



EDUKANS

# ANNUAL REPORT 2018



6,164  
teachers  
trained



5,953  
young people  
educated



325,610  
children  
reached



EDUKANS.NL

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# INTRODUCTION



## Schools that provide a well-stocked backpack

The availability of education across the world has increased significantly in the past twenty years. It clearly proves that the long-term international efforts in this area have really produced results. Making an effort to provide education makes sense.

### Education as a Sustainable Development Goal

There is not a theme one can think of that education does not play a significant role in. Which is why Edukans is pleased that the Sustainable Development Goals generate a lot of attention for the importance of education. These Goals were adopted by the United Nations as a worldwide development programme for 2030, replacing the Millennium Development Goals that were cancelled as per 2015. Education

helps communities and individual children to better stand up for themselves, which is crucial, especially where the improvement of the positions of girls is concerned. However, education affects all the goals that were formulated: health, climate, the ability to find employment, the availability of water, agriculture and food production.

### Working towards relevant education

In order to increase that significance, it is highly important to work on relevant education in particular, i.e. education that has a demonstrable effect on the personal and joint development of vulnerable groups. This demands a lot more than just a small-scale approach. It requires structural changes to the educational system: from teacher training programmes to inspectorates, from school

management to parent involvement, from improving didactics in class to increased attention for the social-emotional development of children. It also means that the available educational courses and the demand in the labour market should tie in with each other.

### Quality improvement

In 2018, Edukans managed to realise change, for example by including a module about sexuality education in the curriculum of Malawi, which is necessary to combat child marriages and teenage pregnancies. In Uganda, inspectors were trained to work with the Edukans quality approach model EDUstars. This approach is geared towards enabling all stakeholders (teachers, school leaders students and parents) to realise

quality improvements themselves. Also, large groups of young migrants were reached with vocational education in Ethiopia. This report will provide you with more information about our achievements in 2018.

A specific and small-scale approach to the work, close to the people, this is what characterises Edukans. However, the working method we apply in these efforts has a structural impact. We use specific products in the educational system itself to improve education, such as the EDUstars Quality Card. It allows children to learn more and also enables more children to finish school successfully, with a properly stocked backpack.

Ron Rijnbende  
Managing director



# 1



## THE EDUKANS STRATEGY

Quality education is the key to sustainable development and consequently, it is the most sustainable investment. By working to achieve relevant education for everyone, we also work to achieve the Sustainable Development Goals (SDGs) as agreed between nations worldwide. A relevant education will provide better income and better health for people and will stimulate equality between men and women.

Edukans has developed two approaches for quality education: EDUstars and EDUworks. EDUstars is our comprehensive, hands-on school quality model that helps schools develop a high-level learning environment for their students. EDUworks is our comprehensive approach that sustainably links youth, training institutes and businesses to ensure employment and economic development.

### Strategy 2016-2020

In 2018 we continued to work on our mission:

- Improving access to education and the quality of education in developing countries.
- Involving the Dutch public and particularly the Dutch educational sector in this mission.



## Four themes

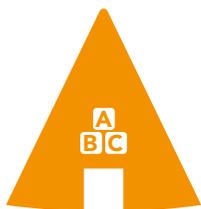
We work according to a strategic agenda consisting of 4 themes, developed in 2016. It is our objective to fulfil the following pledges by 2020:



### High quality basic education

Pupils successfully complete their schooling through good quality education, with a focus on active learning and life skills:

- 1.5 million pupils receive a good education at 2,000 STAR schools.
- 30,000 teachers are trained in Active Teaching and Learning.



### Education in emergency situations

In emergency situations, children should return to school as soon as possible. It is imperative that they are able to keep on learning.

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



### Jobs for young people

Many young people have no job prospects. Edukans offers disadvantaged young people vocational education (skills) with good prospects for a job.

- 20,600 young people have had vocational education.
- At least 15,500 of them have paid jobs as a result.



### Equal educational opportunities for boys and girls

Equal educational opportunities for boys and girls result in fewer child marriages and teenage pregnancies, longer school careers, resulting in greater chances at self-sufficiency.

- 75,000 pupils received comprehensive sexuality education at 400 STAR schools, allowing them to make informed choices about their health and their relationships.

## How do we achieve this?

Edukans trains teachers in Active Teaching and Learning. This is a method applied by teachers to challenge the children in various ways to actively participate in class. We also involve parents, school boards and governments in good education and we create a safe environment where boys and girls have equal opportunities.

All this ensures that pupils have the basic knowledge, life skills and vocational skills to improve their social and economic welfare. As a result of their training, school boards and teachers continuously work on improving education and they acknowledge its significance. This enables children and young people to effectively participate in society.

## Objectives for 2018

In order to provide as many underprivileged children and young persons with access to quality education, Edukans applies an approach consisting of two main basic principles:

1. Develop as much capacity as possible in our four focus countries: Ethiopia, Kenya, Malawi and Uganda. We set up our own Edukans offices locally, with local colleagues who help to execute and monitor the programmes and help to raise funds locally.
2. Make our methodologies available to educational organisations and governments in order to realise goals on as large a scale as possible.

This approach should lead to the result we formulated in our policy plan 2016-2020. We have successfully progressed with this policy in 2018.



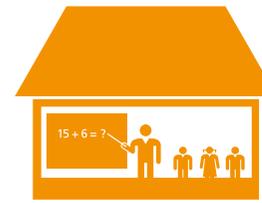
# 2



## WHERE DO WE WORK

In 2018, we were active on 100 projects across the world. In this chapter you can read where and how we work.

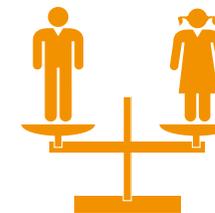
High quality  
primary education



↑  
**5,431**  
teachers  
trained

↑  
**270,004**  
children reached with  
better education

Equal education opportunities  
for boys and girls



← **28,311**  
girls and boys  
learned on equal  
opportunities for  
men and women

Jobs for youth



↑  
**5,953**  
young people  
followed a vocational  
training

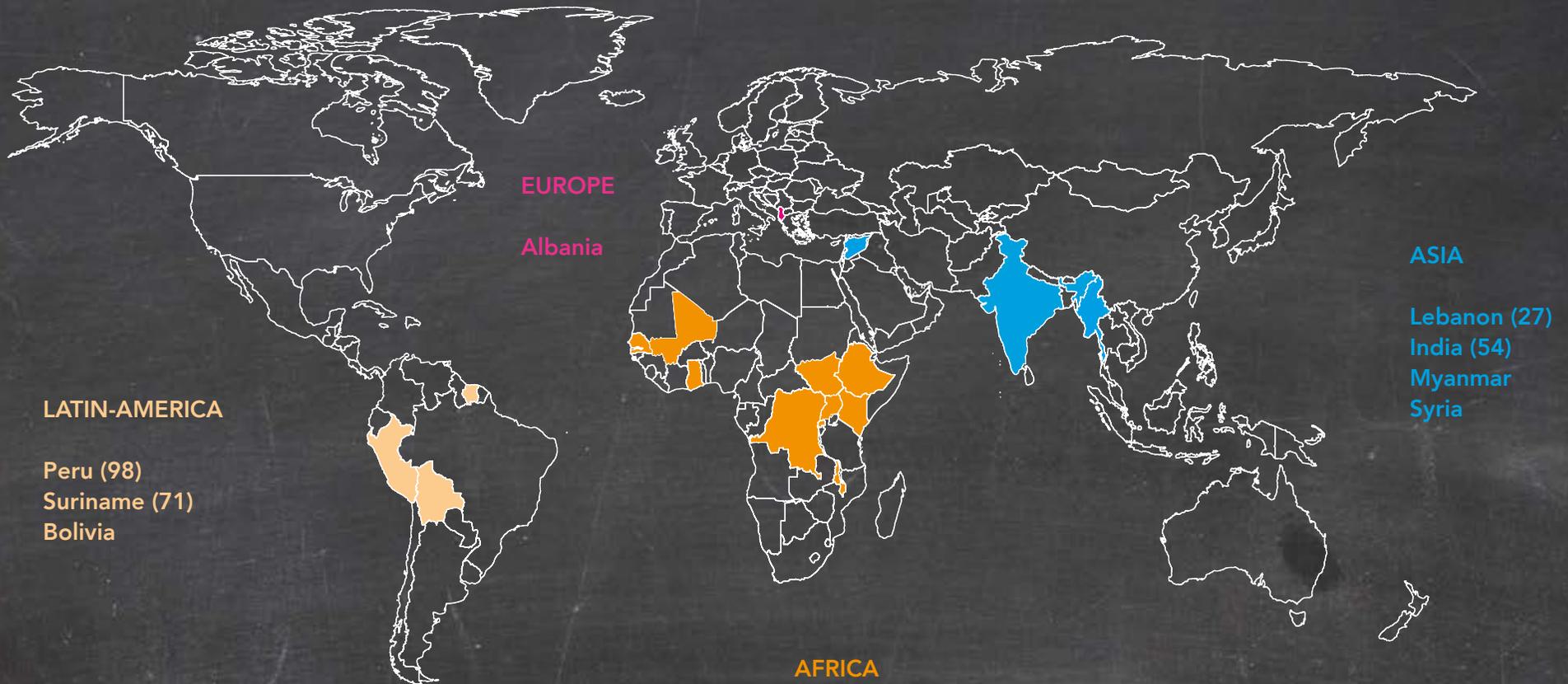
Refugee education



→ **457**  
teachers trained  
in Libanon,  
DR Congo  
and Ethiopia

← **11,763**  
refugee children going  
to school again





**Total number of STAR-schools: 1,105**

The figure next to a country's name indicates the number of schools that work with the EDUstars model in that country. The countries that do not have a figure next to their name are countries where Edukans is active, only these countries do not have STAR-schools.

- Ethiopia (108)
- Ghana (70)
- Kenya (338)
- Malawi (68)
- Mali (42)
- Uganda (213)
- DR Congo (16)
- Rwanda
- Senegal
- South Sudan

## EDUstars model



In 2018 there were 1,105 schools that worked with the EDUstars model (2017: 569 schools). We improve in all aspects of a proper education with this. The EDUstars model is based on five pillars (the arms of the star):

1. A safe learning environment
2. Proper guidance of the learning process of each child
3. Well-trained and motivated teachers
4. Organised school management
5. Commitment of parents and community

The quality of the school is measured and serves as a baseline, from where a customised School Improvement Plan is drawn up. The pillars that require improvement are addressed together with the school. In any case, all teachers are trained in applying the concepts of Active Teaching and Learning.



Joël Amahorsejia

## 2.1 High quality primary education

262 million children are not in school or leave school prematurely (UNESCO, 2018). Overcrowded classrooms and poorly trained teachers result in low-quality education and cause many children to never finish their schooling. Edukans provides a safe learning environment, well-trained teachers and committed parents. These are all factors that help a child to be successful in school.

### Further development EDU-Q Card

We perform baseline measurements using a digital tool, the EDU-Q Card: what is the

status of a school in terms of the five dimensions that determine the quality of education? In 2018, school umbrella organisations, inspectorates and governments showed an interest in this convenient measuring tool. It is our ambition that such authorities will also work with the EDU-Q Card in the future, to map out the quality of education and use the outcomes to improve it. With the EDU-Q Card we bring quality care closer to the schools and closer to all parties involved with education. This is an important condition for quality.



### More children and teachers reached

Thanks to Edukans, 270,004 children had access to better primary schooling in 2018. In 2018 we provided better primary schooling

for 270,004 children and as such, we have amply reached our objective for that year. We trained 5,431 teachers, over 1,500 more than we had envisioned.

	Objective	Result
Children reached with better education	247,664	270,004
Trained parents' councils and school boards	470	471
Teachers trained	3,850	5,431
School leaders trained	747	1,062

### An example for all teachers

Clara Masira, project leader and job hunter at Ujima, in Kenya: "We teach young people in a couple of months about what they should do to find and keep a job in the hospitality industry. For example, we teach them how to make a proper cup of cappuccino, how to walk with a serving tray and how to operate a cash register. However, more importantly, we give them a positive work attitude: arrive in time, work hard and take initiative. Thanks to these important lessons, employers will be happy to hire students from our school. After one year, 75 percent of the young people still have a job!"



## 2.2 Vocational training for young people

Edukans works on training programmes where learning a trade and developing entrepreneurial skills are combined. The aim is to achieve more jobs for young people, which is why the demand of the local job market is always the benchmark. Young people will not only learn a trade, but they will have greater chances to find a job.

Affairs. The external evaluation proved the programme to be "highly relevant and highly effective". Thanks to Learn4Work we were able to train 1,700 teachers and trainers in the past couple of years, who then trained 125,000 students themselves. Of these young people, 82 percent had landed jobs one year after having been trained.

### Evaluation Learn4Work

In 2018, we completed the Learn4Work programme, a vocational education programme funded by the Dutch Ministry of Foreign

### Four major projects

In 2018, four major projects in vocational education were started. Two were started in Ethiopia and were intended to offer young

### Active Teaching and Learning in TVET

Also, in vocational education and training, Edukans trains teachers in Active Teaching and Learning. We developed a training method for teachers and trainers to guide and support them on how to apply Active Teaching and Learning (ATL) in their classroom and workshop practice. This is based on the proven methods for basic education, but there are some noticeable differences. The reason for this is that the subject matter tends to be more practical and the students are older.

ATL enhances students' learning outcomes and self-confidence and it encourages critical thinking. Based on tests of some methodologies within the Learn4Work programme, we have developed a pilot TOT training in combination with teachers training, and ran it in two projects in Ethiopia. A corresponding training manual for the trainers of teachers is also in its pilot stage and a manual for the actual TVET teachers is under construction

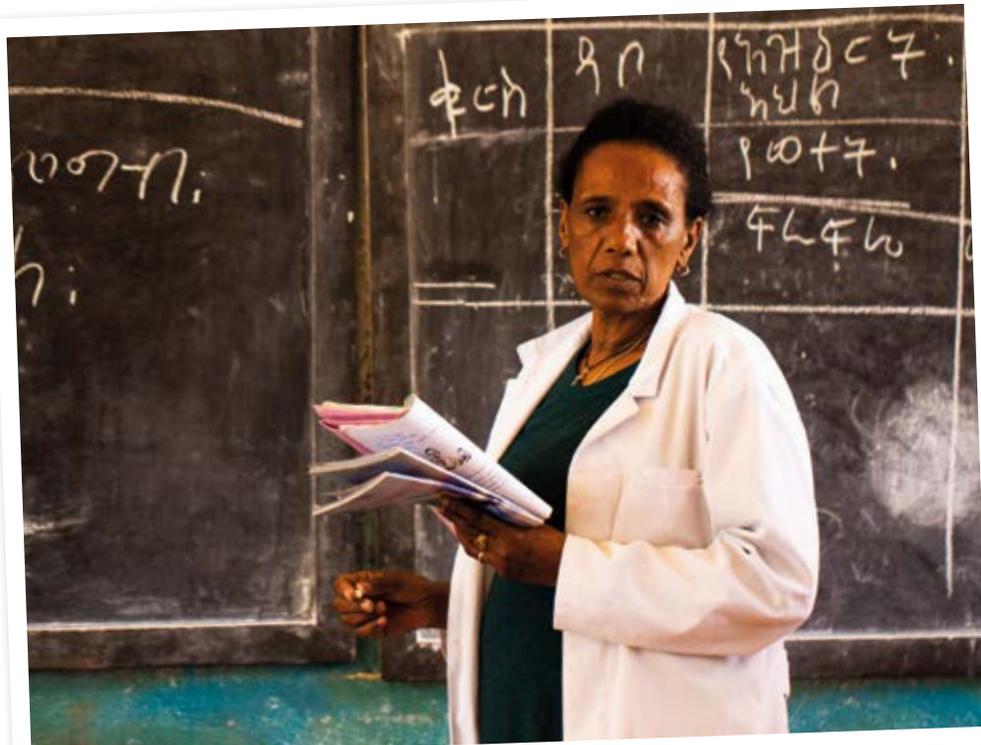
	Objective	Result
Teachers trained	227	177
Young people trained	6,916	5,953
Young people finding jobs/starting a business	2,242	955
Businesses involved	84	131



people who wanted to migrate – or returned after an unsuccessful attempt – a chance to build a life for themselves in Ethiopia. The European Union finances these projects. In Malawi we connect young people to successful agricultural businesses where they can learn how to generate a proper income as farmers. In Uganda, Edukans and Heifer International train young people to become farmers or processors of agricultural products.

### Year of transition

Because of the conclusion of a major programme and the start of 4 others, 2018 was a year of transition in which a relatively low number of young people were trained. The result from the projects, where students were visited six months after the training, showed that 16 percent had a job. This is due to the fact that training in Ethiopia was not completed until the end of the year.



Erwin van den Berg

## 2.3 Refugee education

War and conflict prevent millions of children from attending school. Also, refugee education is generally of very low quality in many countries: the number of students per teacher is often high and the teachers are not properly trained.

Edukans wants to provide refugee children and youth with good quality schooling and make them resilient. We train teachers and work closely with parents to get children into school and to keep them there. We provide safe schools where children learn reading, writing and mathematics, but we also work towards a stable and peaceful future. In school, the children enjoy the support from each other. School provides structure and

something to hold on to, it helps in processing trauma and is a key factor to building the country again.

### Emergency education in Lebanon, Ethiopia and Myanmar

In 2018 we laid the groundwork to start collaborating with the Lutheran World Federation in Myanmar, in 2019. From 2019 up to and including 2021 we will make an effort to train teachers in Rahkine State, so they can transfer their knowledge to other teachers. This is what we refer to as our 'train-the-trainer-programme', which aims to strongly improve the quality in government schools where Rohingya refugee children receive an education.

Abdu Yussuf (11) from Ethiopia:  
"I live in the Aysaita refugee camp in Ethiopia, together with my father, mother, two sisters and my brother. We fled from Eritrea. Fortunately, there is a primary school in the camp, which I am able to attend. My parents never went to school. My favourite subject is English. In school we keep track of who gets the highest grades. I'm third in my class!"



Jacco van Laar



In Lebanon we work together with two local organisations. We ensure that Syrian refugee children in Lebanon are able to go to school and we train Syrian teachers to become trainers of the Active Teaching and Learning method.

In Ethiopia we built new lavatories for a school in a refugee camp and a playground where children can safely play. We trained teachers of an Ethiopian primary education teacher-training college to provide refresher courses for Ethiopian and Eritrean teachers. Our partner organisation supplied the schools with learning aids.

### Social and Emotional Learning

In 2018 we also started training teachers in Social and Emotional Learning (SEL), a programme that teaches about social and emotional skills. In a variety of lessons, children learn who they are in a creative and interactive manner, how to deal with their emotions and those of others, how to engage in healthy relationships and how to take sensible decisions. SEL works in a preventive way: a positive and safe atmosphere in school prevents bullying and radicalisation. Convinced by the Edukans approach in Ethiopia, UNICEF decided to provide financial support for this educational project for a 17-month period.

Income	Objective	Result
Children reached with better education	9,051	11,763
Teachers trained	344	457

## 2.4 Equal educational opportunities for boys and girls

Child marriages, sexual violence and early pregnancies are regular occurrences in the countries we work in. Edukans makes these issues subjects of discussion and involves teachers, parents and the local community in this regard. However, we also address the positive side of sexuality. We teach young people to make the choices best suited for them and for their age.

In 2018 Edukans developed new teaching programmes for Ethiopia, India, Malawi and Ghana. One example of this is the 'Ready

Steady' programme aimed at young people from Ghana aged between 18 and 25.

### Ready Steady

Ready Steady consists of six lessons for young people who dropped out of school and young people enrolled in a technical or vocational course. Each lesson starts with an engaging video with topics like the prevention of pregnancies, gender-related violence or HIV and aids. Based on these videos, the teachers can make taboo subjects open for

discussion during classes. The lessons are interactive, with debates, role-plays and quizzes. The pilot of the programme proved that young people gain a lot of knowledge about the topics that are discussed and their attitude towards safe sexual behaviour changes in a positive way.

### Sexuality education for refugee children

In Ethiopia we developed the 'Maharabe' programme, which comprised sexuality education for refugee children in the Afar region. Extensive sexuality education for children between 11 and 16 years of age is now part of the regular educational programme there, where important topics like child marriages,

sexual violence, female genital mutilation and hygiene around the menstrual period are discussed.

### Objectives and results

We reached a much higher number of out-of-school youth than expected, because our partners effectively deployed *peer educators* to get in contact with large groups of young people outside school.

The implementation of a 'source book on sexuality education' intended for the support of teachers in primary and secondary education in Malawi encountered some delay. This was due to the fact that we were waiting for results of the pilot and testing of the material.

	Objective	Result
Young people reached	14,525	28,311
Schools reached	46	46
Teachers reached	237	99
Out-of-school youth reached	5,100	15,532

In Malawi children often live far away from school. For example, 14-year-old Mercy had to walk two hours to get to her secondary school and two hours to go back. We support girls from Malawi, like Mercy, with a bicycle, to enable them to reach school faster and more safely. Mercy: "I would love to finish school and become a nurse. This bike saves me two hours every day!"



# 3



## EDUKANS AND DUTCH SOCIETY

The mission of Edukans includes involving Dutch society with development cooperation. Our organisation sets up public campaigns about the work of Edukans and organises exchange programmes like World Teacher.

The people of the Netherlands show their commitment to better education in developing countries by visiting our projects and as such, they work on world citizenship in Dutch education.

### 3.1 Schoenmaatjes

After 24 years, we organised the public campaign Schoenmaatjes for the last time in 2018. Children in the Netherlands filled a decorated shoebox with school supplies, toiletries and other presents for a child in a developing country.

#### Number of shoeboxes in decline again

The number of shoeboxes handed in this year saw yet another decline: 47,386 shoeboxes as opposed to 2017 when the number was 58,502. Participating proved not always feasible for parents. We also received tips and points for improvement more often:

“Is it not possible to simplify the campaign, make it less time-consuming?”

Edukans wants to continue innovating and offer Dutch schools an enjoyable campaign that is both instructive and sustainable. This is why we decided to organise Schoenmaatjes for the last time in 2018. We put in a lot of effort in developing a new primary school campaign, which will replace Schoenmaatjes starting in 2019.

#### New campaign: Schoolmaatjes

The new campaign is called ‘Schoolmaatjes’ and it brings Dutch children in contact with



children in developing countries. They use videos to show each other their schoollife and the children in the Netherlands conduct a campaign to purchase sustainable school sup-

plies (Correctbooks) for their Schoolmaatjes in the developing country. The children in the developing country also prepare a present for their Schoolmaatjes in the Netherlands.



47,386

Number of shoeboxes



803

Number of participating organisations



2,881

Number of private participants



1,028

Number of volunteers

Income	2018	2017
Cash contributions for dispatch and distribution of shoeboxes	€ 237,230	€ 352,673
Donations in kind (value of the contents of the shoeboxes)	€ 901,756	€ 1,094,572



## 3.2 Going Global

Going Global is an exchange programme for students and teachers in Dutch secondary education. With Going Global we connect students in secondary schools in the Netherlands with young people and teachers in developing countries. The Dutch students travelled to Ghana and talked with their peers about sensitive topics such as children's rights, life skills and sexuality education.

Teachers worked together to improve the quality of education together, by preparing classes and providing workshops together. After returning home, the entire school came into action. The campaigners of Edukans Going Global collected € 237,063 for better education in 2018. Additional gifts from a congregation and trust funds were added to this amount.

## 3.3 World Teacher



World Teacher is the Edukans programme for professionalisation of (trainee) teachers and school leaders from the Netherlands. It is a programme in which Dutch participants work together with (primary) schools in developing countries to improve education. Participants raise funds to make it possible to implement this form of refresher training in the countries they travel to.

### Integration in Edukans programming

World Teachers are increasingly deployed to schools where we work to improve quality using EDUstars or EDUworks. This way, our

exchanges empower the Edukans programming. In many countries, we work with World Teachers who collaborate with local teacher training centres (TTCs) and school umbrella organisations, which increases the impact of the programme. The school umbrella organisations in the countries we travel to share information with each other. In 2018, there were World Teacher journeys to Suriname, Malawi, Ethiopia, Uganda and Ghana.

### Improvement of education

In the countries involved, 130 Dutch education professionals (participants in World Teacher and the supervisors of the programme) worked on training in the field of Active Teaching and Learning (ATL) and improvement of school management, by drawing up School Improvement Plans. Besides Dutch teachers, there were 10 colleagues from Finland who went to Uganda as well, underlining the international nature of World Teacher.



### 3.4 DARE2GO: long stay abroad

DARE2GO is the Edukans programme for (young) professionals and young people who take a gap year. For a period of at least 10 weeks, they travel to countries in Africa, Latin-America and Asia. For young people in a gap year, experiencing living in a developing country revolves around life skills, about meeting 'the other

one' and the experience of another culture. For (young) professionals it is also about the substantive exchange of educational themes with local colleagues. Nine participants were trained in 2018. They travelled to Uganda, Ghana and Peru through the course of that year.

### 3.5 Objectives for the exchange programmes

Our objective for 2018 was to involve 40 students, 96 teachers and school leaders and 52 pupils in the Netherlands with one of our exchange programmes. We had more students

who embarked on an exchange trip than was expected. The number of teachers and pupils was somewhat lower.



#### Financial objectives and realisations exchange programmes and schools

	Objective	Realisation
Income Exchange programmes & Campaigning schools	€ 1,222,530	€ 1,009,084

#### Objectives and realisations participants exchange programmes

	Objective	Realisation
Number of Dutch students of the primary education teacher-training college participating in exchange programmes	40	44
Number of Dutch and Finnish teachers and school leaders participating in exchange programmes	96	83
Number of young Dutch people participating in exchange programmes (Going Global and DARE2GO)	52	49

### Reach of exchange programmes in the countries we travelled to

In 2018 we reached 50 schools, 31,761 pupils, 432 teachers and 58 school leaders.

# 4



## FUNDRAISING AND COMMUNICATION

Through better education, Edukans is providing children and young people in developing countries the chance of a lifetime. Edukans can only do this important work thanks to support from the Dutch and international communities. This support is becoming increasingly important.

Because Edukans receives considerably less government subsidy since the end of 2015, we are investing substantially in alternative fundraising methods. In the Dutch market we do this by entering new collaborations, pioneering with new techniques and developing propositions for specific segments of donors. By training our local offices to raise funds in their own country, we also work on increasing our impact in the focus countries.

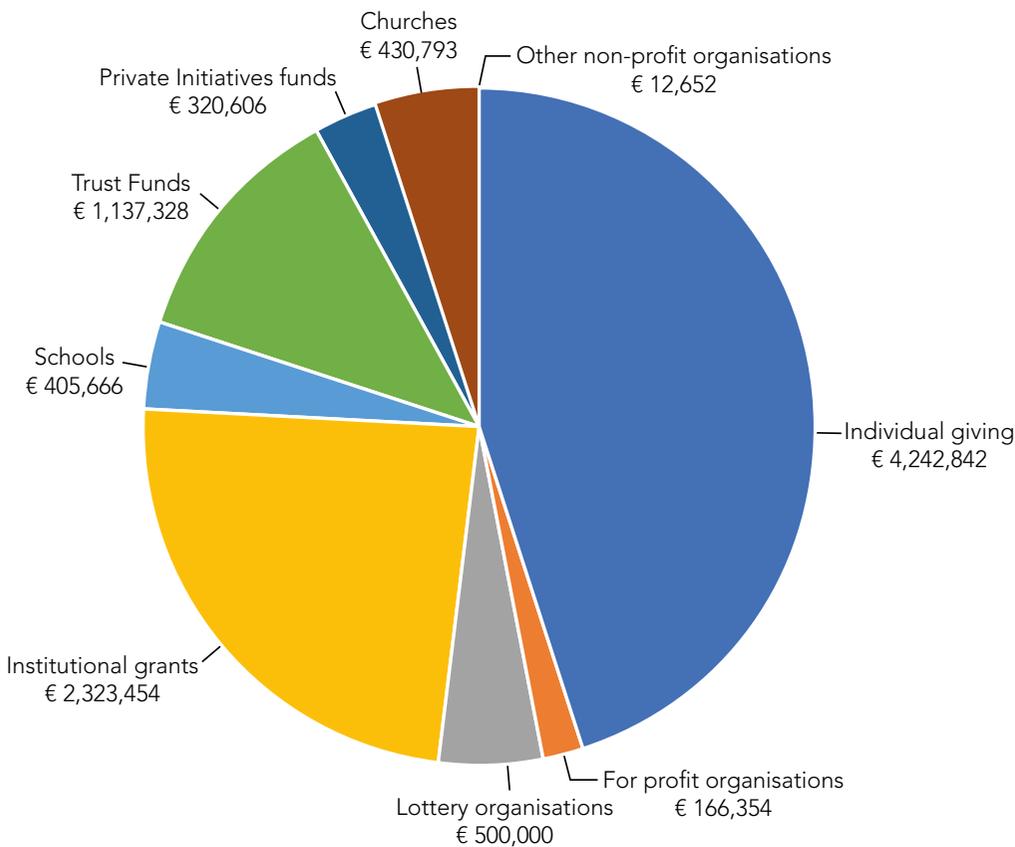
### Development of the income

The total income raised in 2018 amounted to € 9,539,694. This is a growth of 18.5 percent compared to 2017. At the same time, the income is € 2.8 million (22.7 percent) lower than budgeted.

The declining income is largely explained by significantly lower income from subsidies compared to the budget for institutional fundraising (1.9 million). Also, the growth in the private market is lower than expected. This is due to the declining income from Dutch schools (Schoenmaatjes) and a national campaign in collaboration with three other charities, that was moved to next year.

In the past year, we invested in innovation (Schoolmaatjes, primary school test, Nacht van het Kind), but upscaling and encashment of the innovations is also expected in 2019. With € 1,242,634, the expenses of the Marketing department (Dutch market) remained well within budget (€ 1,631,674) in the year under review.





### Individual giving

Edukans can rely on the loyal support of thousands of donors. Of the private donations, Edukans receives 55 percent through direct debit mandates, which means there is structural support for our work. The number of structural direct debit mandates increased by 4.5 percent in 2018. In the year under review, we added 2,917 new donors, who supported us with a one-off donation for the first time.

The support from private individuals increased by 2.7 percent compared to 2017. The budgetted growth of 21 percent to € 2,455,000 was not realised. This deviation is mainly caused by the decline in the number of participants of the Schoenmaatjes campaign. Also, the fact that a planned joint campaign of children's funds did not go through had a negative impact.

An increasing number of donors uses a registered private agreement for donations to Edukans. The number of donors with such an instrument grew to 270. Together they contribute almost € 200,000 for better education.

Edukans received € 382,095 from ten legacies in 2018. This is over € 200,000 more than in 2017. We find it wonderful that people wish to invest their legacy in education. As some kind of 'encore' to their lives, they give thousands of children the chance of a lifetime.

### For-profit organisations

Edukans is happy with the support received from businesses that choose to make a donation to Edukans, rather than distribute promotional gifts at Christmas, for example. We received € 166,354 in donations from companies in 2018, which is more than was budgetted. Companies such as Noordhoff

Uitgevers B.V., SAP Nederland, ScoliX and Springest have been supporting Edukans for a longer period of time. This is of great value for the continuity of our work.

We are also grateful for the corporate support to Schoenmaatjes. For example, private individuals were given the opportunity to deliver their shoeboxes to DHL Parcelshops. Thanks to ICT developer SAP we were able to realise Schoenmaatjes Connected. Also indispensable was the support from the many companies who opened their doors to serve as delivery or processing station.

### Lottery organisations

Lottery foundation the Nationale Postcode Loterij contributed € 500,000 to the Edukans work activities again in 2018. We are very pleased with this support that is not linked to any specific project, yet helps Edukans to realise its objectives. Moreover, in 2018



the Nationale Postcode Loterij announced that it would extend its structural support of Edukans by another five years. We mainly use the contribution from the Nationale Postcode Loterij for our STAR school programme.

### Institutional fundraising

We received € 90.000 from Diorapthe in 2018, as a second contribution for our work in refugee camps in Ethiopia. Turing Foundation committed itself to a next phase of educational improvement in Congo for € 75,000, which will allow us to achieve four times as much in terms of schools and teachers. The foundation Stichting CCHO confirmed a contribution of € 60,000 for three years, for vocational training of young farmers in Uganda.

We received a total amount of € 1,137,328 from 66 funds in 2018. Nine of these funds contributed amounts in excess of € 50,000.

### Churches

Every year, Edukans can count on the support and commitment of hundreds of churches in the Netherlands. They organise fundraising activities, collect money or participated in the Edukans Schoenmaatjes campaign. In the past year, Edukans received € 430,793 through various churches and church communities and church organisations. This amount was significantly higher than budgetted, thanks to an unexpected donation of € 250,000.

### International fundraising

In 2018 we had set an objective to raise € 4,200,000 from international funds. We

realised over half of this – € 2,300,000 – due to low expenditures on almost all projects in portfolio and bad results in institutional fundraising. Particular attention needs to be given to the EU-funded SINCE projects in Ethiopia. Contracts for this were signed in November 2017 and the implementation in 2018 started at a slow pace. As a result of this, € 700.000 of the budgetted amount was not spent and is transferred to 2019.

Compared to 2017, the expenditures on Institutional Grants increased from € 1,000,000 to € 2,300,000.

### Goodwill ambassadors

Edukans has six goodwill ambassadors who have committed themselves free of charge: Nick & Simon, Bracha van Doesburgh, Ron Boszhard, Sofie van den Enk and Martine van Os.

### Edukans on television

On 5 November 2018, the broadcast of the television show *Tijd voor Max* was entirely dedicated to the work of Edukans. The broadcast generated over 500 new donors and € 11,000 in one-off gifts.

### Online presence

In 2018 we saw a growth of our reach on social media. We focused more on Instagram to continue reaching the younger target groups. Twitter and LinkedIn were structured more substantively, with a view to our lobby as educational expert.



Television show *Tijd voor Max*

### Growth of the number of followers on social media

	Growth in %
Facebook	+ 3.65
Twitter	+ 9.65
Instagram	+ 64.45

### Innovation

Reaching new target groups and raising additional income as a result, is vitally important for Edukans. We make an effort to reach as many people as possible with our message, using innovative and sympathetic methods. In 2018 we launched a test called “What do you remember from primary school?” We tested people with 25 questions about their primary school knowledge and they received a grade for this. The participants could then donate the grade they received directly to Edukans. The two-week campaign saw over 11,000 people taking the test.



# 5



## MANAGEMENT AND ORGANISATION

Edukans is an international, specialised development organisation for education to underprivileged children and young people, founded in 2002 and established in Amersfoort, the Netherlands.

Edukans is steadily growing into an international organisation. This is also reflected in a new organisational chart. The International department has been closed, as the international objective has now become part of the organisation as a whole. The activities in the Netherlands are mainly geared towards facilitating the Edukans country offices and the strategic partners. Besides this, Edukans develops educational products and services, together with the country officers. The support teams are Operations (organisational support of the country offices (CO)), Educational Expertise (substantive support and product development), and Marketing (support in the field of international fundraising and marketing). Each focus country is supported from the city of Amersfoort by a multidisciplinary support team.

### UnieNzv

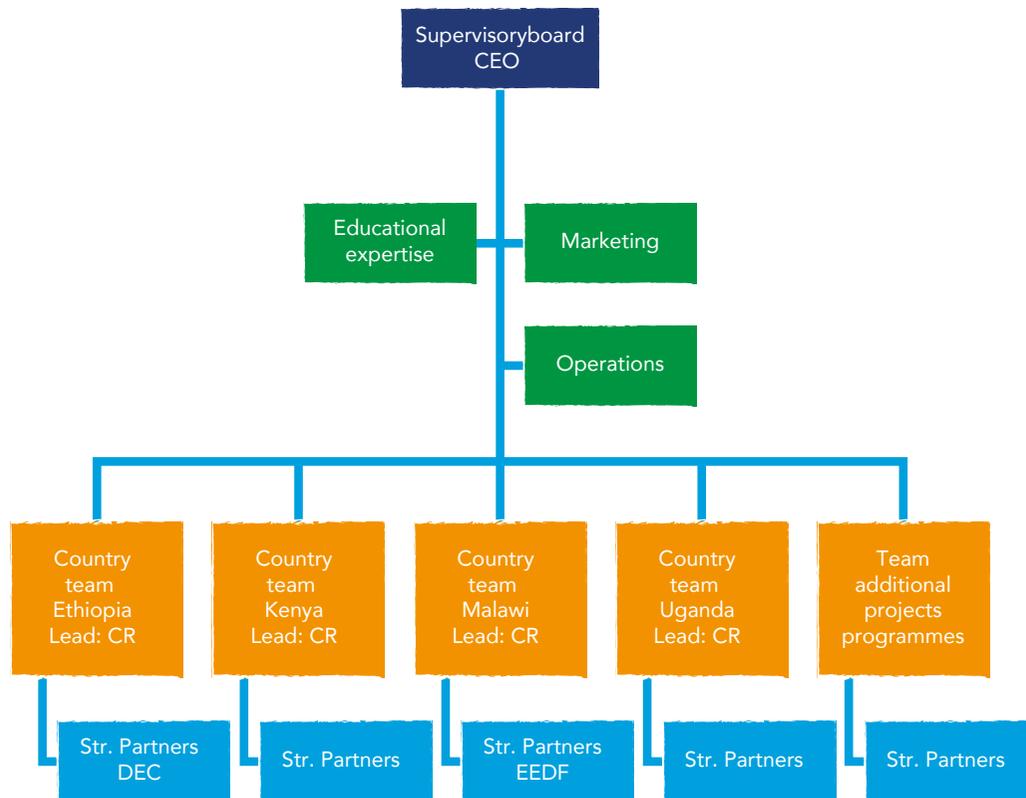
Together with Kwintessens, Edukans forms part of the foundation Stichting UnieNzv.

This foundation is a social enterprise where schooling and education in the Netherlands and in developing countries come together. Kwintessens specializes in educational publications for Dutch primary education, with a focus on the philosophy of life and social and emotional learning. Stichting UnieNzv, Stichting Edukans and Kwintessens have their offices based together on the 4<sup>th</sup> floor of the building at #11 Berkenweg in Amersfoort, the Netherlands. Edukans observes the terms and conditions of employment of the Protestant Church in the Netherlands.

### Treasury

As Stichting Edukans forms part of Stichting UnieNzv, the bank balances are transferred to Stichting UnieNzv. For the funds that it contributes, Stichting Edukans receives a 2 percent interest. Edukans also receives a 2 percent interest for its current account balance at Kwintessens.





Stichting UnieNzv has placed the investments with ING Investment Management. The board applies a typically 'defensive' investment policy, with a profile of 30 percent shares and 70 percent bonds, allowing for a bandwidth of 10 percent between the two. This policy is evaluated annually and

adjusted when necessary. The investment manager is instructed to invest in an ethically responsible and sustainable manner and among other things, to exclude companies involved with child labour or other activities that are in breach of the objectives of Stichting UnieNzv.

## Supervision and management

### Supervisory Board

The members of the Supervisory Board of Edukans are appointed for a period of five years and may be reappointed twice.

As per 31 December 2018 the Supervisory Board consisted of the following members:

- Mr M.R.J. Rog, chairman, member of parliament for the party CDA. Field of expertise: education, management experience: former chairman of Dutch Christian Teacher's Union CNV Onderwijs (appointed in 2017).
- Mr drs. A. Holster, member of the audit committee, former chairman of the Executive Board of C.S.G. De Goudse Waarden in Gouda. Field of expertise: education (reappointed in 2018).
- Mr R.W. van Tol, chairman audit committee, former partner at Arthur Andersen. Field of expertise: accountancy (appointed in 2009, eligible for reappointment in 2019).
- Mrs drs. M.C. Verstraeten, Principal at UniC, school for secondary education in Utrecht. Field of expertise: education and international collaboration (appointed in 2016).
- Mr F.J.J.A. Kat, location manager of Sint-Lucas, supervisor of creative talents towards a bright future in the creative industry. Field of expertise: education (appointed in 2017).

None of the members of the Supervisory Board have declared to occupy additional positions which may be in conflict with the

membership of the Supervisory Board of Edukans. The Supervisory Board of Edukans has the same composition as the UnieNzv Supervisory Board. The meetings are always held consecutively. Each year, the members of the Supervisory Board receive a remuneration, according to the relevant standards.

### Executive board and management

Drs. Ron Rijnbende is the managing director. The executive board and management of Edukans and of UnieNzv are appointed by the Supervisory Board. The authority of the managing director and the relationship between the managing director and the Supervisory Board are laid down in the articles of association, the Regulations of the Supervisory Board and the Bylaws.

Based on the managerial assessment framework and the job description of the director, there are performance reviews with the managing director every year. In 2018, Ron Rijnbende held the following additional positions: chairman General Membership Meeting of PerspActive, member of the executive board of PerspActive, chairman of Stichting Rotterdam, Member of the Supervisory Board of the foundation Christelijk Sociaal Congres. The salary of the managing director of Edukans has been determined in accordance with the Code of Good Governance for Charities (Wijffels Code), set in scale 16 of the Civil Servants' Pay Decree and is apportioned to Edukans for 60 percent.



## Staff and policy

Because of the close links between Stichting Edukans, Stichting UnieNzv and B.V. Kwintessens NZV Uitgevers, all staff are employed by Stichting UnieNzv. The actual personnel costs are subsequently charged on further from Stichting UnieNzv to Stichting Edukans and to B.V. Kwintessens NZV Uitgevers.

The Edukans staff are divided among three teams: Expertise, Marketing and Operations. On 31 December 2018, the staff consisted of 34 employees, of which 11 were male and 23 were female. 10 employees have a fulltime contract, while 21 are employed for between 0.5 and 0.9 FTE. 3 employees are employed for under 0.5 FTE. In 2018, Edukans took in 9 new employees, while 10 employees left the organisation.

For the supporting services, Edukans relies on 3.4 FTEs from the Management Office of UnieNzv. A total of 36 FTEs are apportioned to Edukans. New staff will be employed on a temporary basis. For 2018, there is a 3.48 percent sickness absence.

## International offices

For the internalisation agenda, 2018 was a year of consolidating the results achieved in 2017. The Malawi office was able to finalise the registration process; the official office launch will be in Q1 2019. Particularly in Ethiopia, fundraising was successful in 2017 and 2018; the number of staff grew from 3 to 18 in 2018 and the turnover also grew accordingly. In Ghana the fundraising was not successful and we were forced to scale down from a country office to an agency. The Edukans

agency will be hosted by our strategic partner and the efforts on fundraising will be jointly continued. The Kenya office, with its strong track record on skills development, has supported several projects in Kenya and in countries of the Eastern and Southern Africa region, like Uganda, South Sudan and Malawi.

In December 2018, there were 23 FTEs employed abroad (Ethiopia 18, Kenya 4, Malawi 1). This number is in addition to the FTEs at the Dutch headquarters.

## Child Protection Policy

In 2018, Edukans updated the Child Protection Policy and the corresponding Code of Conduct. This policy refers to staff, volunteers, partners and all who are requested by Edukans to perform a task.

## Internal communication

Internal communication is a key instrument for Edukans, to help realise the objectives of the organisation. Staff are regularly involved in implementing the policy. The internal supply of news and information is provided through intranet on a daily basis. There is also a weekly lunch meeting where staff present their work and where the management explains its decisions.

## Volunteers

Edukans is proud of all of its 1,088 volunteers, who have made all sorts of efforts to improve the quality of education in the past year.

They assisted in collecting and checking over 47,000 shoeboxes. They provided training

courses and workshops or acted as tour leaders on journeys for Going Global and World Teacher. We could never accomplish all this without volunteers and we are grateful to all of them for their help in the past year.

Schoenmaatjes	1,028
Office	2
Trainers	17
Going Global	16
World Teacher	25
<b>Total</b>	<b>1,088</b>

## Staff council

UnieNzv has a staff council of five chosen members, two of which are employed within the Edukans operating organisation. The staff council considers it important to monitor both personnel interests and the progress of

the organisation and to play a proactive and visible role in doing so. In 2018, the consultations between the management board and the staff council extensively focused on the progress of the organisation and the interests of the staff.

In 2018, the staff council received one request for a recommendation, being the organisational change of Edukans (positive advice). After the management board of Edukans resolved to end the Schoenmaatjes campaign, the staff council sent in a (positive) recommendation on its own initiative.

The staff council received four requests for consent in 2018, being flexible work (consent granted), commuter scheme (consent granted), newly set-up job descriptions (consent granted), the whistleblowers' scheme (consent granted).



## Statement of responsibility

Edukans is holder of the Centraal Bureau Fondsenwerving (Central Bureau on Fundraising) (CBF) quality mark, including the Code of Good Governance of the Wijffels Committee. In the statement of responsibility, Edukans indicates how it implements the three main principles of the CBF quality mark:

1. Distinguishing supervision, management and performance;
2. Optimisation of effectiveness and efficiency of spending;
3. Optimisation of dealings with stakeholders.

### Re 1. Supervision, management and performance

The document 'Regulations from the Supervisory Board' is a compilation of various rules about the provision of information, the profile and the recruitment of the Supervisory Board and the audit committee.

The Supervisory Board is assisted by the audit committee, which focuses on the assessment of financial management and the quality of controlling. The audit committee also audits the work performed by the accountant and reports on this to the Supervisory Board during the consultation about the annual accounts.

The Supervisory Board held five meetings in 2018. The Supervisory Board monitors the continuity, supervises the realisation of the strategic objectives, reviews the quality of

management and advises the management board about relevant social developments. The Supervisory Board approves the strategic plan, the budget, the annual accounts and the annual report.

In discussing the annual report and the annual accounts, the policy conducted was evaluated and assessed and the annual risk analysis was addressed. The objectives and results that were achieved and the relevant deviations were determined. This concerned a financial and substantive evaluation. The results of this evaluation have been translated into the new version of the strategic agenda 2016–2019.

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

Edukans is always looking to improve quality. For the execution of its educational programme Edukans has an extensive monitoring system that follows the quantitative and qualitative results that were set for each programme. This shows the increase in the number of children and young people going to school or enjoying better quality schooling as a result of the interventions by Edukans.

For each programme, a number of qualitative results are also monitored, for example the available educational resources or the level of training of the teachers. Both the availability and quality of education are key indicators for Edukans. Through the strategic plan and the



budget, Edukans will determine the guiding objectives. The management board has set standards for the costs that may be incurred to achieve the objectives.

Further processes and procedures, also where project-monitoring and project-evaluation are concerned, are set out in the quality manual (in accordance with ISO standards and Partos standard 9001-2015). In case of a deviation of the spending of resources in relation to the budget, this will be reported to the executive director, addressed in the audit committee and stated in the management report to the Supervisory Board.

### Re 3. Optimisation of dealings with stakeholders

Direct stakeholders of Edukans are: children and partner organisations in developing countries, donors, subsidy providers and volunteers. Contact with these stakeholders is maintained through various means of communication. Guidelines and procedures are laid down in the ISO procedure. In addition to the personal contacts, the contact with partner organisations is given substance through partner consultations, closely connected as they are with future policy development.



## Assessment of quality and transparency

Edukans wants to continuously assess the deployment of people and resources for their efficiency. This is why continuous learning, improvement of quality, progress and efficiency are laid down in the strategic plan, the management report and the quality manual (in accordance with ISO standard and Partos standard 9001-2015). Every year, a management assessment is drawn up for each department at the time of the 1st trimester report, which is discussed and adopted in the team leader consultations.

The assessments are used as input for the annual final assessment by the management, aimed at improvement of performances and efficiency of the entire organisation. The outcomes of the final assessment are also processed in the quality objectives of the strategic plan. New projects to raise funds and programmes for Dutch schools are handled in accordance with the project notification and are approved by the team leader consultation.

### ISO 9001:2015

Edukans has been ISO-certified since 2006. ISO 9001 is an internationally recognised standard for quality management. We are proud to report that we passed the recertification that takes place every three years with flying colours. Our management system meets all requirements for the standard of ISO 9001:2015.

The main objectives of the ISO certified quality system are:

- continuous and cyclical learning process that is regarded meaningful by staff;
- customer-oriented working method;
- transparent organisation with clear communications.

### Partos 9001: The sector-specific implementation of ISO 9001:2015

As part of its efforts towards quality, branch association Partos has developed a sector-specific application to implement ISO 9001:2015. The sector-specific application of the ISO 9001 ('the Partos 9001'), takes into consideration specific circumstances of our work and area of activity. This consists of a translation of the standard for those sections that require explanation in our opinion. We first participated in this sector-specific ISO in 2014 and we also obtained the 3-year certification at that time, which was extended in 2018.

In response to the Oxfam sexual exploitation scandal in Haiti, within Partos a tightened Code of Conduct has been developed, to which Edukans is fully committed.

## Other institutions with guidelines maintained by Edukans

CBF. As holder of the Accreditation Certificate for Charities, Edukans follows the guidelines of the Dutch Centraal Bureau Fondsenwerving.

Tax Authorities. The PBO status (Public Benefit Organisation) obliges us to comply with the demands of the Tax Authorities.

Goede Doelen Nederland. Edukans is a member of Dutch branch organisation Goede Doelen Nederland and applies its code of conduct. The keywords of this code are respect, openness, reliability and quality.

Raad voor de Jaarverslaggeving, the Dutch Accounting Standards Board (DASB). Our annual accounts are drawn up in accordance with the Guidelines (650) for Financial Reporting by Fundraising Institutions of the Dutch Accounting Standards Board.

ISO. Internal and external processes are regularly tested based on ISO guidelines. Edukans is Partos-ISO certified by KIWA.

Instituut Fondsenwerving (IF). Fundraisers of Edukans are connected to Dutch fundraising institute Instituut Fondsenwerving (IF), which has now become Nederland Filantropieland (NLFL). As such, Edukans acknowledges the code of conduct of the NLFL. The purpose of this code of conduct is to promote responsible use of fundraising and its basic principles are acting with integrity, transparency and professional management and supervision.

OPTA. In its telemarketing activities, Edukans complies with the laws and regulations of the Independent Post and Telecommunications Authority of the Netherlands (abbreviated in Dutch as: OPTA) and the so-called Do Not Call Me Register. For donations via text messaging through 'Geef SMS (4333)', Edukans complies with the SMS Service Provision Code of Conduct and the Advertising Code that applies for this.



## Risks

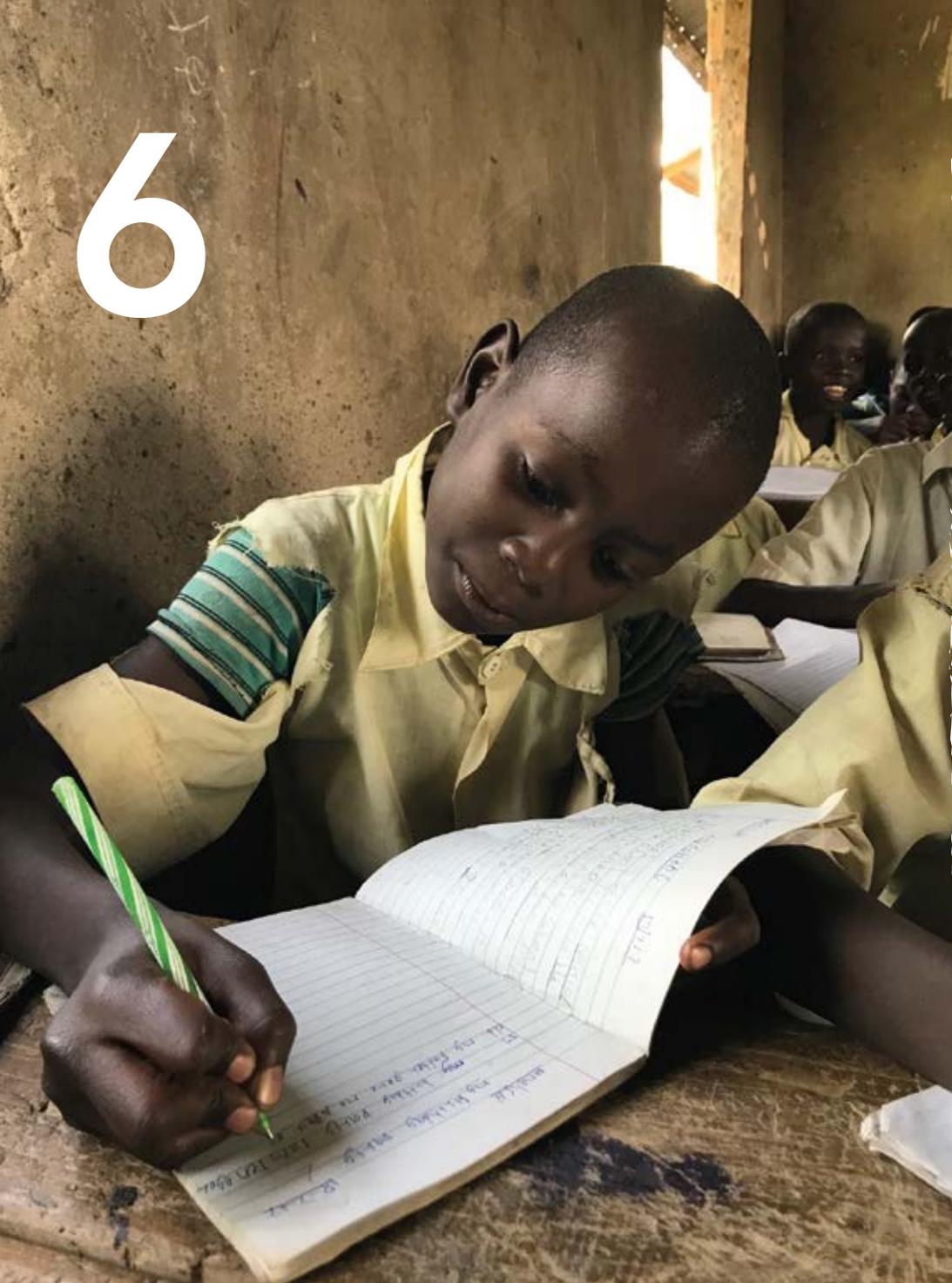
In executing its activities, every organization will be faced with risks and insecurities, and Edukans is no different. The table below provides the main risks. At the same time the table shows how these risks have been contained, because Edukans has taken measures to limit the chances of risks in the organization.

Risk	Control measure	Chance of risk*
Continuity risk due to insufficient means to guarantee the continuity of Edukans, for example as a result of changing (international) market circumstances (subsidies).	Edukans has sufficient reserves to guarantee continuity in the short term. In the medium term Edukans is sufficiently flexible to adapt its spending to the income available at that time.	● (low)
Not complying with subsidy conditions as a result of new (international) income flows.	New subsidy flows sometimes require specific conditions the organisation must comply with. The conditions are assessed when submitting a call.	● (low)
Reputational damage (as a result of negative reporting).	Edukans is ISO 9001:2015 and Partos 9001 certified. Edukans has a quality management system at its disposal containing procedures and protocols on actions to take in case of emergencies. The handbook includes a complaints procedure.	● (medium)
Security risks for staff and volunteers (domestically and abroad).	Edukans provides intensive guidance at projects and a proper procedure for crisis management is available. Fortunately, it was not necessary to apply this procedure in 2018.	● (low)
Fraud risk (for example at international collaboration partners).	If fraud is suspected, a specific procedure will be triggered where an investigation will be conducted by (or on behalf of) Edukans. In 2018 it was not necessary to apply this procedure.	● (low)
ICT risk (system management, data leaks, information security).	SLAs with ICT service providers, proper back-up procedures and protocols for individual access are in place. In 2017, a data leaks procedure was set up. Furthermore, the security risks were identified. Any required control measures are implemented and the organisation has been made AVG-proof.	● (medium)
Investment risk (including counter party risk)	The treasury policy has been specified further and all actions are maintained within its framework. Resources are spread across various banks of the Netherlands.	● (low)
Non-compliance with laws and regulations (for example ANBI or CBF)	The guidelines of the regulatory authorities are followed and external auditing is applied to check accounts independently.	● (low)

\* after implementation of control measure



# 6



## FINANCIAL REPORTING

In 2018, Edukans spent € 8,801,000 on its objectives, as opposed to € 7,609,000 in 2017. The higher spending was made possible by a higher level of income, mainly raised through institutional funds, leading to a net deficit of € 630,000 (a deficit of € 593,000 was budgetted). The reserve for Sustainable Programme Execution is used to cover this deficit.

Edukans started a project called SINCE (Stemming Irregular Migration in North and Central Ethiopia) in 2018, which is financed by institutional funds from the EU. The objective of this project is EDUworks, which enables Edukans to spend more on this objective. The project is carried out by a number of partners. Project management is conducted by Edukans Foundation Ethiopia.

The lower spending and income from institutional funds in relation to the budget is mainly caused by the delayed start of the SINCE projects. Part of the spending will take place in 2019. The volatility of the income creates a challenging task for Edukans to continuously balance the income and expenditure.

We are grateful that the funds received from private persons and organisations have remained stable in relation to 2017.

The costs for raising funds in 2018 decreased in relation to 2017, particularly due to the fact that the campaigns that were planned to be conducted jointly, were moved to 2019.

The costs for management and administration are as expected.

The table on the next page is included to compare the realisation by Edukans with the budget.



	€ * 1,000
<b>Budget</b>	<b>593-</b>
A. Lower other income	902-
B. Lower income from institutional grants	1,905-
C. Lower spendings on objectives	2,383
D. Lower fundraising costs and management/administration	371
E. Higher Financial income and expenditure	10
F. Higher result participation	6
<b>Result</b>	<b>630-</b>

## Key figures

Our performances can be measured in key figures. The table below displays our perfor-

mance in relation to the 2018 budget and previous years.

€ * 1,000	2018	Budget	2017	2016	2015
Incoming revenues	9,540	12,347	8,048	9,317	12,750
Other revenues	0	0	0	1	229
<b>Total revenues</b>	<b>9,540</b>	<b>12,347</b>	<b>8,048</b>	<b>9,318</b>	<b>12,979</b>
Spent on objectives	8,801	11,184	7,609	7,295	10,711
Fundraising expenses	1,243	1,632	1,454	1,189	1,310
Management and administration expenses	261	243	270	353	361
<b>Total expenditure</b>	<b>10,305</b>	<b>13,059</b>	<b>9,333</b>	<b>8,837</b>	<b>12,382</b>
Net financial income and expenditure	110	100	125	112	112
Result from participation	25	19	5	-1	7
<b>Net result</b>	<b>-630</b>	<b>-593</b>	<b>-1,155</b>	<b>592</b>	<b>716</b>

## Income

The funds received from private persons in relation to 2017 have risen on the one hand, because of the increased income from donations (€ 251,000) and legacies (€ 202,000) and declined on the other hand because of decreased participation in the Schoenmaatjes campaign (€ 306,000). Compared to 2017, this year also shows an upward trend in the income from institutional fundraising (EU and other international donors).

However, in 2018 we had set an objective to raise € 4,200,000 from international funds. We realised over half of this – € 2,300,000 – due to low expenditures on almost all projects in portfolio and bad results in institutional fundraising. Particular attention needs to be given to the EU-funded SINCE projects in Ethiopia. Contracts for this were signed in November 2017 and the implementation in 2018 started

at a slow pace. As a result of this, € 700,000 of the budgetted amount was not spent and is transferred to 2019.

The commitment from the Nationale Postcode Loterij for € 500,000 per year contributes to a stable base.

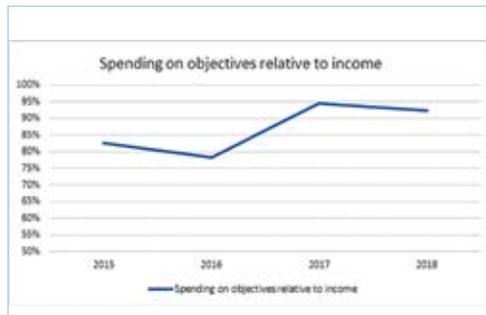
## Expenditure

The spendings are balanced to the income received and are therefore lower than budgetted. The organisation is also better synchronised to the changed form of funding, to be able to work as flexibly as possible and take proper action when opportunities in the market present themselves. The costs of fundraising decreased by € 211,000 in 2018. In 2017 we invested in Door 2 Door fundraising from private donors and besides this, a planned joint campaign with other charities was moved to 2019.

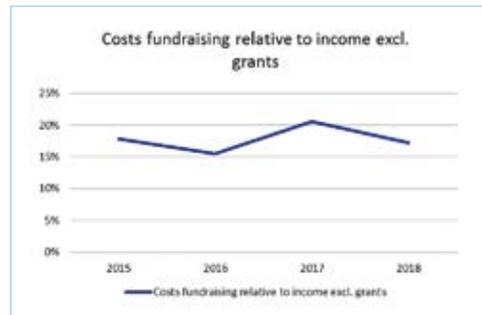


## Cost percentages

	2018	Budget	2017	2016	2015
Spending on objectives relative to income	92.3%	90.6%	94.6%	78.3%	82.5%
Spending on objectives relative to expenditure	85.4%	85.6%	81.5%	82.6%	86.5%
Costs fundraising relative to income	13.0%	13.2%	18.1%	12.8%	10.1%
Costs fundraising relative to income excl. grants	17.2%	20.1%	20.5%	15.5%	17.8%
Costs management & administration relative to expenditure	2.5%	1.9%	2.9%	4.0%	2.9%



The percentage spent on objectives is high, which was also the ambition in the budget.



This chart shows a trend from which a decline of the fundraising costs in 2018 is apparent.

## Reserves and funds

	2018	2017	2016	2015
Continuity reserves	2,424	2,399	2,399	2,580
Earmarked reserves	764	1,264	2,266	2,192
Restricted funds	516	670	822	123
	<b>3,705</b>	<b>4,333</b>	<b>5,487</b>	<b>4,895</b>

The result of 2018 caused a decrease of the earmarked reserves, in particular. The continuity reserve remains stable. This provides Edukans with sufficient reserves to pursue its objectives and a large part of the equity is purposed for specific objectives. According to branch organisation Goede Doelen Nederland, the continuity reserve may amount

to no more than 1.5 times the annual costs. Based on the definition of the branch organisation, the maximum of the Edukans continuity reserve is € 5,389,000. Edukans meets this standard with a € 2,424,000 continuity reserve. From the deficit, an amount of € 483,000 is drawn from the earmarked reserve Sustainable Programme Execution.

## Budget 2019

Incoming revenues	Budget 2019
Individual giving	3,662,000
For-profit organisations	75,000
Lottery organisations	500,000
Institutional grants	3,504,000
(International) partner organisations	0
Other non-profit organisations	1,973,000
<b>Total incoming revenues</b>	<b>9,714,000</b>
Revenue in exchange for the delivery of products and services	0
Other income	0
<b>Total revenues</b>	<b>9,714,000</b>
<b>Spent on objectives</b>	
A. EDUstars (Quality basic education)	1,664,000
B. EDUworks (Vocational training)	3,348,000
C. Gender (Equal opportunities for boys and girls)	320,000
D. Refugee Education	920,000
E. Capacity-building	221,000
F. Edukans Schoenmaatjes	53,000
G. Exchange programmes for teachers and students	968,000
H. Information activity	920,000
<b>Total spent on objectives</b>	<b>8,414,000</b>
I. Fundraising expenses	1,436,000
J. Management and administration expenses	232,000
<b>Total expenditure</b>	<b>10,082,000</b>
<b>Result before financial income and expenditure</b>	<b>-368,000</b>
Net financial income and expenditure	100,000
Result from participation	26,000
<b>Net result</b>	<b>-242,000</b>

For 2019, a negative result of € 242,000 is budgetted. Due to changes in the organisation and better balancing of income and expenditure, Edukans now observes an improvement compared to 2018. The earmarked reserves of Edukans (€ 819,000 as per 31 December 2018) and the restricted funds (€ 516,000 as per 31 December 2018) also enable Edukans to accept a limited deficit.

The income from private persons shows a decline, which mainly can be explained by the fact that the Edukans Schoenmaatjes campaign was held for the last time in 2018. The value of the shoeboxes was € 902,000 in 2018.



## Prospects for 2019

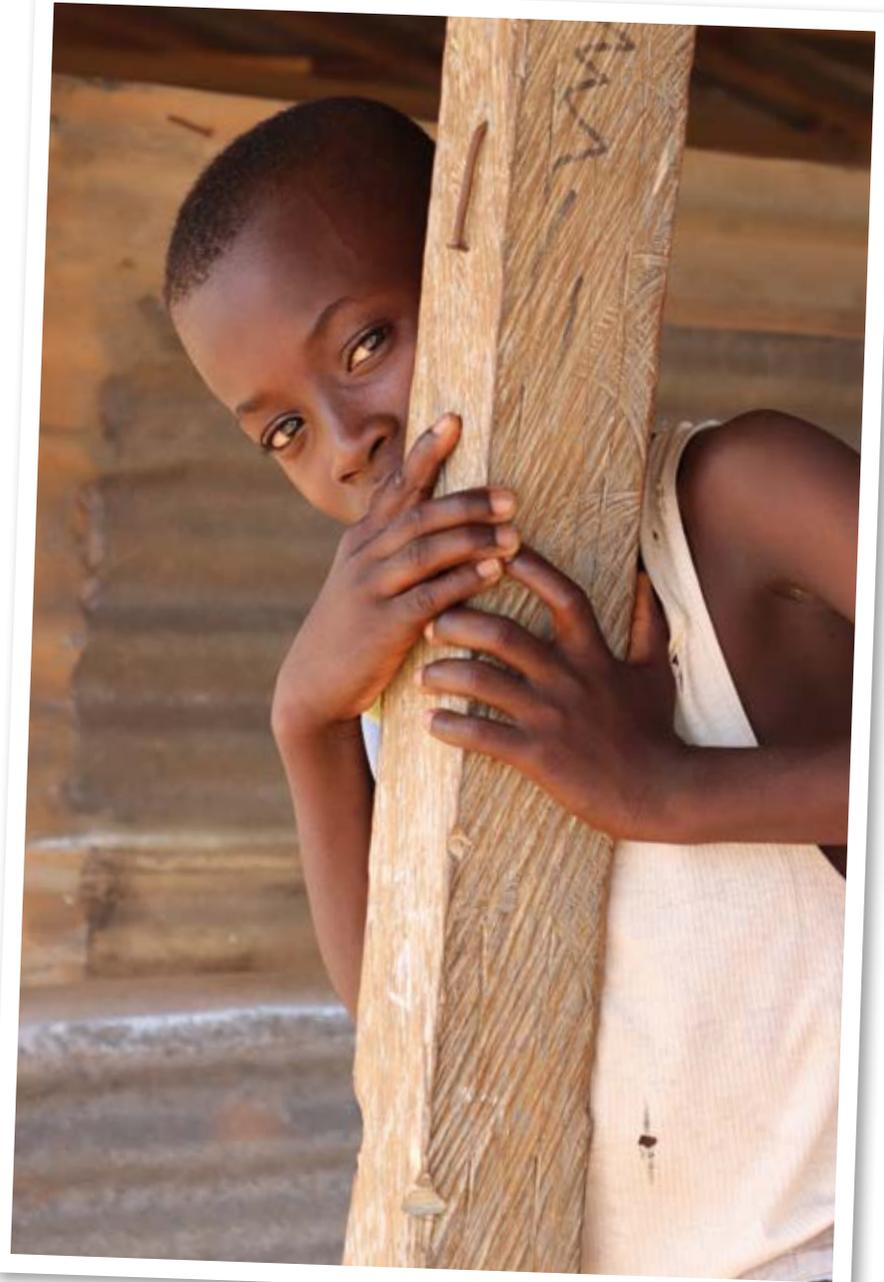
### Two main programmes

In 2019, our efforts will be towards two main programmes in particular, which Edukans has planned in the strategic agenda for the coming years: efforts to increase the quality and relevance of primary education and continuing the emphasis on vocational education, to provide more young people with the chance to find a job. The efforts for primary education particularly refer to realising as many STAR schools as possible in the countries where Edukans is active. In 2020 we wish to realise 2,000 STAR schools (in 2018 there were 1,105 schools that worked with the EDUstars model), which will enable 1.5 million children to benefit from proper primary education. This will particularly need to become apparent from a decline in the numbers of early school dropouts and improved passing rates. Besides this, additional efforts will be made towards primary education for girls, including programmes about life skills. Also, more so than in the past, Edukans wishes to focus on the availability of education in crisis regions like Lebanon, Syria and Ethiopia (Eritrea). The second priority is the effort for formal and informal vocational education. Unemployment among young people, especially in Africa, is one of the causes of immigration and poverty. Realising new perspectives for young people is crucial. Over the past couple of years, a lot of experience was gained in

this regard, with the Learn4Work programme. In 2019, new opportunities will arise at the ministry to focus on migration problems and the realisation of more work for young people. Edukans will most certainly make an increased effort towards this.

### Internationalisation

The ambitions referred to in the field of primary education and skills education are key to the policy of Edukans up to 2020. In order to work on this effectively, we will also build an international network of partners in the field of education. The main aspect in this regard is to stimulate capacity development in the countries where Edukans is active. This concerns capacity with regard to local fundraising, capacity with regard to schooling and training (a network of qualified trainers) and capacity with regard to the support and management of national programmes. In the past couple of years this had already been started up through the Local Expertise Centres. We wish to empower the efforts in this regard in the coming years, in order to reduce the dependency on the Netherlands. At the same time, Edukans will seek to collaborate with other development organisations in Europe that are specialists in the field of education. Finally, through international fundraising at bigger donors, we will make an effort to obtain additional means for the two programmes as mentioned.



# FINANCIAL STATEMENTS 2018, EDUKANS FOUNDATION

Consolidated balance sheet at December 31, 2018 (after result allocation) (in euros)

	Ref.	December 31, 2018	December 31, 2017
<b>ASSETS</b>			
<b>Fixed assets</b>			
Financial fixed assets	1	250,000	250,000
<b>Current assets</b>			
Receivables	2	4,760,026	6,025,857
Cash	3	317,950	0
		5,132,976	6,025,857
<b>Total assets</b>		<b>5,327,976</b>	<b>6,275,857</b>
<b>LIABILITIES</b>			
<b>Reserves and funds</b>			
Reserves	4		
- Continuity reserves		2,423,867	2,399,495
- Earmarked reserves		764,302	1,263,497
		<b>3,188,169</b>	<b>3,662,992</b>
Funds			
- Restricted funds		516,481	669,600
		<b>3,704,650</b>	<b>4,332,592</b>
<b>Provisions</b>	<b>5</b>	67,850	93,344
<b>Short term liabilities</b>	<b>6</b>	1,555,476	1,849,921
<b>Total liabilities</b>		<b>5,327,976</b>	<b>6,275,857</b>



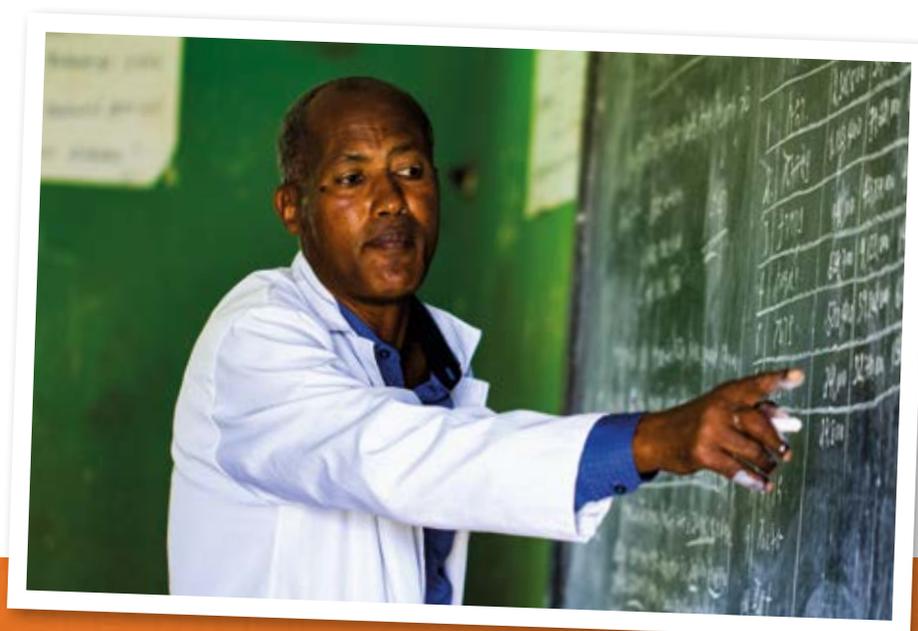
## Consolidated statement of income and expenditure, 2018 (in euros)

	Ref.	Actual 2018	Budget 2018	Actual 2017
<b>Incoming revenues</b>	<b>7</b>			
Individual giving		4,242,842	5,031,230	4,129,756
For profit organisations		166,354	149,800	309,786
Lottery organisations		500,000	500,000	500,000
Institutional Grants		2,323,454	4,227,704	958,470
(International) partner organisations		0	100,000	0
Other non-profit organisations		2,307,044	2,338,640	2,149,695
<b>Total revenues</b>		<b>9,539,694</b>	<b>12,347,374</b>	<b>8,047,707</b>
<b>Spent on objectives</b>	<b>8</b>			
A. EDUstars (Quality basic education)		1,580,649	1,836,864	1,786,626
B. EDUworks (Vocational training)		2,875,292	3,976,633	1,563,009
C. Gender (Equal opportunities for boys and girls)		369,555	457,376	291,281
D. Refugee education		555,713	841,619	291,856
E. Capacity-building		711,244	737,929	521,358
F. Edukans Schoenmaatjes		1,157,893	1,460,800	1,427,478
G. Exchange programmes for teachers and students		889,766	1,185,701	1,070,606
H. Information activity		660,414	687,116	657,210
<b>Total spent on objectives</b>		<b>8,800,527</b>	<b>11,184,038</b>	<b>7,609,424</b>
<b>I. Fundraising expenses</b>		1,242,634	1,631,674	1,454,217
<b>J. Management and administration expenses</b>		260,905	243,413	269,344
<b>Total expenditure</b>		<b>10,304,066</b>	<b>13,059,125</b>	<b>9,332,985</b>
<b>Result before financial income and expenditure</b>		<b>-764,372</b>	<b>-711,751</b>	<b>-1,285,278</b>
Net financial income and expenditure	<b>9</b>	110,275	100,000	125,498
Result from participation	<b>10</b>	24,603	18,927	5,077
<b>Net result</b>		<b>-629,494</b>	<b>-592,824</b>	<b>-1,154,703</b>
<b>Additions to/withdrawals from:</b>				
Continuity reserve		22,820	0	0
Earmarked reserves		-499,195	-592,824	-1,002,358
Restricted funds		-153,119	0	-152,345
		<b>-629,494</b>	<b>-592,824</b>	<b>-1,154,703</b>

## Consolidated cashflow statement 2018

	2018	2017
<b>Result</b>	-629,494	-1,154,703
<b>Cashflow from operational activities</b>		
Adjustments for:		
Change in provisions	-25,494	-229,933
	<b>-25,494</b>	<b>-229,933</b>
Changes in working capital		
- Change in current assets	1,265,831	556,013
- Change in current liabilities	-292,893	828,623
<b>Total cashflow from operational activities</b>	<b>972,938</b>	<b>1,384,636</b>
<b>Cashflow from investing activities</b>		
none		
<b>Cashflow from financing activities</b>		
none		
Cash and cash equivalents at beginning of period	0	0
Cash and cash equivalents at end of period	317,950	0
<b>Change in cash and cash equivalents</b>	<b>317,950</b>	<b>0</b>

The cashflow statement was prepared 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 registered at the Chamber of Commerce of the Netherlands (no. 32092131).

The foundation has two objectives:

- a. Access to education and the quality of education in developing countries
- b. Involving the Dutch public and particularly the educational sector in the Netherlands with this mission

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

### Consolidation

For 2018 the Edukans Foundation Ethiopia financial statements are included in the consolidated financial statements.

The activities of the offices in Malawi, Kenya and Ghana/Uganda were still limited in 2018; a start

was made on setting up the organisation, meaning that limited expenses were incurred.

For this reason, these international foundations are not consolidated in 2018. The expenses incurred have been included under the 'Capacity-building' objective.

### 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 UnieNzv Foundation.

### Continuity

The annual accounts have been prepared 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 actual rate differences on stocks (bonds and shares) and foreign currencies have been processed directly in the statement of income and expenditure. Income and expenditures 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 preparing 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 relating notes to the financial statements.

### Functional and presentation currency

The items 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 prepared in euros; the euro is both the functional and the presentation currency of Edukans. Amounts in foreign currencies are translated into euros at the rates of exchange ruling at the balance sheet date. Transactions denominated in foreign currencies are translated at the rates of exchange ruling at the time of the transaction. The average rate for the current financial year is applied. Exchange differences are taken to the statement of income and expenditure.

### 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, being the amount received taking into account 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 earmarked 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-financier, 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.

### 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 expenses

According to Guideline 650 of the Dutch Council for Accounting Standards, the statement of income and expenditure should include a separate line about management and administration costs. The management chose the model attribution method provided by Goede Doelen Nederland. The management and administration expenses are expressed as a percentage of total expenditure. The management set a target of 5% as the maximum norm for management and administration expenses.

### Pensions

The Edukans Foundation has placed all employee pension schemes with the PFZW pension fund, based on the standard PFZW 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 (PFZW) 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 PFZW.

The PFZW (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 PFZW 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 CASHFLOWSTATEMENT

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

Cashflow in foreign currency has been valued at the transaction rate.



## NOTES ON THE CONSOLIDATED BALANCE SHEET AT DECEMBER 31, 2018

### 1. Financial fixed assets

	December 31, 2018	December 31, 2017
<b>PerspActive cooperation</b>		
Balance as of January 1	250,000	250,000
Payment of capital	0	0
Repayment of capital	0	0
<b>Balance as of December 31</b>	<b>250,000</b>	<b>250,000</b>

#### PerspActive

Edukans is part of PerspActive, the successor of the ICCO Cooperative. In PerspActive, 10 development organizations are working together on joint programming to work towards more jobs for young people in African countries. In 2018 much attention was paid to a succesful lobby on this theme towards the Ministry of Foreign Affairs. In 2019, efforts will be made to achieve concrete joint programming and institutional fundraising. The Edukans Foundation has contributed €250,000 to this cooperation and strengthens Edukans' objectives.



### 2. Receivables

	December 31, 2018	December 31, 2017
Accounts receivables	4,161	21,620
Receivables from subsidiaries	4,034,600	5,465,712
Outstanding contributions private initiatives	44,296	102,874
Various expenses school programmes	91,507	74,838
Legacies	195,135	0
Outstanding grants	89,612	270,666
Prepaid expenses Learn4Work	248,237	49,712
Other	52,478	40,435
	<b>4,760,026</b>	<b>6,025,857</b>

For 'Accounts receivables', a provision for doubtful debts is not necessary.

'Receivables from subsidiaries' represents the current account relation with the UnieNzv Foundation (€ 4,017,858) and B.V. Kwintessens NZV Uitgevers (€ 16,742). Interest of 2% was received on these amounts.

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

'Outstanding grants' concern grants that will be received in 2019 after reporting the final project results to several donors. In 2017 this item represented also the final remainder of the 2011-2015 MFS-ICCO grant, which was received in 2018.

'Prepaid expenses Learn4Work' represents the current account relation with Learn4Work, for which the Edukans foundation acts as a secretary. The remaining amount will be settled in 2019.

### 3. Cash

	December 31, 2018	December 31, 2017
Edukans Foundation	0	0
Edukans Foundation Ethiopia	317,950	0
	<b>317,950</b>	<b>0</b>

All changes in cash for the Edukans foundation have been processed through the current account relation with the UnieNZV Foundation.



#### 4. Reserves and funds

	Continuity reserves	Earmarked reserves			Restricted funds			Total
		Sustainable programme implementation	Educational improvement Ethiopia >2020	Education in emergencies	Emergency aid	DARE2GO educational exchanges	ICT fund IICD	
Balance as of January 1	2,399,495	1,175,075	48,000	40,422	0	306,718	362,882	4,332,592
Added	24,372	0	24,000	0	192,225	0	0	240,597
Withdrawn	0	482,773	0	40,422	192,225	0	153,119	868,539
<b>Balance as of December 31</b>	<b>2,423,867</b>	<b>692,302</b>	<b>72,000</b>	<b>0</b>	<b>0</b>	<b>306,718</b>	<b>209,763</b>	<b>3,704,650</b>

##### Continuity reserves

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 2018, the maximum continuity reserve is €5,389,000. The size of Edukans' continuity reserve is 68% of the annual organisational costs (base year 2018). 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 decreasing 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 programmes in the case of decreasing 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. In 2018 this reserve has been used to complement the emergency aid fund. Finally, an earmarked reserve was set up for educational improvement in Ethiopia that can be spent after 2020.

##### Restricted funds

Gifts received for a specific purpose were accounted for through an restricted fund.

##### Emergency aid

In 2018, various campaigns were held for refugee education. These revenues were specifically added to the fund and spent on emergency aid.

##### DARE2GO educational exchanges

In 2016, Edukans decided to acquire the exchange programme that previously was provided by Jongeren en Missie under the brand name DARE2GO. Edukans received in 2016 € 400,000. As per January 1, 2018, an amount of € 306,718 remained. For 2018, the net financial result of this activity was positive, therefore a withdrawal from this fund was not applicable.

##### ICT fund IICD

With the liquidation of the IICD fund, €376,366 was received for the development of digital/ICT products for education. As per January 1, 2018 an amount of € 362,882 remained. A sum of € 153,119 was withdrawn from this fund in 2018 and spent on the objective.



## 5. Provisions

### Provision for employee benefits

	December 31, 2018	December 31, 2017
Balance as of January 1	38,580	41,081
Withdrawn	-891	-2,501
<b>Balance as of December 31</b>	<b>37,689</b>	<b>38,580</b>

This provision is intended to cover expenses arising from obligations in collective labour 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 the share in B.V. Kwintessens NZV Uitgevers

	December 31, 2018	December 31, 2017
Balance as of January 1	54,764	282,196
Change in reserves and capital	0	-222,355
Result for the financial year	-24,603	-5,077
<b>Balance as of December 31</b>	<b>30,161</b>	<b>54,764</b>

The provision is provided for the negative net worth of B.V. Kwintessens NZV Uitgevers, Amersfoort, in which the Edukans Foundation has a 10% share. The investment 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. In 2017 Edukans Foundation converted € 222,355 from receivables in subsidiaries into a sharepremium. The positive result (€ 24,603) has been withdrawn from the provision.

<b>Total provisions</b>	<b>67,850</b>	<b>93,344</b>
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## 6. Short term liabilities

	December 31, 2018	December 31, 2017
Project obligations	464,613	484,021
Personnel expenses	65,716	94,496
Suppliers and trade credits	59,382	248,574
Educaids	13,527	15,381
Learn4Work	0	477,666
Prepaid amounts international grants	662,469	394,028
Prepaid amounts schoolprograms	87,278	54,697
Prepaid amounts Innovation in joined fundraising children's charities	144,453	59,331
Other liabilities	58,038	21,727
	<b>1,555,476</b>	<b>1,849,921</b>

Edukans Foundation acts as secretary for Educaids and Learn4Work. The outstanding amount for Learn4Work is included in the receivables.

Grants represents received grants for defined projects with a start date after December 31, 2018. The Grants are received from the EU (€ 442,643), Mastercard Foundation (€ 82,536), ICCO (€ 71,996) and other (€ 65,294).

The changes in project obligations can be summarized as follows:

	December 31, 2018	December 31, 2017
Obligations as at 1 January	484,021	108,801
Commitments in the accounting year	4,843,785	3,345,772
Expired projects	-125,417	-51,853
Payments and credit transfers	-4,737,775	-2,918,699
<b>Obligations as at 31 December</b>	<b>464,613</b>	<b>484,021</b>

The commitments during the year are the contractual commitments entered into in the course of the year. The payments are the payments made relating to commitments.



## Obligations not included in the balance sheet

The amount 'projects development cooperation' of € 4,550,308 represents conditionally committed funds by international partners for the coming years.

	2019	2020	2021	Total
<b>Projects development cooperation</b>	<b>4,430,541</b>	<b>119,767</b>	<b>0</b>	<b>4,550,308</b>

The conditionally committed obligations are in line with the committed grants, received from institutional funds. Per year-end Edukans has commitments from institutional funds up to an amount of € 3,400,000.

Edukans has issued a bank guarantee of EUR 1,413,863 for pre-received grants.

## Fiscal unity for VAT

Edukans is part of a fiscal unity for value added taxes (VAT) with UnieNzv and Kwintessens. They are jointly and severally liable for the VAT liabilities of the fiscal unity.

## Notes to the consolidated statement of income and expenditure

### 7. Incoming revenues

The revenues from individual giving were 16% lower than estimated in 2018. The main reason is the decrease in number of shoeboxes.

The revenues from for profit organisations were 11% higher than estimated in 2018.

Revenues from individual giving consist of € 3,860,747 of donations and gifts and € 382,095 of legacies.

Revenues from individual giving also include the contributions in kind in the form of shoeboxes to a value of € 901,756.

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

## Institutional grants can be itemised as follows:

	2018	2017
Learn4Work	681,265	571,635
EU Since Amhara	947,727	3,728
EU Since Oromia	141,543	0
Mastercard Star school and CDSS Malawi	270,439	1,888
EU Secondary Education for girls in Malawi	60,810	174,096
Sky Uganda	101,606	61,790
Institutional fundraising	120,064	145,333
	<b>2,323,454</b>	<b>958,470</b>

The grants received are of an incidental nature, with the exception of the Learn4Work programme. This programme is a multi-annual programme that expired in 2018.

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.

In 2018 the EU funded SINCE (Stemming Irregular Migration in North and Central Ethiopia) projects started in Ethiopia. Contracts have been signed in November 2017 and implementation in 2018 started slow. As a result € 700,000 of the budget was not spent and is forwarded to 2019.

The revenues from institutional grants were € 1,904,250 less than estimated, particularly because the size of the grants from institutional fundraising was lower than expected.

## Other non-profit organisations

	2018	2017
Schools	405,666	588,349
Private charitable foundations	1,457,933	1,257,837
Churches	430,793	216,480
Other non-profit organisations	12,652	87,029
<b>Total</b>	<b>2,307,044</b>	<b>2,149,695</b>



## 8. Spent on objectives, Fundraising expenses and management and administration expenses

	Spent on objectives								Totaal
	A EDUstars (Quality basic education)	B EDUworks (Vocational training)	C Gender (Equal opportunities for boys and girls)	D Refugee education	E Capacity- building	F Edukans Schoen- maatjes	G Exchange programmes for teachers and students	H Information activity	
(Project) subsidies granted and (project) contributions	1,316,962	2,210,710	269,159	504,145	285,118	1,033,827	137,538	-	<b>5,752,194</b>
Direct project expenses	5,683	318,573	17	10,808	109,017	24,373	187,721	-	<b>656,191</b>
Communication expenses	-	-	-	-	-	-437	-	351,722	<b>351,285</b>
Personnel expenses	169,522	228,149	66,578	11,681	236,174	77,933	449,305	222,675	<b>1,462,017</b>
Housing expenses	16,024	24,035	6,295	4,721	13,305	3,577	21,460	16,024	<b>105,441</b>
Office and general expenses	41,601	62,582	16,334	12,243	44,014	12,273	55,652	41,554	<b>286,253</b>
Depreciation	30,858	40,242	11,173	8,380	23,615	6,348	38,089	28,440	<b>187,146</b>
<b>Total expenses</b>	<b>1,580,649</b>	<b>2,875,292</b>	<b>369,555</b>	<b>555,713</b>	<b>711,244</b>	<b>1,157,893</b>	<b>889,766</b>	<b>660,414</b>	<b>8,800,525</b>

	Spent on objectives	I. Fundraising expenses	J. Management and administration expenses	Actual total 2018	Budget 2018	Actual total 2017
(Project) subsidies granted and (project) contributions	<b>5,752,194</b>	-	-	<b>5,752,194</b>	7,757,858	<b>4,440,841</b>
Direct project expenses	<b>656,191</b>	-	-	<b>656,191</b>	936,039	<b>783,796</b>
Communication expenses	<b>351,285</b>	573,406	-	<b>924,691</b>	1,247,200	<b>1,188,042</b>
Personnel expenses	<b>1,462,017</b>	520,205	198,755	<b>2,180,977</b>	2,197,788	<b>2,266,692</b>
Housing expenses	<b>105,441</b>	27,612	10,015	<b>143,068</b>	149,700	<b>160,835</b>
Office and general expenses	<b>286,253</b>	72,403	34,361	<b>393,017</b>	570,540	<b>304,196</b>
Depreciation	<b>187,146</b>	49,008	17,774	<b>253,928</b>	200,000	<b>188,583</b>
<b>Total expenses</b>	<b>8,800,525</b>	1,242,634	260,905	<b>10,304,066</b>	<b>13,059,125</b>	<b>9,332,985</b>

The salaries, social security expenses, pension expenses and other staff costs have been allocated 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 and what this entailed. For Edukans Schoenmaatjes, a total of € 901,756 in goods in kind was raised (the content of the shoeboxes). Direct project expenses are spent to objectives (for example materials, travel expenses).

### Communication expenses

	2018	2017
Communication and information	238,422	264,197
Fundraising costs for companies, churches, trust funds	8,504	7,111
Fundraising costs for individual giving	589,586	674,908
Fundraising costs for Edukans Schoenmaatjes and Exchange	55,497	91,455
Fundraising costs for innovations	-11,728	128,540
Internationalisation	44,410	21,831
	<b>924,691</b>	<b>1,188,042</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

	2018	2017
Salaries	2,154,483	1,960,367
Social security expenses	355,260	325,107
Pension expenses	258,824	259,940
Internal occupational schemes	110,640	92,490
Personnel costs in projects	-755,537	-427,793
Travel expenses	57,307	56,581
	<b>2,180,977</b>	<b>2,266,692</b>

### Average number of FTEs

Program development	26.9
Fundraising	6.6
Management and administration expenses	2.5
<b>Total Edukans Foundation</b>	<b>36.0</b>
Program development	9.5
Fundraising	-
Management and administration expenses	0.7
<b>Total Edukans Foundation Ethiopia</b>	<b>10.2</b>
<b>Total Edukans</b>	<b>46.2</b>

In order to allocate the management and administration expenses, the directorate 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 resource management have been attributed proportionally to the objective and to 'management and administration'. The following overview shows in percentages the extent to which the cost types have been attributed to 'management and administration':

Cost type	Management and administration %
Supervisory Board	7
Managing director of Edukans	7
Finance and control	100
ICT	7
Human Resource management	7
Housing	7



### Director's salary

Name	R.J. Rijnbende
Fuction	Managing director of the Edukans Foundation
<b>Employment</b>	
Nature (duration)	permanent
Hours per week	21.6
Part-time percentage	60
Period	1/1-31/12

### Remuneration (in euros)

Annual income	
gross earnings/salary	62,074
Holiday remuneration	4,966
End-of-year remuneration	5,152
<b>Total GDN annual income</b>	<b>72,192</b>
SV latend (wg deel)	5,771
Taxable fee/additions	2,642
Pension costs (employer's share)	7,904
Pension compensation	1,139
<b>Totaal 2018</b>	<b>89,648</b>
<b>Totaal 2017</b>	<b>96,637</b>

The salary of the director (2018: 0.6 FTE; 2017: 0.66 FTE) 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 directors are not awarded any loans, advances or guarantees.

Most of the taxable remunerations and the fiscal additions represent 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 €112,200.

### Remuneration of the supervisory board

The Board supervises both the UnieNzv Foundation and the Edukans Foundation, and the payments are therefore allocated to both foundations. For their work for Edukans' Supervisory Board, Mr. M.R.J. Rog, Mrs M.C. Verstraeten and Mr. F.J.J.A. Kat each received € 900. Mr. A. Holster and Mr. R.W. van Tol each received € 1,800 due to their additional role in the Audit Committee.

### 9. Net financial income and expenses

	2018	2017
Intercompany interest	110,269	125,498
Other interest	6	0
	<b>110,275</b>	<b>125,498</b>

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

### 10. Result from participation

	2018	2017
B.V. Kwintessens NZV Uitgevers	24,603	5,077

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



# COMPANY ONLY FINANCIAL STATEMENTS 2018

## EDUKANS FOUNDATION NETHERLANDS

### Balance sheet at December 31, 2018 (after result allocation) (in euros)

	Ref.	December 31, 2018	December 31, 2017
<b>ASSETS</b>			
<b>Fixed assets</b>			
Financial fixed assets		250,000	250,000
<b>Current assets</b>			
Receivables		4,759,974	6,025,857
Cash		0	0
		4,759,974	6,025,857
<b>Total assets</b>		<b>5,009,974</b>	<b>6,275,857</b>
<b>LIABILITIES</b>			
<b>Reserves and funds</b>			
Reserves	1		
- Continuity reserves		2,399,495	2,399,495
- Earmarked reserves		764,302	1,263,497
		<b>3,163,797</b>	<b>3,662,992</b>
Funds			
- Restricted funds		516,481	669,600
		<b>3,680,278</b>	<b>4,332,592</b>
<b>Provisions</b>		67,850	93,344
<b>Short term liabilities</b>		1,261,846	1,849,921
<b>Total liabilities</b>		<b>5,009,974</b>	<b>6,275,857</b>

### Statement of income and expenditure, 2018 (in euros)

	Ref.	Actual 2018	Budget 2018	Actual 2017
<b>Total revenues</b>		<b>9,550,173</b>	<b>12,347,374</b>	<b>8,047,707</b>
<b>Total spent on objectives</b>		<b>8,852,798</b>	<b>11,184,038</b>	<b>7,609,424</b>
<b>Fundraising expenses</b>		1,242,635	1,631,674	1,454,217
<b>Management and administration expenses</b>		241,926	243,413	269,344
<b>Total expenditure</b>		<b>10,337,359</b>	<b>13,059,125</b>	<b>9,332,985</b>
<b>Result before financial income and expenditure</b>		<b>-787,186</b>	<b>-711,751</b>	<b>-1,285,278</b>
Net financial income and expenditure		110,269	100,000	125,498
Result from participation		24,603	18,927	5,077
<b>Net result</b>		<b>-652,314</b>	<b>-592,824</b>	<b>-1,154,703</b>
<b>Additions to/withdrawals from:</b>				
Continuity reserve		0	0	0
Earmarked reserves		-499,195	-592,824	-1,002,358
Restricted funds		-153,119	0	-152,345
		<b>-652,314</b>	<b>-592,824</b>	<b>-1,154,703</b>



## NOTES ON THE BALANCE SHEET AT DECEMBER 31, 2018

The differences between the consolidated financial statements and the company only financial statements in 2018 are limited. Major projects are funded by Edukans Foundation Netherlands which is the main reason for the limited differences. For the notes on the company only financial statements we refer to the consolidated notes on the financial statements.

### 1. Reserves and funds

	Continuity reserves	Earmarked reserves			Restricted funds			Total
		Sustainable programme implementation	Educational improvement Ethiopia >2020	Education in emergencies	Emergency aid	DARE2GO educational exchanges	ICT fund IICD	
Balance as of January 1	2,399,495	1,175,075	48,000	40,422	0	306,718	362,882	4,332,592
Added	0	0	24,000	0	192,225	0	0	216,225
Withdrawn	0	482,773	0	40,422	192,225	0	153,119	868,539
<b>Balance as of December 31</b>	<b>2,399,495</b>	<b>692,302</b>	<b>72,000</b>	<b>0</b>	<b>0</b>	<b>306,718</b>	<b>209,763</b>	<b>3,680,278</b>

The difference between the consolidated reserves and funds and the Edukans Foundation reserves and funds can be explained as follows:

Continuity reserves Edukans Foundation	<b>2,399,495</b>
Net result Edukans Foundation Ethiopia	22,820
Other movements Edukans Foundation Ethiopia	801
Effect exchange rate differences	751
Consolidated continuity reserves	<b>2,423,867</b>

### OTHER INFORMATION

#### Adoption and approval of accounts

The 2018 annual accounts were adopted by the management and approved by the Supervisory Board at the meeting of May 20, 2019.

#### 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 2019 that had an influence on the net assets at the end of 2018 and the result for 2018.

#### Auditor's report

The auditor's report by an independent audit 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 2018 included in the annual report

#### Our opinion

We have audited the financial statements 2018 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, 2018 and of its result for 2018 in accordance with the guideline for annual reporting 650 'fundraising organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the consolidated and company balance sheet at December 31, 2018;
2. the consolidated and company statement of income and expenditure 2018;
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:
  - Introduction
  - The Edukans strategy;
  - Where do we work
  - Edukans and Dutch society;
  - Fundraising and communication;
  - Management & Organisation;
  - Financial reporting;
- Other information (as part of the financial statements);
- Appendices:
  - Spending per region and country;
  - List of projects 2018;

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, May 20, 2019

Crowe Foederer B.V.

H.J. Verhaar RA

w.g.

## APPENDIX 1 SPENDING PER REGION AND COUNTRY

	Projects	Schoenmaatjes
<b>Africa</b>		
DR Congo	110,107	
Ethiopia	1,727,633	
Ghana	281,939	170,981
Kenya	432,345	
Malawi	153,000	
Mali	724,244	
Rwanda	9,400	
Senegal	3,672	
South Sudan	43,534	
Uganda	457,123	
	<b>3,942,997</b>	<b>170,981</b>
<b>Asia</b>		
India	82,709	
Lebanon	117,492	
Sri Lanka		160,661
	<b>200,201</b>	<b>160,661</b>
<b>Europe</b>		
Albania		481,984
Moldavia		160,661
	-	<b>642,645</b>
<b>Latin America</b>		
Bolivia	187,177	
Haïti	13,675	
Peru	199,282	
Suriname	21,277	
	<b>421,411</b>	-
<b>Non country related</b>	<b>153,758</b>	<b>59,540</b>
<b>Total spending</b>	<b>4,718,367</b>	<b>1,033,827</b>



## APPENDIX 2 LIST OF PROJECTS 2018

	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>1. Africa</b>						
<b>DR Congo:</b>						
<b>Active</b> teaching and Learning Kinshasa	CD-000090	6,714	58,642	43,366	21,990	0
<b>Quality</b> education for Children	CD-0000246	61,163	0	29,100	0	32,063
<b>Active</b> Teaching and Learning, Kinshasa, phase 2	CD-0000376	0	73,456	73,456	0	0
<b>Ethiopia:</b>						
<b>Livestock</b> as a business	ET-0000105	0	5,132	5,132	0	0
<b>STAR-school</b> program, quality education	ET-0000165	10,146	104,218	114,364	0	0
<b>Livelihood</b> Improvement for Marginalized Youth	ET-0000176	0	3,409	3,409	0	0
<b>Employment</b> opportunities and business development in the textile industry	ET-0000210	0	52,647	52,647	0	0
<b>Employment</b> opportunities and business development in the textile industry	ET-0000210	0	10,579	10,579	0	0
<b>Education</b> for refugees and host communities, Northern Ethiopia	ET-0000214	60,000	241,664	93,982	0	207,682
<b>Pilot</b> apprenticeship	ET-0000259	0	36,000	36,000	0	0
<b>Early</b> learning programs and development (pré-school)	ET-0000266	0	60,144	60,144	0	0
<b>Expenses</b> for IF officer DEC	ET-0000351	0	21,581	21,456	0	125
<b>Reducing</b> irregular migration from Northern and Central Ethiopia (SINCE Amhara)	ET-0000379	0	897,255	897,255	0	0
<b>Playing</b> and learning materials for Early Child Care and Development	ET-0000380	70,000	3,735	73,735	0	0
<b>World</b> Teacher Ethiopia 2018	ET-0000382	0	15,000	15,000	0	0
<b>Comprehensive</b> Sexuality Education curriculum for refugee schools	ET-0000386	0	24,843	24,843	0	0

	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>Edukans</b> Country Office Ethiopia 2018	ET-0000387	0	17,409	12,697	0	4,712
<b>Vehicle</b> procurement	ET-0000387	0	27,060	27,060	0	0
<b>Pilot</b> Social and Emotional Learning	ET-0000395	0	30,864	30,864	0	0
<b>Reducing</b> Irregular Migration from N/C Ethiopia (SINCE-Oromia)	ET-0000410	0	53,149	53,149	0	0
<b>Partnership</b> for Quality Education in Afar	ET-0000433	0	115,770	115,770	0	0
<b>Quality</b> AVET for Marginalized Youth	ET1316S01	0	7,175	7,175	0	0
<b>Ghana:</b>						
<b>Child</b> Labour Elimination and Youth in Agri-Business	GH-000083	0	3,422	3,422	0	0
<b>Preventing</b> child labour through economic and educational empowerment	GH-000085	0	16,569	16,569	0	0
<b>Youth</b> resilience and livelihood development project	GH-0000101	0	6,316	6,316	0	0
<b>Strengthening</b> youth employment and entrepreneurship through vocational training	GH-0000106	0	1,862	1,862	0	0
<b>Youth</b> skills acquisition	GH-0000170	0	9,405	9,405	0	0
<b>Graduate</b> workplace experiential learning, Ghana	GH-0000173	0	6,847	6,847	0	0
<b>Improve</b> literacy levels of children in Bolgatanga	GH-0000244	0	30,543	30,543	0	0
<b>Sexuality</b> education for vocational training institutes	GH-0000267	0	34,560	34,560	0	0
<b>STAR-school</b> program, good quality education	GH-0000353	38,639	5,635	44,274	0	0
<b>World</b> Teacher Ghana 2017	GH-0000360	0	0	-2,235	2,235	0
<b>Edukans</b> Country Office Ghana 2018	GH-0000389	0	52,409	52,409	0	0
<b>Support</b> for ICT based CSE curriculum Ready Steady	GH-0000391	0	14,171	14,171	0	0
<b>Support</b> for ICT based CSE curriculum Ready Steady	GH-0000391	0	5,581	5,581	0	0



	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>Pilot</b> Social and Emotional Learning	GH-0000394	0	15,091	15,091	0	0
<b>Going</b> Global Ghana 2018 Group 1	GH-0000397	0	23,264	23,264	0	0
<b>Going</b> Global Ghana 2018 Group 2	GH-0000398	0	7,931	7,138	793	0
<b>World</b> Teacher Ghana 2018	GH-0000418	0	39,498	39,498	0	0
<b>Fight</b> poverty through skills and enterprise development	GH1416S01	0	10,001	10,001	0	0
<b>Training</b> of master craftsmen in maintenance and repairs	GH1416S02	0	1,862	1,862	0	0
<b>Kenya:</b>						
<b>Youth</b> Opportunities Uncovered	KE-000042	0	0	-24,829	24,829	0
<b>STAR-School</b> program, West-Kenya	KE-0000156	-0	21,750	21,750	0	-0
<b>Improving</b> the quality of education in 31 primary schools	KE-0000196	0	26,331	26,331	0	0
<b>Youth@Work</b> , Kenya	KE-0000302	0	6,000	6,000	0	0
<b>Girls@Work</b> , Kenya	KE-0000321	41,000	66,408	107,204	0	204
<b>Operational</b> costs Edukans country office Kenia	KE-0000370	10	0	0	10	-0
<b>Edukans</b> Country Office Kenya 2018	KE-0000390	0	98,131	98,131	0	0
<b>Training</b> Kenyan Youth for Employment	KE-0000392	0	38,462	38,462	0	0
<b>Training</b> Kenyan Youth for Employment	KE-0000392	0	25,000	25,000	0	0
<b>2018</b> Training Kenyan Youth for Employment	KE-0000393	0	46,413	46,413	0	0
<b>2018</b> Training Kenyan Youth for Employment	KE-0000393	0	30,000	30,000	0	0
<b>Basic</b> Education Improvement (BEQUIP) II	KE-0000415	0	55,171	49,832	0	5,339
<b>Basic</b> Education Improvement (BEQUIP) II	KE-0000415	0	25,000	25,000	0	0
<b>Golypoon</b> education training life skills	KE-0000421	0	17,215	17,215	0	0
<b>Education</b> reinforcement	KE1416S03	0	1,302	1,302	0	0

	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>Malawi:</b>						
<b>Youth</b> friendly health services in Malawi	MW-0000150	12,637	21,251	28,346	0	5,542
<b>STAR</b> -School program, good quality education	MW-0000172	45,904	141,257	148,723	0	38,438
<b>Sexual</b> and Reproductive Health and Rights training for parents, Malawi	MW-0000287	0	3,340	3,340	0	0
<b>Going</b> Global Malawi 2017	MW-0000303	3,830	0	0	3,830	0
<b>My</b> World My Life reference guide for primary schools	MW-0000333	0	2,784	2,784	0	0
<b>Empowered</b> girls complete secondary education	MW-0000345	0	103,825	103,825	0	0
<b>Edukans</b> country office Malawi	MW-0000349	16,960	0	0	16,960	0
<b>STAR-School</b> in secondary schools	MW-0000377	0	270,439	248,974	0	21,465
<b>World</b> Teacher Malawi 2018	MW-0000381	0	29,176	29,176	0	0
<b>Edukans</b> Country Office 2018	MW-0000388	0	66,074	41,000	0	25,074
<b>Agri</b> Work Based Learning	MW-0000420	0	106,888	81,927	0	24,961
<b>Mali:</b>						
<b>Introduction</b> region specific education	ML-0000243	5,578	93,000	60,500	0	38,078
<b>Innovative</b> method for language education	ML-0000430	0	60,000	60,000	0	0
<b>Uganda:</b>						
<b>ICCO</b> Cooperation	UG-0000118	0	14,000	14,000	0	0
<b>Skilling</b> Youth for Employment in Agribusinesses	UG-0000206	0	101,606	101,606	0	0
<b>Improving</b> the quality of education	UG-0000359	30,000	60,000	90,000	0	0
<b>EDU</b> Q Card pilot Uganda	UG-0000396	0	51,055	51,055	0	0
<b>Learn4AgriBusiness</b> Heifer-Uganda	UG-0000372	0	124,930	124,930	0	0
<b>Learn4AgriBusiness</b> Heifer-Uganda	UG-0000372	0	92,032	92,032	0	0
<b>World</b> Teacher Uganda 2018	UG-0000384	0	13,500	13,500	0	0



	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>Rwanda:</b>						
<b>Pilot</b> TVET Program, Rwanda	RW-0000130	0	9,400	9,400	0	0
<b>Senegal:</b>						
<b>Strengthening</b> African Rural Smallholders (STARS), Senegal	SN-0000263	0	3,672	3,672	0	0
<b>South Sudan:</b>						
<b>Access</b> to vocational skills development and income generating opportunities for vulnerable youth	SS-0000198	0	43,534	43,534	0	0
<b>2. Asia</b>						
<b>India:</b>						
<b>STAR-school</b> program, good quality education	IN-0000199	0	67,091	67,091	0	0
<b>Lobby</b> program strategic partnership India	IN-0000368	0	5,994	5,994	0	0
<b>Comprehensive</b> sexuality education in schools	IN-0000385	18,000	9,624	27,624	0	0
<b>Lebanon:</b>						
<b>Quality</b> education and psychosocial support for Syrian refugee children	LB-0000365	0	43,500	43,500	0	0
<b>Quality</b> education for Syrian/Palestinian refugees	LB-0000366	0	73,992	73,992	0	0
<b>3. Latin America</b>						
<b>Bolivia:</b>						
<b>Basic</b> gastronomic and social skills training	BO-0000373	0	187,177	129,010	0	58,167
<b>Haiti:</b>						
<b>Edu</b> Q Card Haiti	HT-0000412	0	13,675	13,675	0	0
<b>Peru:</b>						
<b>Technical</b> intercultural secondary school San Juan de Chamis, Cajamarca	PE-000098	8,690	0	8,670	20	0
<b>Aflatoun</b> project	PE-0000220	0	40,000	40,000	0	0
<b>Education</b> for deaf children and youth	PE-0000223	0	53,855	53,855	0	0
<b>STAR-School</b> program, better quality education	PE-0000229	0	60,000	60,000	0	0
<b>EDU</b> Q Card Peru	PE-0000411	0	40,695	40,695	0	0

	Projectcode	Commitment 31/12/2017	Projects accounting year 2018	Paid in accounting year 2018	Attributed in accounting year 2018	Commitment 31/12/2018
<b>Edu</b> Q Card assessment and Capacity Building	PE-0000428	0	4,752	4,752	0	0
<b>Suriname:</b>						
<b>Integration</b> of agricultural education in primary schools	SR-0000247	54,750	0	0	54,750	0
<b>World</b> Teacher Surinam 2018	SR-0000378	0	16,028	16,028	0	0
<b>Improvement</b> of quality education and parent participation	SR-0000416	0	60,000	60,000	0	0
<b>4. non country related</b>						
<b>Worldwide:</b>						
<b>Lobby</b> program strategic partnership	NL-0000216	0	86,316	86,316	0	0
<b>Digital</b> Monitoring Tool AKVO	NL-0000294	0	11,625	8,862	0	2,763
<b>Digital</b> Monitoring Tool AKVO	NL-0000294	0	12,877	12,877	0	0
<b>Star</b> Product development, training and travel	NL-0000297	0	10,578	10,578	0	0
<b>STAR</b> Gender CSE	NL-0000299	0	7,248	7,248	0	0
<b>Contribution</b> GCE	NL-0000330	0	10,000	10,000	0	0
<b>Hours</b> of Private Initiatives	NL-0000332	0	13,392	13,392	0	0
<b>PME</b> training Kenya	NL-0000431	0	1,724	1,724	0	0
		<b>484,021</b>	<b>4,843,785</b>	<b>4,737,776</b>	<b>125,417</b>	<b>464,613</b>



## Colophon

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