
<b>Fixed assets</b>			
Financial fixed assets	1	250,000	1,000,000
<b>Current assets</b>			
Accounts receivable	2	9,577	48,431
Receivables	3	6,572,293	6,113,707
Liquid assets	4	0	0
		6,581,870	6,162,138
<b>Total assets</b>		<b>6,831,870</b>	<b>7,162,138</b>
<b>LIABILITIES</b>			
<b>Reserves and funds</b>	5		
Reserves			
- Continuity reserves		2,399,495	2,579,843
- Earmarked reserve		2,265,855	2,191,855
		<b>4,665,350</b>	<b>4,771,698</b>
Funds			
- Restricted funds		821,945	123,755
		<b>5,487,295</b>	<b>4,895,453</b>
<b>Provisions</b>	6	323,277	334,034
<b>Short-term liabilities</b>	7	1,021,298	1,932,651
<b>Total liabilities</b>		<b>6,831,870</b>	<b>7,162,138</b>



## Statement of income and expenditure, 2016 (in euros)

	Ref.	Actual 2016	Budget 2016	Actual 2015
<b>Incoming revenues</b>	<b>8</b>			
Individuals		4,088,148	4,008,129	4,038,517
Businesses		141,769	125,000	200,298
Lottery organisations		500,000	500,000	500,000
Government grants		1,668,117	2,152,043	5,623,594
(International) partner organisations		0	0	0
Other non-profit organisations		2,918,950	2,538,510	2,387,059
<b>Total incoming revenues</b>		<b>9,316,984</b>	<b>9,323,682</b>	<b>12,749,468</b>
Revenues as consideration for the delivery of:	<b>9</b>			
- Products and services		1,466	0	0
- Other income		0	80,395	229,080
		<b>9,318,450</b>	<b>9,404,077</b>	<b>12,978,548</b>
<b>Spent on objectives</b>	<b>10</b>			
A. Good primary education		1,783,666	4,050,581	5,815,286
B. Vocational education		1,613,880	1,350,410	1,682,578
C. Equal opportunities for boys and girls		66,185	80,395	65,000
D. Education in emergencies		374,138	0	0
E. Capacity-building		377,188	381,780	0
F. Edukans Schoenmaatjes		1,474,949	1,696,903	1,721,088
G. Teacher and school exchanges		897,248	686,776	628,672
H. Information activity		708,330	788,274	798,017
<b>Total spending on objectives</b>		<b>7,295,584</b>	<b>9,035,119</b>	<b>10,710,641</b>

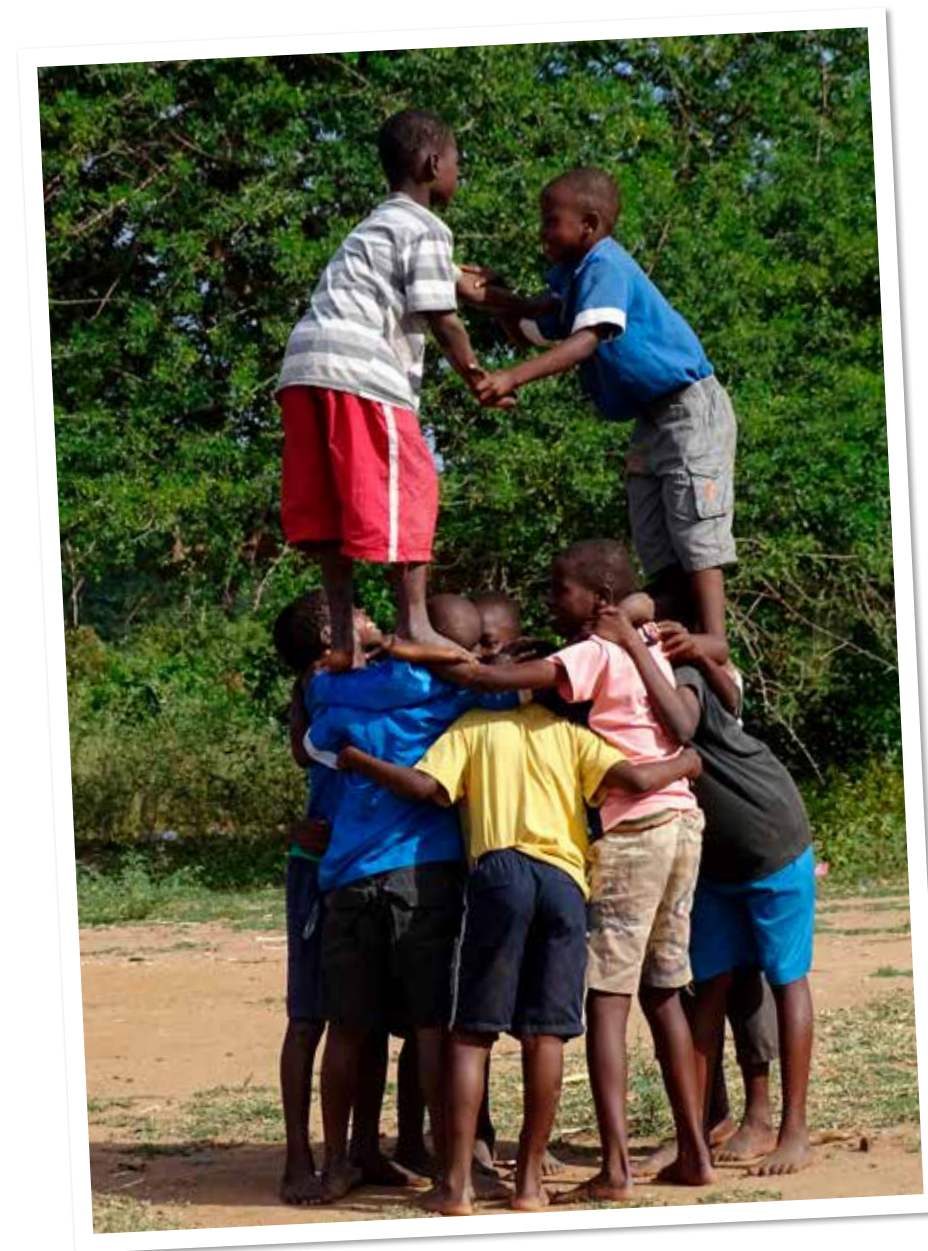
	Ref.	Actual 2016	Budget 2016	Actual 2015
<b>Total spending on objectives</b>		<b>7,295,584</b>	<b>9,035,119</b>	<b>10,710,641</b>
I. Fundraising expenses		1,188,941	1,198,903	1,310,482
J. Management and administration expenses		352,909	426,285	360,604
<b>Total expenditure</b>		<b>8,837,434</b>	<b>10,660,307</b>	<b>12,381,727</b>
<b>Result before financial income and expenditure</b>		<b>481,016</b>	<b>-1,256,230</b>	<b>596,821</b>
Net financial income and expenditure	<b>11</b>	111,635	75,000	112,030
Result participation	<b>12</b>	-810	10,602	6,760
<b>Net result</b>		<b>591,841</b>	<b>-1,170,628</b>	<b>715,611</b>
<b>Additions to/withdrawals from:</b>				
Continuity reserve		-180,348	0	0
Earmarked reserves		74,000	-1,046,872	591,855
Restricted funds		698,189	-123,756	123,756
		<b>591,841</b>	<b>-1,170,628</b>	<b>715,611</b>



## Cash flow statement 2016

	2016	2015
<b>Result</b>	591,841	715,611
<b>Cash flow from operational activities</b>		
Adjustments for:		
Change in provisions	-10,757	-24,295
	<b>-10,757</b>	<b>-24,295</b>
Changes in working capital:		
- Change in current assets	-419,732	1,098,012
- Change in short-term liabilities	-911,352	-1,789,328
<b>Total cash flow from operational activities</b>	<b>-1,331,084</b>	<b>-691,316</b>
<b>Cash flow from investing activities</b>		
Investment in financial fixed assets	-250,000	0
Disinvestment in financial fixed assets	1,000,000	0
	<b>750,000</b>	<b>0</b>
<b>Cash flow from financing activities</b>		
None		
Net liquid assets and investments at start of financial year	0	0
Net liquid assets and investments at end of financial year	0	0
Change in liquid assets during financial year	<b>0</b>	<b>0</b>

The cash flow statement was drawn up using the indirect method.





# General explanatory notes and accounting principles

## GENERAL

### Activities

The Edukans Foundation, which was founded in 2002, has its registered office in Amersfoort and is a member the Chamber of Commerce of the Netherlands (no. 32092131). The foundation has the objective of:

- a. Supporting projects and programmes for accessible and relevant education for disadvantaged children and young people in developing countries;
- b. Involving society in general, and education in particular, in international cooperation;

and beyond this, everything that directly or indirectly relates to this or can be conducive to this, in the broadest sense of the word.

### Related parties

The Edukans Foundation has a 10% share in B.V. Kwintessens NZV Uitgevers. The UnieNzv Foundation owns 90% of the shares.

The financial transactions of the Edukans Foundation and B.V. Kwintessens NZV Uitgevers are processed through the bank accounts of the Unie NZV Foundation.

In 2016, two local offices were established: the Edukans Foundation Ethiopia (20 June 2016) and the Edukans Foundation Ghana (12 December 2016).

The activities of these offices were still limited in 2016; a start was made on setting up the organisation, meaning that limited expenses were incurred.

For this reason, these international foundations have not been consolidated. The expenses incurred have been included under the 'Capacity-building' objective.

### Continuity

The annual accounts have been drawn up on a going concern basis.



## ACCOUNTING PRINCIPLES FOR VALUATION OF ASSETS AND LIABILITIES AND REVENUE RECOGNITION

The financial statements have been drawn up in conformity with the guidelines for financial reporting by fundraising organisations (RJ 650) provided by the Dutch Council for Accounting Standards (Raad voor de Jaarslaggeving). In general, assets and liabilities have been valued at acquisition price. If no specific accounting principle is mentioned, valuation has been made at acquisition price. The realised results on account of exchange and/or currency differences on stocks (bonds and shares) and foreign currencies have been processed directly in the statement of income and expenditure. The income and expenditure are allocated to the year to which they relate and/or have been granted to third parties.

### Estimates

In order to be able to apply the principles and rules for drawing up the annual accounts, it is necessary for the management of Edukans to evaluate various matters and make estimates that can be essential for the amounts recorded in the financial statements. If it proves necessary, in order to provide the insight described in Art. 2:362 paragraph 1 of the Dutch Civil Code, the nature of these opinions and estimates, including the underlying assumptions, is described in the notes accompanying the accounting entries in question.

### Functional and presentation currency

The entries in the financial statements have been valued in accordance with the currency of the economic environment in which Edukans mainly operates (functional currency). The annual accounts have been drawn up in euros; the euro is both the functional and the presentation currency of Edukans.

### Financial instruments

'Financial instruments' is understood to mean both primary financial instruments such as receivables and debts, and financial derivatives. For the principles underlying the primary financial instruments, reference is made to the treatment of each balance sheet item.



## VALUATION PRINCIPLES FOR THE BALANCE SHEET

### Financial fixed assets

A historical cost-based accounting system has been used. In general, assets and liabilities have been valued at acquisition price.

### Receivables

Receivables have been recorded at fair value and thereafter at amortised cost, after deduction of the necessary provisions for the risk of non-payment.

### Provisions

Provisions are made for legally enforceable or actual liabilities existing on the accounting date, which are likely to entail an outflow of resources, the size of which can be estimated in a reliable manner.

### Debts

In the initial accounting, debts have been valued at fair value. Transaction costs that are directly attributable to the acquisition of debts have been included in the valuation in the initial accounting. After the initial accounting, debts have been valued at the amortised cost, the amount received taking account of the premium or discount and after deduction of the transaction costs.

## ACCOUNTING PRINCIPLES FOR REVENUE RECOGNITION

### General

The balance (result) is defined as the difference between total income and total expenditure. The revenues are accounted for in the year in which they are realised; expenses are accounted for as soon as they are foreseeable. Income that is received in the form of goods or services is valued at fair value, to the extent that this can be determined. In such cases, this income is included in the statement of income and expenditure.

Revenues that are designated for a particular purpose have been incorporated into the statement of income and expenditure; if these revenues are not spent in full in the year under review, the unspent funds are included in the relevant earmarked reserve or restricted fund, respectively. A withdrawal from an earmarked reserve or restricted fund, respectively, is recorded as an expense in the statement of income and expenditure.

Expenses are determined on a historical basis and assigned to the year under review to which they relate.

### Gifts

Gifts are accounted for in the year in which a specific campaign was held, or – if no specific campaign took place – in the year in which the gift was received.

### Legacies

Revenues from legacies are accounted for in the financial year in which the size of the legacy can be reliably established. When this is not possible, payments in the form of advances are accounted for in the financial year of receipt. The size of an asset from a legacy can be established reliably if, based on the period in which the transaction took place, a reliable estimate of the receipt can be made.



### Actions of third parties

If activities take place that are established by third parties, the net benefit of which falls to Edukans, and Edukans itself does not bear any risk in relation to these activities, this is described as income from third-party actions. The contributions from these actions are accounted for in the year to which the income relates.

### Government subsidies and other grants

Subsidies from governments, municipalities, etc., that are received to carry out projects or programmes, whereby the subsidy-provider acts as a financier or co-financer, have been accounted for separately in the income statement. Operating grants are accounted for as income in the statement of income and expenditure in the year in which the subsidised costs are incurred or revenues foregone, or when a subsidised operating deficit occurs. The income is accounted for if it is likely to be received and if the foundation can demonstrate the conditions for receipt.

### Valuation of shoeboxes

The contents of the shoeboxes collected for the Edukans Schoenmaatjes campaign are valued at their value in the Dutch economy.

### Costs of own fundraising expenses

The costs of Edukans' own fundraising are allocated per cost item and personnel costs on the basis of the estimated number of hours spent. Other expenses – including housing costs – are likewise attributed to the objectives on the basis of the actual time spent by staff.

### Implementation costs of own organisation

The implementation costs of the organisation are allocated per cost item and personnel costs on the basis of estimated hours spent. The implementation costs of the organisation are divided on the basis of the amount of time spent by staff members.

### Management and administration costs

According to Guideline 650 of the Dutch Council for Accounting Standards, the statement of income and expenditure should include a separate entry on management and administration costs. The management chose the model attribution method provided by Goede Doelen Nederland. As a percentage, the management and

administration expenses are expressed as a percentage of total expenditure. The management set a target of 5.1% as the maximum norm for management and administration expenses. This norm was determined on the basis of the benchmark average for charities that is set on an annual basis by Goede Doelen Nederland.





## Pensions

The Edukans Foundation has placed all employee pension schemes with the PGGM pension fund, based on the standard PGGM pension scheme (average pay scheme). Guideline 271 offers the possibility of treating this scheme as a defined contribution scheme, because:

- a. the foundation is affiliated with a sectoral pension fund (PGGM) and uses the same pension scheme as other legal entities;
- b. the foundation is under no obligation to make supplementary contributions, there being no rise in future premiums in the event of a deficit at PGGM. The PGGM (pre-) pension scheme satisfies both conditions. The scheme may therefore be treated as a defined contribution scheme under RJ 271. This means that the premium invoices from PGGM have been accounted for under pension expenses and the outstanding part of the premiums under short-term liabilities.

## Staff remuneration

Periodic payable remuneration such as salaries and social security expenses has been included in the statement of income and expenditure on the basis of the terms of employment, to the extent that this is owed to employees

## ACCOUNTING PRINCIPLES FOR THE CASH FLOW STATEMENT

The funds in the cash flow statement consist of liquid assets and floating stocks. The stocks can be seen as highly liquid investments.

Cash flow in foreign currency has been valued at the transaction price.



## Notes on the balance sheet at 31 December 2016

### 1. Financial fixed assets

	31 december 2016	31 december 2015
<b>ICCO Cooperation</b>		
Balance as of 1 January	1,000,000	1,000,000
Payment of capital	0	0
Repayment of capital	1,000,000	0
Balance as of 31 December	<b>0</b>	<b>1,000,000</b>
<b>PerspActive Cooperation</b>		
Balance as of 1 January	0	0
Payment of capital	250,000	0
Repayment of capital	0	0
Balance as of 31 December	<b>250,000</b>	<b>0</b>
<b>Total financial fixed assets</b>	<b>250,000</b>	<b>1,000,000</b>

In 2016, the capital that had been contributed to the ICCO Cooperation in Utrecht was repaid. A new partnership was established in its place, PerspActive, which has nine members. The Edukans Foundation has contributed €250,000 to this cooperative. With this change, the participants expect to strengthen programmatic partnership with financial commitments. The participation is being continued within the framework of Edukans' objectives.

### 2. Accounts receivable

	31 december 2016	31 december 2015
Accounts receivable	9,577	48,431
Provisions debtors	0	0
	<b>9,577</b>	<b>48,431</b>

This concerns debtors that ordered educational material and DVDs from Edukans Schoenmaatjes, among others.

### 3. Receivables

	31 december 2016	31 december 2015
Receivables from subsidiaries	6,122,235	5,423,617
Outstanding contributions private initiatives	9,038	218,076
Various expenses school programmes	20,981	24,203
Legacies	4,502	3,910
Outstanding ICCO grant	232,841	291,300
Grant UTSN	61,097	0
Donation undertaken by EO	14,114	0
Benevolentia/Porticus Foundation	75,000	0
Prepaid expenses Learn4Work	10,794	0
Other	21,691	152,601
	<b>6,572,293</b>	<b>6,113,707</b>

'Receivables from subsidiaries' concerns the current account relation with the UnieNzv Foundation (€5,882,391) and B.V. Kwintessens NZV Uitgevers (€239,844). Interest of 2% and 4% was received on these amounts, respectively.

'Outstanding contributions private initiatives' concerns the outstanding revenues from partners for which projects had already started in the year under review.

The entry 'Outstanding ICCO grant' concerns the final remainder of the 2011-2015 grant that will be received in 2017, after accounting for the MFS ICCO subsidy.



#### 4. Funds available

The changes in the liquid assets have been processed through the current account relation with the Unie NZV Foundation.

#### 5. Reserves and funds

	Continuity reserve	Earmarked reserves			Restricted funds					Total
		Sustainable programme implementation	Educational improvement Ethiopia >2020	Education in emergencies	Emergency aid	STAR-school programme Ethiopia and Malawi	DARE2GO educational exchanges	ICT fund IICD	Ghana sexual health trainees	
Balance as of 1 January	2,579,843	2,191,855	-	-	77,791	45,965	-	-	0	4,895,454
Added	-	-	24,000	50,000	317,143	-	400,000	376,366	123,430	1,290,939
Withdrawn	180,348-	-	-	-	374,138-	45,965-	57,350-	1,185-	-40,112	699,098-
<b>Balance as of 31 December</b>	<b>2,399,495</b>	<b>2,191,855</b>	<b>24,000</b>	<b>50,000</b>	<b>20,796</b>	<b>-</b>	<b>342,650</b>	<b>375,181</b>	<b>83,318</b>	<b>5,487,295</b>

#### Continuity reserve

As a precautionary measure, the Edukans Foundation maintains a continuity reserve to cover setbacks in revenues and costs for a calculable period (short-term risks). Such setbacks can result from harm to the organisation's image, for example, the short-term effects of financial crises, the loss of major donor partners or seasonal factors. Goede Doelen Nederland has set a norm for the continuity reserve of a maximum of 1.5 times the annual expenses of the work organisation. On the basis of the costs in 2016, the maximum continuity reserve is €5,916,000. The size of Edukans' continuity reserve is 61% of the annual organisational costs (base year 2016). The directorate considers this sufficient for the short term, in view of expected developments in relation to both revenues and expenditure

#### Earmarked reserves

In 2012, in view of falling subsidies, Edukans decided to create a specific earmarked reserve for 'Sustainable programme implementation'. This reserve will be used to safeguard the continuity of projects and program-

mes in the case of falling subsidies, or to hand over projects responsibly. In addition, in 2016 an earmarked reserve of €50,000 for 'Education in emergencies' was set up with the aim of being able to provide rapid emergency assistance when external revenues prove insufficient.

#### Restricted funds

Gifts received for a specific purpose were accounted for through an restricted fund. Finally, an earmarked fund was set up for educational improvement in Ethiopia that can be spent after 2020.

#### Emergency aid

In 2016, various campaigns were held in the framework of emergency aid. These revenues were specifically added to the fund and spent on emergency aid. The remainder of the fund will be spent in 2017 on new emergency assistance campaigns.



### STAR-school programme in Ethiopia and Malawi

This fund was established in 2015 to support the work of STAR-schools in Ethiopia and Malawi. These projects were carried out in 2016 and these funds were used for this purpose.

### DARE2GO educational exchanges

In 2016, Edukans decided to take over the exchange offering had previously been provided by Jongeren en Missie under the brand name DARE2GO. A sum of €57,350 was withdrawn from this fund in 2016 and spent on the objective.

### ICT fund IICD

With the liquidation of the IICD fund, €376,366 was received for the development of digital/ICT products for education.

### Ghana sexual health trainees

In 2016, a subsidy of €123,430 was received for a development project in Ghana. This project will be completed in 2017 and 2018.



## 6. Provisions

### Provision for anniversaries

	31 december 2016	31 december 2015
Balance as of 1 January	52,648	70,183
Withdrawn	-11,567	-17,535
<b>Balance as of 31 December</b>	<b>41,081</b>	<b>52,648</b>

This provision is intended to cover expenses arising from obligations in collective bargaining agreements (CAOs) for staff anniversaries. The provision for anniversaries is recorded as the cash value of the expected payments during the period of employment. No interest is added to the provision.

### Provision for holding in B.V. Kwintessens NZV Uitgevers

	31 december 2016	31 december 2015
Balance as of 1 January	281,386	288,146
Result for the financial year	810	-6,760
<b>Balance as of 31 December</b>	<b>282,196</b>	<b>281,386</b>
<b>Total provisions</b>	<b>323,277</b>	<b>334,034</b>

The provision is included for the negative net worth of B.V. Kwintessens NZV Publishers, Amersfoort, in which the Edukans Foundation has a 10% holding. The holding is valued at the net asset value. The provision is included as a consequence of the Edukans Foundation's joint and several liability regarding B.V. Kwintessens NZV Uitgevers.



## 7. Short-term liabilities

	31 december 2016	31 december 2015
Project obligations	108,801	425,383
Personnel expenses	114,458	185,113
Suppliers and trade credits	144,594	188,852
Educaids	41,780	39,582
Learn4Work	574,601	794,858
Interest subsidies received	0	14,813
Short-term obligation ICCO Cooperation	0	250,000
Grant overpaid ICCO	24,130	0
Other liabilities	12,934	34,050
	<b>1,021,298</b>	<b>1,932,651</b>

The amounts for Educaids and Learn4Work, for which the Edukans Foundation acts as secretary, are outstanding amounts to be settled with Educaids and Learn4Work.

The contingent liability ICCO is the final amount arising from the participation in the ICCO Cooperation (see also reference no. 1). Due to the discontinuation of the ICCO Cooperation, this position was settled in 2016.

The liabilities for education projects and development cooperation developed as follows in the year under review:

	31 december 2016	31 december 2015
Obligation as of 1 January	425,383	1,846,944
Commitments in the accounting year	2,944,594	6,296,320
Expired projects	-249,914	-438,497
Payments and credit transfers	-3,011,262	-7,279,384
<b>Obligation as of 31 December</b>	<b>108,801</b>	<b>425,383</b>

The commitments in the accounting year concern the contractual commitments entered into in the course of the accounting year. The payments concern the payments made on commitments.

### Obligations not included in the balance sheet

The item 'projects development cooperation' at €2,783,253 is conditional on amounts pledged by international partners for the coming years.

	2017	2018	2019	Total
<b>Projects development cooperation</b>	<b>1,741,694</b>	<b>713,477</b>	<b>328,082</b>	<b>2,783,253</b>

### Single fiscal unit

In consideration of the single entity for value-added tax, the UnieNzv Foundation is jointly and severally liable for the fiscal liabilities of the single fiscal unit.



## Notes on the statement of income and expenditure

### 8. Revenues

The revenues from individuals were 2% higher than estimated in 2016. The revenues from businesses were 11% higher than estimated in 2016.

Revenues from individuals consist of € 4,035,354 of donations and gifts and € 52,794 of legacies. Revenues from individuals also include the contributions in kind in the form of shoeboxes to a value of € 1,265,874.

The income from Lottery organisations concerns the donation from the National Postcode Lottery of the Netherlands.

#### Government grants can be itemised as follows:

	2016	2015
Basic Education (ICCO Alliantie MFS II)	0	2,470,780
ICT for development (C4C MFS II)	136,122	1,031,704
Learn4Work	1,140,424	1,682,587
Institutional fundraising (incl. Proofs)	328,754	350,685
Unite against child marriages (Simavi MinBuZa)	62,817	87,838
<b>Total</b>	<b>1,668,117</b>	<b>5,623,594</b>

The grants received are of an incidental nature, with the exception of the Learn4Work programme. This programme is a multi-annual programme that will expire in 2017.

Edukans is secretary of this programme and supports cross-sectoral partnerships. Learn4Work is a Public-Private Partnership (PPP) and has been granted funding of almost € 5 million under the Dutch Ministry of Foreign Affairs' food security facility for the period 2012-2016. In addition, Edukans has received 1 million euros of extra budget (Learn4Work top-up) to work on combatting child labour with good vocational training. A total of 22 partnerships are implementing projects. As secretary, Edukans bears final responsibility for the entire Learn4Work (L4W) programme. Edukans determines the policy, coordinates and manages programme implementation and reports to the Dutch Ministry of Foreign Affairs.

The revenues from government grants were € 483,000 less than estimated, particularly because the size of the grants from institutional fundraising was lower than expected.

Other non-profit organisations	2016	2015
Schools	564,703	646,454
Private charitable foundations	948,213	466,638
Churches	431,203	170,871
Other non-profit organisations	974,831	1,103,096
<b>Total</b>	<b>2,918,950</b>	<b>2,387,059</b>

#### Other non-profit organisations

Received from other non-profit organisations:

Jongeren en Missie (for the purpose of Dare2Go)	400,000
IICD	376,366
EO Metterdaad	146,903
Other	51,562
<b>Total</b>	<b>974,831</b>

### 9. Revenues in exchange for the provision of services

These items concerned contributions from Educaids in 2015 as reimbursement for secretarial services and a contribution to projects. The nature of the cooperation changed in 2016, whereupon these items were no longer applicable in that year. From 2016, Edukans will run these projects independently under the objective 'Equal opportunities for boys and girls'. Finally, in 2015 Edukans received a one-off wage tax refund.



## 10. Spending on objectives, fundraising expenses and management and administration expenses

	Spent on objectives	I. Fundraising expenses	J. Management and administration expenses	Actual total 2016	Budget 2016	Actual total 2015
(Project) subsidies	3,832,943	-	-	3,832,943	5,376,275	7,341,175
granted and (project) contributions	756,923	-	-	756,923	506,810	664,138
Communication expenses	303,276	585,638	-	888,914	1,027,050	640,411
Personnel expenses	1,801,355	429,669	272,419	2,503,443	2,773,121	2,689,551
Housing expenses	109,196	26,427	15,940	151,563	206,700	128,141
Office and general expenses	338,379	105,580	39,444	483,403	555,350	702,582
Depreciation	153,512	41,627	25,106	220,245	215,000	215,729
<b>Total expenses</b>	<b>7,295,584</b>	<b>1,188,941</b>	<b>352,909</b>	<b>8,837,434</b>	<b>10,660,306</b>	<b>12,381,727</b>
<b>No. FTEs</b>	27,9	5,6	3,0	36,5	34,0	42,8

	Spending on objectives								Total
	A	B	C	D	E	F	G	H	
	Good education	Vocational education	Equal opportunities for boys and girls	Education in emergencies	Capacity-building	Edukans Schoenmaatjes	Teacher and school exchange	Communication	
(Project) subsidies granted and (project) contributions	684,323	1,205,819	-	354,138	-	1,348,053	240,610	-	3,832,943
Direct project expenses	85,648	242,832	-	20,000	162,642	13,374	232,426	-	756,923
Communication expenses	-	-	-	-	-	-	-	303,276	303,276
Personnel expenses	732,602	119,692	66,185	-	177,130	87,622	353,633	264,491	1,801,355
Housing expenses	51,281	14,011	-	-	7,411	5,173	13,982	17,338	109,196
Office and general expenses	145,458	31,526	-	-	18,332	12,577	34,572	95,915	338,379
Depreciation	84,354	-	-	-	11,673	8,150	22,025	27,310	153,512
<b>Total expenses</b>	<b>1,783,666</b>	<b>1,613,880</b>	<b>66,185</b>	<b>374,138</b>	<b>377,188</b>	<b>1,474,949</b>	<b>897,248</b>	<b>708,330</b>	<b>7,295,584</b>
<b>No. FTEs</b>	12,7	2,1	0,9	0,0	1,5	1,1	5,6	4,0	27,9

The salaries, social security expenses, pension expenses and other staff costs have been divided in accordance with the estimated hours spent. The direct project expenses consist of expenses that are directly attributable to the objectives (including materials and travel costs). The other costs are likewise attributed to the objectives in accordance with the estimated time spent by the staff.



### (Project) subsidies granted and (project) contributions

In the annual report, we explain how we achieved our objectives. For Edukans Schoenmaatjes, a total of € 1,265,874 in goods in kind was raised (the content of the shoeboxes).

### Communication expenses

	2016	2015
Concept and creation (Wijs magazine and campaigns)	91,105	103,262
Postage	31,938	39,584
Research	13,712	7,533
Production and maintenance	81,450	76,228
Promotion at events	3,847	3,772
Bank charges	13,794	14,743
Media procurement	167,845	140,422
New fundraising	132,826	0
Telemarketing	188,641	164,998
Various, school and teacher exchanges	108,374	49,047
Other communication expenses	55,382	40,822
	<b>888,914</b>	<b>640,411</b>

The communication expenses cover items such as leaflets, posters and other printed matter, but also public campaigns, the website and Edukans' Wijs! magazine. This allows us to inform our supporters and report our results.

### Personnel expenses

	2016	2015
- salaries	1,784,224	1,918,144
- social security expenses	337,778	364,882
- pension expenses	221,360	237,930
- internal occupational schemes	84,228	100,491
- travel expenses	75,853	68,104
	<b>2,503,443</b>	<b>2,689,551</b>

In order to allocate the management and administration expenses, the board of management of Edukans selected the model provided by Goede Doelen Nederland. This model states that expenses that are not directly attributable to the objectives fall under 'management and administration'. The costs of the director of Edukans, ICT and human resources have been attributed proportionally to the objective and to 'management and administration'. The following overview shows in percentages the extent to which the cost categories have been attributed to 'management and administration':

Cost type	Management and administration %
Supervisory Board	10
Managing director of Edukans	10
Finance and control	100
ICT	10
Human Resources	10
Housing	10





### Director's salary

Name	R.J. Rijnbende	
Function	Managing director of the Edukans Foundation	
<b>Employment</b>		
Nature (duration)		Permanent
Hours		21,6
Part-time percentage		60
Period		1/1-31/12

### Remuneration (EUR)

Annual income		
Gross earnings/salary	58,459	
Holiday bonus	4,296	
End-of-year bonus	4,480	
<b>Total GDN annual income</b>	<b>67,235</b>	
SI (employer's share)	4,966	
Taxable fees/additions	3,736	
Pension costs (employer's share)	6,672	
Pension compensation	1,139	
<b>Total 2016</b>	<b>83,748</b>	

### Notes

The salary of the director of Edukans is in conformity with the Dutch Civil Servants' Pay Decree (BBRA). The managing director of Edukans has a maximum salary set at scale 16. This remuneration falls within the norms of the GDN (Goede Doelen Nederland) annual income, which for Edukans is set at 465 BSD points. According to the GDN norm, the managing director's salary may not exceed € 77,735. The members of the directorate are not awarded any loans, advances or guarantees.

Most of the taxable fee and the addition concern an anniversary payment and an addition for a rental car. The pension cost concerns the employer's part of the premium owed to the sectoral pension fund. The GDN norm for these total amounts is € 107,400.

### Remuneration of Supervisory Board

The Board supervises both the UnieNzv Foundation and the Edukans Foundation, and the payments are therefore attributed to both foundations. For their work for Edukans' Supervisory Board, Mr J. Smit, Mrs J.D.C. Geel and Mrs W. Hoek each received a payment of € 1,035. Mr R.C.J. de Haas received € 517.50, while Mrs M.C. Verstraeten waived her right to payment. Mr A. Holster and Mr. R.W. van Tol each received € 2,070 due to their additional role in the Audit Committee.

### 11. Revenue from interest

	2016	2015
<b>Intercompany interest</b>	<b>111,635</b>	<b>112,030</b>

Receivables from group members concern the current account relationship with the UnieNzv Foundation and B.V. Kwintessens NZV Uitgevers. Interest of 2% and 4% was received on these amounts, respectively.

### 12. Result participation

This concerns the result of B.V. Kwintessens NZV Uitgevers, of which Edukans owns 10% of the share capital.

	2016	2015
Result B.V. Kwintessens NZV Uitgevers	-810	6,760



## Other information

### Adoption and approval of accounts

The 2016 annual accounts were adopted by the management and approved by the Supervisory Board at the meeting of 5 July 2017.

### Result allocation

The management determined the result allocation in accordance with the result appropriation set out in the statement of income and expenditure.

### Events after the balance sheet date

No events occurred in 2017 that had an influence on the assets at the end of 2016 and the result for 2016.

### Audit statement

The audit statement by an independent accountancy firm has been included below.



## INDEPENDENT AUDITOR'S REPORT

To: The board of directors and supervisory board of Stichting Edukans

### A. Report on the audit of the financial statements 2016 included in the annual report

#### Our opinion

We have audited the financial statements 2016 of Stichting Edukans based in Amersfoort.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Edukans as at December 31, 2016 and of its result for 2016 in accordance with the guideline for annual reporting 650 'fundraising organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at December 31, 2016;
2. the profit and loss account for over 2016;
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 Edukans 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.

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

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

- The management board's report that consists of:
  - Education, the chance of a lifetime;
  - Where do we work and where is the money spent?
  - Edukans in Dutch education;
  - Fundraising & Communication;
  - Management & Organisation;
  - 2017: the second year of transition;
  - Finances;
- Other information (as part of the annual account);
- Appendices:
  - Spending per region and country;
  - List of projects;

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

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

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the management board's report in accordance with the guideline for annual reporting 650 'fundraising organisations' of the Dutch Accounting Standards Board.

### **C. Report on other legal and regulatory requirements**

#### **Responsibilities of management and the supervisory board for the financial statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the guideline for annual reporting 650 'fundraising organisations' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatements, whether due to fraud or error.

As part of the preparation of the financial statements, management is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting frameworks mentioned, management should prepare the financial statements using the going concern basis of

accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

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

The supervisory board is responsible for supervising 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 management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a foundation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures;
- 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.

We confirm to the supervisory board that we have complied with relevant ethical rules on independence. We also communicate with the board about relationships and other matters that can reasonably influence our independence and on the related measures to ensure our independence.

Amsterdam, June 13, 2017

Crowe Horwath Foederer B.V.

H.J. Verhaar RA

w.g.

## APPENDIX 1 SPENDING PER REGION AND COUNTRY

	€
<b>Africa</b>	
Burkina Faso	-90,252
Congo	94,239
Ethiopia	654,754
Ghana	914,082
Kenya	419,948
Malawi	319,090
Mali	38,835
Uganda	149,398
Rwanda	107,500
South Sudan	-32,752
<b>Total</b>	<b>2,574,842</b>

	€
<b>Asia</b>	
Bangladesh	41,972
India	29,995
Lebanon	74,096
Nepal	12,750
Syria	45,000
Iraq	337,013
Sri Lanka	178,419
<b>Total</b>	<b>719,244</b>

	€
<b>Latin America</b>	
Bolivia	3,247
Nicaragua	22,801
Peru	-21,018
Suriname	102,699
<b>Total</b>	<b>107,730</b>
<b>Europe</b>	
Albania	337,013
<b>Total</b>	<b>337,013</b>
<b>Non-country-related</b>	<b>94,114</b>
<b>Total spending</b>	<b>3,832,943</b>



## APPENDIX 2 LIST OF PROJECTS 2016 Overview of payments and planned payments in 2016

		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
<b>1. Africa</b>							
Burkina Faso:	Vocational education in Burkina Faso	BF-0000158	90,252	0	0	90,252	0
DR Congo:	CD1215H01, Coordination and construction of education programme	CD1215H01	0	3,312	3,312	0	0
	CD-000090 Active Teaching & Learning Kinshasa	CD-000090	19,750	90,927	60,424	0	50,253
Ethiopië:	ET1216H04 Empower rural girls higher education	ET1216H04	0	0	0	0	0
	ET1316H02 Agricultural TVET for youth	ET1316H02	0	17,124	17,124	0	0
	ET1416H01 Education for vulnerable children in Addis Ababa	ET1416H01	0	14,000	14,000	0	0
	ET1316S01 Quality AVET for marginalized youth	ET1316S01	0	50,000	50,000	0	0
	ET1315S02 Agricultural TVET Life Impr. Food Secu	ET1315S02	0	41,175	41,175	0	0
	ET-0000105 Livestock as a business	ET-0000105	0	20,000	20,000	0	0
	ET-0000116 Creating job opportunity	ET-0000116	0	30,570	30,570	0	0
	ET-0000136 School Sponsor Plan Ethiopia 2015	ET-0000136	10,000	0	10,000	0	0
	ET-0000163 Bakery in-job-training deaf youth	ET-0000163	0	20,000	20,000	0	0
	ET-0000165 STAR-school programme in Ethiopia	ET-0000165	0	90,107	90,107	0	0
	ET-0000176 Livelihood Improvement	ET-0000176	0	23,860	23,860	0	0
	ET-0000194 Talented girls attending secondary education	ET-0000194	0	24,240	24,240	0	0
	ET-0000203 Emergency food support STAR schools Assayta camp 2016	ET-0000203	0	197,436	197,436	0	0
	ET-0000209 Private sector cooperation	ET-0000209	0	7,871	7,871	0	0
	ET-0000214 Education in Emergencies Ethiopia	ET-0000214	0	60,106	60,106	0	0



		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
	ET-0000292 Survey Ethiopia ped/did training TVET	ET-0000292	0	2,250	2,250	0	0
	ET-0000210 Textile Project Ethiopia	ET-0000210	0	39,692	39,692	0	0
	ET-0000266 Early Childhood Care and Dev.	ET-0000266	0	30,000	30,000	0	0
	ET-0000320 Capaciteitsversterking Ethiopië	ET-0000320	0	6,587	6,587	0	0
	ET-0000120 (PM1316S01) L4W nationale coörd. Eth.	ET-0000120	0	5,135	5,135	0	0
	ET-0000259 Pilot apprenticeship Ethiopië	ET-0000259	0	13,373	13,373	0	0
Ghana:							
	GH1416S01 Fight poverty through skills and enterprise development	GH1416S01	0	14,853	14,853	0	0
	GH1416S02 Training of master craftsmen in maintenance and repairs	GH1416S02	0	10,225	10,225	0	0
	GH1115R01 Reiskosten en advisering	GH1115R01	0	1,332	1,332	0	0
	GH-000081 Onderwijsverbetering in cacaosector	GH-000081	-0	51,364	51,364	0	0
	GH-000083 Child labour elimination	GH-000083	0	44,713	44,713	0	0
	GH-000085 Onderwijs en economische empowerment	GH-000085	0	30,978	30,978	0	0
	GH-0000101 Youth Resilience and Livelihood Development Project (YORELDEP)	GH-0000101	0	41,799	41,799	0	0
	GH-0000106 Strengthening Youth employment and Entrepreneurship through Vocational Training in Northern Region	GH-0000106	0	5,145	5,145	0	0
	GH-0000122 (PM1316S03) L4W nationale coörd. Ghana	GH-0000122	0	5,116	5,116	0	0
	GH-0000161 Teacher training op 17 scholen	GH-0000161	0	37,754	28,500	0	9,254
	GH-0000170 Nkwanta Youth skills	GH-0000170	0	30,000	30,000	0	0
	GH-0000173 Graduate Workplace Experiential Learning Project	GH-0000173	0	0	0	0	0
	GH-0000189 Going Global 2016 Suhum	GH-0000189	0	9,434	8,491	0	943
	GH-0000190 Going Global 2016 Tamale	GH-0000190	0	24,132	23,729	0	403
	GH-0000208 Educ. and after school Programme	GH-0000208	0	19,013	14,711	0	4,303
	GH-0000257 Worldteacher Ghana 2016	GH-0000257	0	49,265	49,265	0	0
	GH-0000267 NICHE II-Sexual Health TVET trainees	GH-0000267	0	40,112	40,112	0	0
	GH-0000301 Private sector development Ghana	GH-0000301	0	3,240	3,240	0	0





		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
Kenia:	KE1416S01 Youth @ Work	KE1416S01	0	51,970	51,970	0	0
	KE1416S02 Skills for Masai youth	KE1416S02	0	41,641	41,641	0	0
	KE-000042 Youth opportunities uncovered	KE-000042	0	38,000	38,000	0	0
	KE-000097 Improving the Quality of Education	KE-000097	0	103,228	103,228	0	0
	KE-0000156 SBNN STER-school West-Kenia	KE-0000156	0	41,000	41,000	0	0
	KE-0000196 from sash to star schools	KE-0000196	0	37,156	37,156	0	0
	KE-0000212 Leveraging on Technology to Transform Lives	KE-0000212	0	54,444	54,444	0	0
	KE-0000213 Ready Steady Kenya	KE-0000213	0	22,368	21,377	0	991
	KE-0000215 World Teacher Kenia 2016	KE-0000215	0	33,616	30,254	0	3,362
	KE-0000293 L4W Conference Africa 2017	KE-0000293	0	7,499	7,499	0	0
	KE-0000318 Capacity-development Kenya	KE-0000318	0	1,015	1,015	0	0
	KE-0000261 Pilot apprenticeship Kenya	KE-0000261	0	9,210	9,210	0	0
Malawi:	MW-0000132 WT Malawi 2015 - Olympus College	MW-0000132	0	12,017	12,017	0	0
	MW-0000150 Youth Friendly Health Services in Malawi	MW-0000150	0	44,522	39,500	0	5,022
	MW-0000172 Starschool Progr. 2016-2018	MW-0000172	0	152,137	144,137	0	8,000
	MS-0000193 Food for school children Mlw	MW-0000193	0	22,500	22,500	0	0
	MW-0000202 World Teacher Malawi 2016	MW-0000202	0	23,406	23,406	0	0
	MW-0000218 PI TDCC Acc Employ and Cap. 2016	MW-0000218	0	58,500	58,500	0	0
	MW1115R01 Travel expenses and consultancy	MW1115R01	0	0	0	0	0
	MW-0000317 Capacity-building Malawi	MW-0000317	0	6,009	6,009	0	0
Mali:	ML-0000186 Innovative method language education Mali	ML-0000186	0	38,835	38,835	0	0



		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
Uganda:	UG-0000118 Stimulating Innovative Approaches in TVET Education for Sustainable Development	UG-0000118	0	100,000	100,000	0	0
	UG-0000217 World Teacher Uganda 2016	UG-0000217	0	30,588	30,588	0	0
	UG1115R01 Travel expenses and consultancy	UG1115R01	0	0	0	0	0
	UG-0000275 World Teacher Oeg. Agrarisch 2016	UG-0000275	0	10,477	10,477	0	0
	UG-0000206 Skilling Youth Employment (SKY)	UG-0000206	0	20,098	20,098	0	0
	UG-0000315 Capacity-development Uganda	UG-0000315	0	5,355	5,355	0	0
Rwanda:	RW1416S01 Inclusive competency based TVET	RW1416S01	0	87,500	87,500	0	0
	RW-0000130 Pilot TVET programme in Kamonyi District	RW-0000130	0	20,000	20,000	0	0
Zuid-Soedan:	SS1313L01 Support for local school	SS1313L01	67,002	0	3,000	64,002	0
	SS-0000198 Vocational skills development	SS-0000198	0	31,250	31,250	0	0
<b>2. Asia</b>							
Bangladesh:	BD-000092 PROOFS Bangladesh	BD-000092	0	41,972	41,972	0	0
India:	IN-0000159 Vocational education children with mental disabilities	IN-0000159	72,360	0	0	72,360	0
	IN-0000183 Vocational training Bangalore	IN-0000183	45,600	0	45,000	600	0
	IN-0000187 CDM Pilot - DF	IN-0000187	0	10,000	10,000	0	0
	IN-0000199 Sterschool Boudh District	IN-0000199	0	50,422	30,000	0	20,422
	IN-0000241 Labour market assessment	IN-0000241	0	10,385	10,385	0	0
	IN-0000258 World Teacher India 2016	IN-0000258	0	23,171	17,321	0	5,850
	IN-0000319 Capacity-strengthening India	IN-0000319	0	8,977	8,977	0	0



		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
Libanon:	LB-0000184 Tent school project Zahle	LB-0000184	0	61,096	61,096	0	0
	LB-0000192 Quality Education for Syrian/Palestinian Children	LB-0000192	0	33,000	33,000	0	0
Nepal:	NP-0000197 Vocational education Nepal	NP-0000197	0	12,750	12,750	0	0
Syrië:	SY-0000195 Miss Muna's School	SY-0000195	0	45,000	45,000	0	0
<b>3. Latin America</b>							
Bolivia:	BO-0000131 L4W Buen Apetito ICCO	BO-0000131	0	3,247	3,247	0	0
Peru:	PE-000098 School SJ de Chamis/Cajamarca (SSP)	PE-000098	50,000	0	27,300	22,700	0
	PE-0000157 STAR-schools in Iquitos	PE-0000157	60,000	0	60,000	0	0
	PE-0000167 Vocational training for the disadvantaged	PE-0000167	0	0	0	0	0
	PE-0000316 Capacity-development Peru	PE-0000316	0	1,682	1,682	0	0
Suriname:	SR-000043 Twinning parent involvement	SR-000043	0	50,208	50,208	0	0
	SR-0000188 Renew Ond. & Beg. Shaan Creations	SR-0000188	0	60,000	60,000	0	0
	SR-0000256 Worldteacher Suriname 2016	SR-0000256	0	24,504	24,504	0	0
Nicaragua:	NI-0000108 2015 Fundacion fabretto	NI-0000108	0	342	342	0	0
	NI-0000185 PREQUIP Nicaragua	NI-0000185	0	22,459	22,459	0	0



		projectcode	Commitment 31/12/2015	Projects accounting year 2016	Paid in accounting year 2016	Attributed in accounting year 2016	Commitment 31/12/2016
<b>5. . Other issues / non-country-related</b>	NL-000032 AKVO Flow	NL-000032	10,422	13,209	23,631	0	0
	NL-0000179 ToR Coop HAN University	NL-0000179	0	21,470	21,470	0	0
	NL-0000216 Strategic Partnerships NL ICCO	NL-0000216	0	95,870	95,870	0	0
	NL-0000294 digital monitoring tool	NL-0000294	0	1,185	1,185	0	0
	NL-0000269 L4W consultants trained on 7-STEPS	NL-0000269	0	4,408	4,408	0	0
	NL-0000271 L4W conferentie NL 2016	NL-0000271	0	0	0	0	0
	NL-0000270 L4W network events Africa	NL-0000270	0	3,655	3,655	0	0
	NL-0000330 Contribution GCE 2016	NL-0000330	0	35,000	35,000	0	0
			425,386	2,944,593	3,011,262	249,914	108,803





## Colophon

This annual report was published by Edukans. Edukans holds the quality mark for charities awarded by the Dutch Central Bureau on Fundraising and the ISO certificate. Edukans has been granted the status of a public benefit organisation (ANBI) by the Dutch tax authorities.

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