



EDUKANS

ANNUAL REPORT 2019



3,013
teachers
trained



6,986
young people
educated



251,014
children
reached



EDUKANS.NL

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INTRODUCTION: EMPOWERING SCHOOLS



Schools that provide a well-stocked backpack

Far too often, children in developing countries are unable to finish school. One of the main causes of this is the poor quality of education, because why would you go to school, if you hardly learn anything there? Many children are still unable to read or do arithmetic, even after three or four years in school. Classrooms are overcrowded, many teachers are not properly trained and there is a lack of basic facilities. Therefore, our greatest challenge is to raise the quality of education. This challenge is now even greater because we are confronted with the Corona crisis. This crisis is also leading to an education crisis in the countries where Edukans is active. Many programmes have a standstill and at the same time Edukans will have to make extra efforts to contain this crisis, for example by organising back to school campaigns and education about hygiene and psychosocial problems of children.

The same challenges are apparent in vocational education, which is also dealing with

a poor image. The quality leaves a lot to be desired, causing the chance of young people landing a fitting job to be a lot lower. It is necessary for us to increase the relevance of education in all of its layers for the sake of the lives of children and young people.

Influencing the improvement of quality

In order to work successfully at improving quality, the dedication of the team of educators, the school management and the community are essential. Structural improvement of education can only be achieved if these groups have the ability to influence quality improvement themselves and if they also acknowledge the urgency of this. Edukans helps schools to meet this condition with the EDU Q-card.

The EDU Q-card is a web-based tool developed to assess the quality of education and is based on the STAR-school model. It empowers schools to take the lead in improving

quality of their education. This approach will help the interested parties to determine the priorities together.

Raising the learning output

However, we do not dwell on mapping out the issues, Edukans also provides support with the follow-up. Through training courses we provide all sorts of auxiliary means to raise the learning output, for example by introducing more active learning methods in the classroom. Also, we focus more on the development of 'life skills', that increase the resilience of children and young people.

In vocational education Edukans makes an effort to achieve structural changes through the 7 STEPS programme. In this programme we assist schools in bringing education in line with young people and with the labour market, in order to increase their chances of landing a job after they finish their education.

Structural improvement

In short: empowering schools, this is what Edukans does. The objective is to provide children and young people with the chance of making a proper living. We also empower schools by realising change in the educational system. This creates new opportunities for structural improvement of education. In 2019, the inspectorate of education of Uganda approached us with a request to contribute ideas towards changing their methods of inspection. They wanted less of a policing role and would like to act more as a coach: stimulation rather than merely inspection. The inspectorate indicated that it would like to implement the EDU Q-card in 2,000 schools. A wonderful challenge to realise even more impact!

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 2019 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

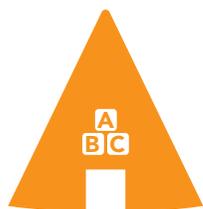
We work according to a strategic agenda consisting of 4 themes, developed in 2016. It is our objective to fulfil the following pledges by 2020:



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 2019

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 five focus countries: Ethiopia, Ghana, 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 2019.



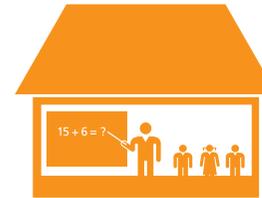
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WHERE DO WE WORK?

In 2019, we were active on 59 projects across the world. In this chapter you can read where and how we work.

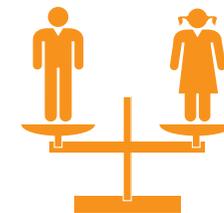
High quality primary education:



↑
1,723
teachers
trained

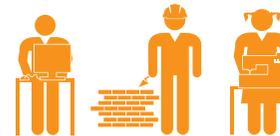
↑
216,880
children reached

Equal education opportunities for boys and girls:



← **2,177**
girls and boys
learned about equal
opportunities for
women and men

Jobs for youth:



↑
485
teachers
trained

↑
6,986
young people
followed a vocational
training

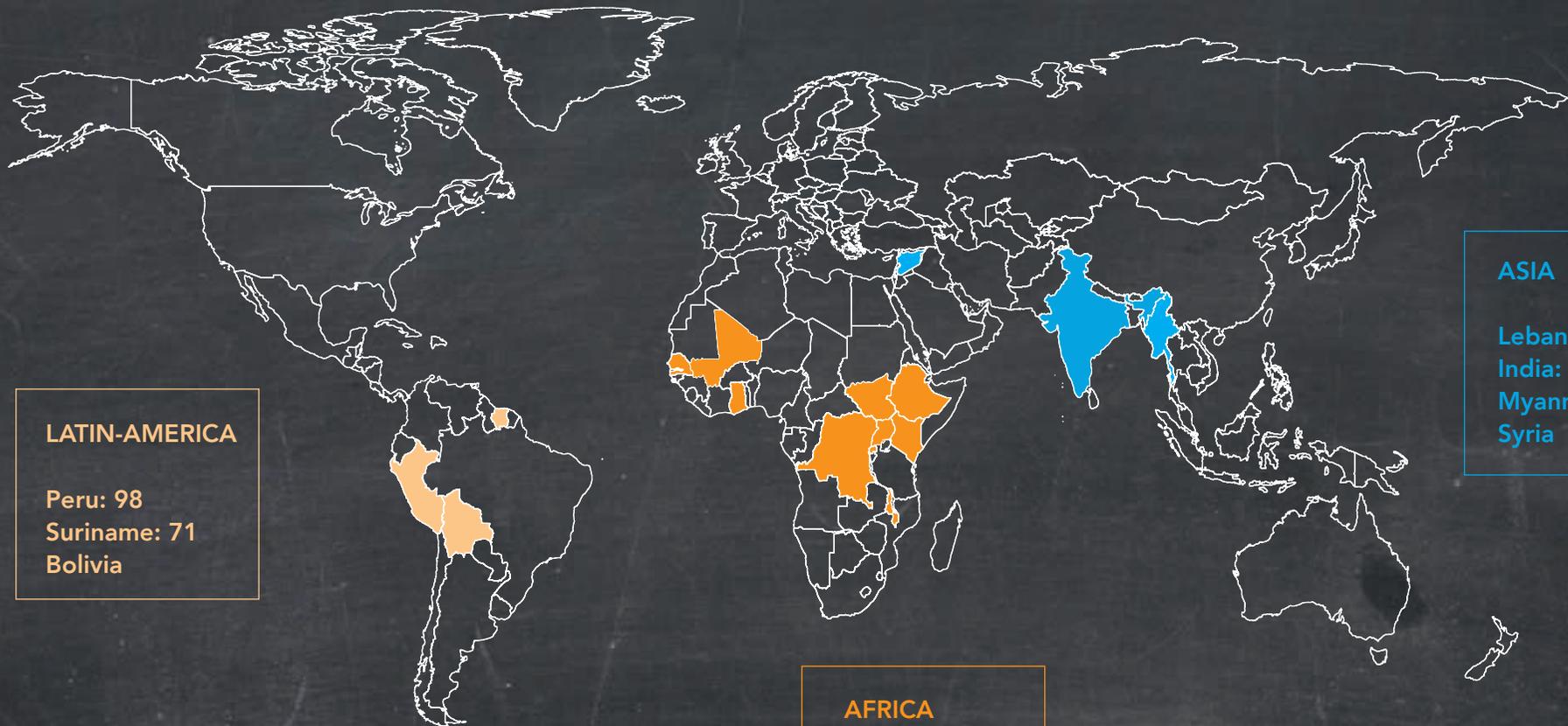
Refugee education:



→ **805**
teachers
trained

← **34,134**
refugee children
reached





LATIN-AMERICA

Peru: 98
 Suriname: 71
 Bolivia

ASIA

Lebanon: 27
 India: 54
 Myanmar: 80
 Syria

AFRICA

Ethiopia: 110
 Ghana: 82
 Kenya: 338
 Malawi: 75
 Mali: 42
 Uganda: 213
 DR Congo: 97
 Rwanda
 Senegal
 South Sudan

Total number of STAR-schools: 1,287

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.

EDUstars model



In 2019 there were 1,287 schools that worked with the EDUstars model (2018: 1,105 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.



2.1 High quality primary education

In 2019, we completed projects in primary schools in Malawi, Kenya and Ethiopia. Teachers improved their skills to manage large classrooms and teach effectively. In most schools improved learning outcomes were reported very soon after completion of the projects.

We entered the second year of an innovative STAR-school project in secondary schools serving the poorest children in Malawi. External evaluations were carried out by two international academic institutes. Findings reveal that our Active Teaching and Learning method was considered beneficial for improving the academic performance and skills development of students, for making learning more interesting and relevant, and for reducing the teacher workload.

The STAR-school programme has strong potential for upscaling through connections with pre-service teacher trainers and school inspectors.

Development of the EDU Q-card

The EDU Q-card is a web-based tool developed to assess the quality of education and is based on the STAR-school model. It empowers schools to take the lead in improving quality of their education. In 2019 we further developed the tool and designed and offered training courses for inspectors and education specialists.

There is a high interest among international partners to work with this innovative tool for quality improvement in the future. We presented the EDU Q-card at the E-learning



Africa Conference in Abidjan in October 2019. The validity of the EDU Q-card approach for improvement of the quality of education is supported by academic studies in different country contexts. The EDU Q-card has high potential to scale up and reach impact at country level in a cost-efficient way.

More children and teachers reached

Thanks to Edukans, 216,880 children had access to better primary schooling in 2019. In 2019 we provided better primary schooling for 216,880 children and as such, we have amply reached our objective for that year. We trained 1,723 teachers.

	Objective	Result
Children reached with better education	199,105	216,880
Trained parents' councils and school boards	1,438	1,596
Teachers trained	2,124	1,723
School directors trained	531	674

Dominic (13) from Kenya wants to be a surgeon

"I get up early every morning, so I can be in school at half past 5. When the children from group three arrive, they often ask me if I would like to teach them. I prefer teaching them Swahili and physics, which are my favourite subjects. Or otherwise, just anything that comes to mind. Later on, I want to be a surgeon, so I will be able to help people with my knowledge. This is also the reason why I enjoy physics as much as I do. When the teacher explains things, I can paint a picture of how it all works exactly."



2.2 Vocational and skills training for young people

Edukans works on skills education and training: programmes where learning a trade and developing life skills and entrepreneurial skills are combined. The aim is to achieve that young people have a greater chance of finding a job or becoming self-employed. This is why the demand of the local job market is always the starting point. Young people will not only learn a (technical) trade, but they will also develop their general professional and personal skills.

Our vocational and skills projects in 2019

In 2019 we proceeded with the implementation of four major projects in skills education. In Ethiopia two similar projects were funded by the European Union; one of these received an award for good project management. The two projects are intended to offer young people who wanted to migrate – or who returned after a migration – a chance to build a life for themselves in Ethiopia.

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.

Furthermore we had ongoing skills projects in Bolivia, Kenya, South Sudan and Ethiopia, in the fields of gastronomy, hospitality and textile. Finally, we continued to work on a large project in the field of lobby and advocacy, towards the empowerment of smallholder producers in agricultural production.

Increased attention

The huge problem of youth unemployment receives increasing attention from African governments and, more broadly, in the international development field. Edukans has been pictured positively because of our approach:

- Building the capacity of TVET institutes to make training more relevant for the labour market.
- Training trainers and teachers in their pedagogical-didactical abilities.
- Developing programmes and training of trainers to deliver life skills programmes in which young people develop their social and emotional abilities.

	Objective	Result
Teachers trained	523	485
Young people trained	7,010	6,986
Young people finding jobs/starting a business	4,684	2,926
Businesses involved	13	11



- Developing programmes and training of trainers to deliver life skills programmes for lobbying and advocacy through which young people learn to stand up for their strategic needs and rights.
- Building the capacity of trainers to improve the collaboration with companies,

business development and internship programmes.

- Building the capacity of trainers and companies to implement work-based learning programmes through which young people can be trained primarily on-the-job.

Stella (25) from Uganda learned to think as an entrepreneur

“Through a training course from Edukans I learned to think as an entrepreneur in my work as a farmer. For example, I want to invest in a plough: it will allow me to work more efficiently and I will be able to rent it out to other farmers. This way, the investment will really generate an income for me. Together with 34 other farmers we united in a group called Apur Pe Tur (a farmer never breaks). We stand up for our rights together, which gives us a stronger position. With the money I earned this season I can pay back the loan for my seeds and even save a little bit. My savings will enable me to send my oldest child to boarding school in due course.”



2.3 Refugee education

Keeping children in school during war and conflict is a life-saving priority for children and their families. But in 2019, more than 75 million children and young people (aged 3-18) were out of school in 35 crisis-affected countries.

Edukans provides refugee children and youth with good quality schooling and makes them resilient. We train teachers and work closely with parents to get children into school and to keep them there. Our Social and Emotional Learning (SEL) programme equips teachers with the competencies to create a safe learning space for their learners and prepares children to succeed in school, work and life.

Myanmar

In Myanmar we trained education staff in Active Teaching & Learning, including trainers from the Lutheran World Federation, government teachers and Rohingya Muslim teachers living in camps for Internally Displaced Persons. A unique project where Buddhist and Muslim teachers learn together to improve the quality of education in their respective schools.

Lebanon

In Lebanon we made sure that Syrian refugee children and youth were able to go to school, through the work of two local organisations. We trained Syrian teachers to become trainers of the Active Teaching and Learning method. We established a music centre in one of the refugee camps to bring back joy in people's lives and to heal the wounds of war and conflict.

Ethiopia

Together with our local Edukans office in Ethiopia, we implement an integrated education programme for Ethiopian schools and Eritrean refugee schools. We train teachers in Active Learning, we provide playing and sports materials, we equip teachers with the skills to implement SEL lessons, and we involve parents to understand the value of education for their children.

In 2019 we reached 34,134 children and trained 805 teachers.



2.4 Equal educational opportunities for boys and girls

Sexual and reproductive health issues like 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 2019 Edukans developed new comprehensive sexuality education programmes for Ethiopia and India, and continued with these programmes in Malawi and Ghana. Both young people and parents are our target group, and our programmes are adapted to the local context, in cooperation with the local target group and key stakeholders.

Mo Katha Mo Kahani

One example of the newly developed programmes is the 'Mo Katha Mo Kahani' (My Words, My Story) for youth in upper primary school in Odisha, India.

This sexuality education programme introduces topics like pregnancy, child marriage and menstrual health to children between 11 and 15 years. The interactive lessons, for example including debates and role plays, help children to choose for healthy behaviour and to stand up for their rights.

A test of this programme among 800 students showed significant improvement in behaviour, which was acknowledged by the state government and led to upscaling of the programme in another 100 schools.

Objectives and results

Since we received less funding for our programmes in the field of gender equity in 2019, we were able to reach a lot less young people than we did in 2018. Nevertheless, we still managed to reach slightly more young people than we had expected.

	Objective	Result
Young people reached	2,120	2,177
Schools reached	36	26
Teachers reached	82	90

I am worth just as much as the next person

"I have learned that, despite the fact that I come from a poor family, I am worth just as much as the next person. And I am equally entitled to developing myself." Penelope from Malawi tells us what she learned in the after-school club of Edukans. She is beaming with self-confidence. Girls like Penelope have the opportunity to follow secondary education thanks to a scholarship, because unlike primary school, this is not for free.



Jacco van Laar



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 New primary school campaign: Schoolmaatjes

Our new primary school programme Schoolmaatjes was launched in 2019. It brings Dutch children in contact with children in developing countries. They use vlogs to show each other their schools and the children in the Netherlands conduct a campaign to purchase school supplies (Correctbooks) for their Schoolmaatjes in the developing country.

In this first year we put a lot of effort into gaining recognition. There has been a lot of contact with former participants of Schoenmaatjes and we have informed many primary schools in the Netherlands about this new

programme. In 2019, we had 20 schools that registered, the most of which only start their activities in 2020. In 2019 the schools raised € 10,000. We expect to receive proceeds from the other participating schools next year.

Many schools have indicated to be interested in participating in Schoolmaatjes, but they are yet to register for the programme. Usually, primary schools require a longer start-up period to embrace a new concept. This is why the programme is not financially sustainable yet, but we have laid some solid groundwork in 2019 for us to progress from.



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. In 2019 the Dutch students travelled to Malawi and talked with their peers about sensitive topics such as children's rights, life skills and sexuality

3.3 World Teacher

World Teacher is the Edukans programme for professionalisation of (trainee) teachers and school directors 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 organ-

isation in the countries we travel to share information with each other. In 2019, there were World Teacher journeys to Suriname, Malawi, India, Uganda and Ghana.

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 € 328,798 for better education in 2019.

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.

World Teacher volunteer Marleen van der Linde

"Together with a colleague, I visited Suriname as a World Teacher. I had already been toying with the idea to make a useful contribution to society for quite some time, but I had never made any concrete plans in this regard. That is until I crossed paths with Edukans. How wonderful it is to be able to share your many years of experience and love for education in such a way! Through my experience with World Teacher I have grown more aware of the added value of active instructional formats. The exchange of ideas with fellow-World Teachers is really helpful here. Incidentally, this is something that is hardly ever applied in Suriname. By organising



a meeting with all teachers, they were able to ask questions and share knowledge with each other."

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.

Eight participants were trained in 2019. They travelled to Malawi, Uganda, Kenya and the Philippines through the course of that year.



3.5 Objectives for the exchange programmes

Objectives and realisation of participants' exchange programmes, scope of exchange programmes in the south.

Financial objectives and realisation of exchange programmes and schools

	Objective	Realisation
Income from exchange programmes	€ 978,405	€ 1,168,341

Objectives and realisation of participants' exchange programmes

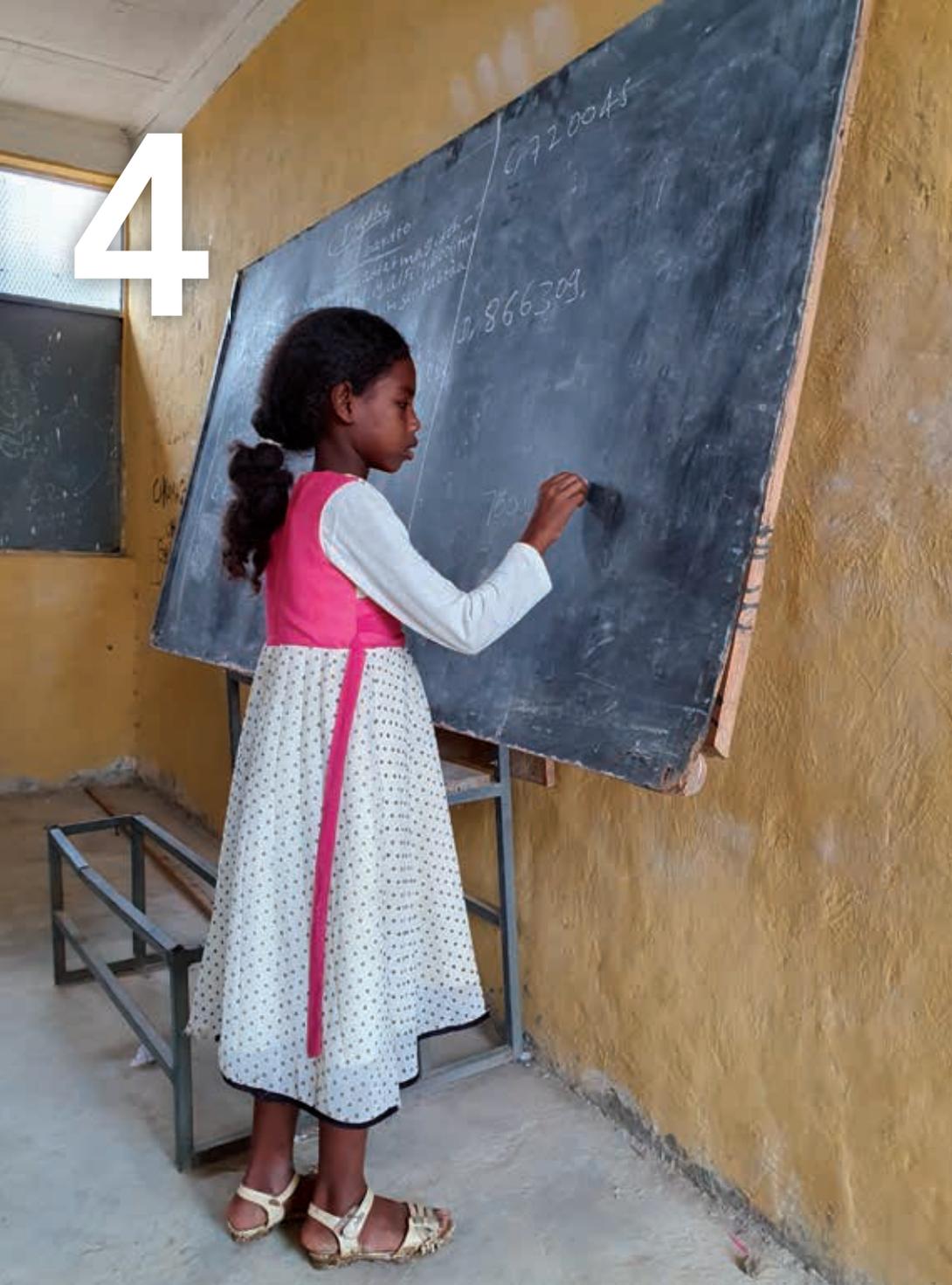
	Objective	Realisation
Number of Dutch students of the primary education teacher-training college participating in exchange programmes	36	36
Number of Dutch teachers and school directors participating in exchange programmes	94	94
Number of young Dutch people participating in exchange programmes (Going Global and DARE2GO)	55	47

Reach of exchange programmes in the countries we travelled to

In 2019 we reached 41 schools, 22,803 pupils, 417 teachers and 42 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 2019 amounted to € 8,144,296. That is a decrease compared to 2018.

The year 2019 was the first year that we did not organise Edukans Schoenmaatjes. No longer including the value of the shoe boxes

is the main reason for the decrease (last year, the shoe boxes generated an amount of € 1,079,918).

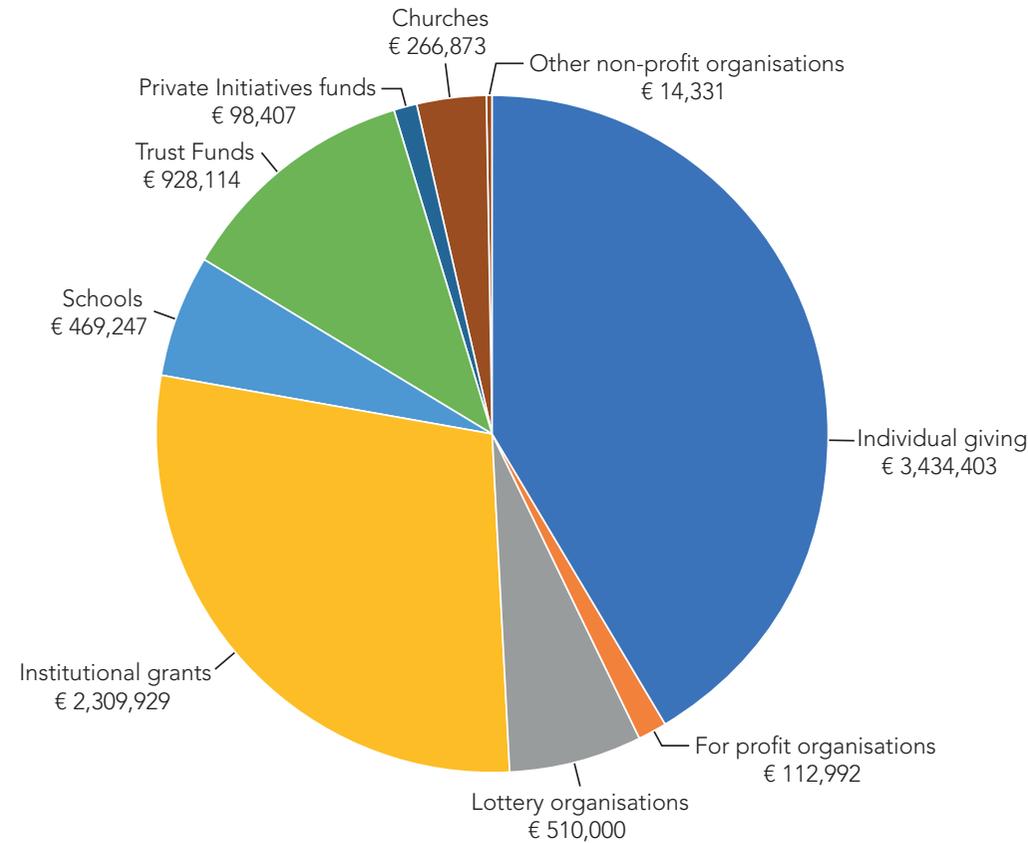
The proceeds from the private market are still rising. Compared to last year, there is a slight increase. Nevertheless, the proceeds are a lot lower than budgeted. In the last term Edukans noticed lower expectations through important fundraising channels like Door-2-Door and telemarketing. This is a worldwide trend that has been going on for a longer period of time, but Edukans had only suffered minor effects of this until this time. Over the past few years Edukans consciously aimed at innovation within this market. The first years have been hopeful, but this needs to be intensified now.



Also, the proceeds from investment funds and the institutional grants in particular, are lagging behind. Much of the expected income from investment funds has been moved up to 2020. At the same time, the proceeds at the school market are higher than expected. In 2019 the number of participants in our exchange programmes increased and more money was collected through the action platform.

Innovation

Reaching new target groups and raising additional income as a result, remains vitally important for Edukans. We make an effort to reach as many people as possible with our message, using innovative and sympathetic methods. In 2019 we continued launching and investing in new ways to get in contact with the Dutch public. Besides inventing and implementing new concepts, we also chose



to repeat innovative concepts from 2017 and 2018 and apply them more vigorously in the past year. It allowed us to test the sustainability of these concepts.

With € 1,336,732, the expenses of the Marketing department (Dutch market) remained within budget (€ 1,435,619) in the year under review.

Individual giving

Edukans can rely on the loyal support of more than forty thousand private donors. Of these private donations, Edukans receives 52 percent through recurring direct debit mandates, which means there is structural support for our work. The number of recurring direct debit mandates, however, has decreased by 3,6 percent in 2019. The value of the recurring direct debit mandates decreased by 0,4 percent; per donor the donation amount increased by 3,4 percent. In the year under review, we added 2,301 new donors who supported us with a one-off donation for the first time.

The support from private individuals increased by 1,8 percent compared to 2018. The budgeted growth of 27,6 percent was not realized. We missed our fundraising target because our Direct Dialogue Fundraising partner was not able to recruit enough new pledge donors. Other fundraising and lead campaigns were less successful than anticipated. Not all available fundraising budget could be invested.

We see an increase in people cancelling their recurring direct debit mandates in the first year. We adapted our fundraising strategy and are now offering a 6-month 'trial' donorship. After the trial period, we hope donors will stay longer with us. The joint campaign of children's funds did not raise the amount of donations we expected.

An increasing number of donors uses a registered private agreement for donations to Edukans. The number of donors with such an instrument grew to 358. Together they contribute over € 200,000 for better education.

Edukans was awarded € 442,280 out of six legacies in 2019. It is really wonderful that people are willing 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 € 112,992 in donations from companies in 2019. 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.



Also, there are companies that support us with their expertise, such as Verhoeve. Within the scope of socially responsible business practices, this company deploys its financial experts to Edukans. In 2019 our staff were also given a workshop Graphic Facilitation from Steady Teams.

Lottery organisations

Lottery foundation the Nationale Postcode Loterij contributed € 510,000.- to the Edukans work activities again in 2019. We are very pleased with this support that is not linked to any specific project, yet helps Edukans to realise its objectives.

In November 2019 we received an one-off award of € 1,550,000 for the extra drawing of the Nationale Postcode Loterij. This gift is meant for a sustainable and innovative programme to help 400,000 children in

Africa with better education through the use of a Correctbook. The programme will be carried out in 2020 and 2021 with the help of two other organisations: Correctbook and BlueTree.

Trust funds

We received an allowance of € 91,350 from Diorapthe in 2019, as a third contribution for our work in refugee camps in Ethiopia. The Tony Chocolonely Foundation contributed to the improvement of primary education in Ghana with an amount of € 51,259. The foundation Stichting CCHO contributed € 33,000 for vocational training of young farmers in Uganda. Turing Foundation supported us with € 20,734 for education improvement in Congo. We received a total amount of € 928,114 from trust funds in 2019. Four of these funds contributed amounts in excess of € 50,000.



Churches

Every year, Edukans is able to rely on the commitment and support of hundreds of churches in the Netherlands. They organise fundraising activities, collect money and help raise funds for World Teachers and Dare2Go youngsters. In the past year, Edukans received € 266,180 through various church communities and church organisations. This amount was more than we had budgeted.

International fundraising

The objective in 2019 for turnover on international funds was set at € 3,503,675. We realised about 66% of this – € 2,309,929 – due to low expenditures on almost all projects in our portfolio. The results on institutional fund-

raising have improved in 2019 compared to 2018. Out of 20 proposals that were submitted, 4 were awarded for a total amount of € 300,000 for specific Edukans activities. In one project Edukans will take the lead: training of youth in cloud computing in Ghana. This project will generate a turnover of € 600,000 in the coming 3 years.

Online presence

In 2019 we saw a growth of our reach on social media. We focused more on Instagram to continue reaching the younger target groups. On Twitter and LinkedIn we post content with a view to our lobby as educational expert.

Growth of the number of followers on social media

	Growth in %
Facebook	+ 5,56
Twitter	+ 1,76
Instagram	+ 48,59



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 illustrated in a new organisational chart with an international management team. In the coming years, the administrative structure will also be adjusted to fit the international character. The activities in the Netherlands are mainly directed towards facilitating the country offices and strategic partners of Edukans. Besides this, Edukans develops educational products and services in collaboration with the support teams Operations (organisational support of the country offices (CO), Educational Expertise (offering substantive programme support and product development), and Marketing (aimed at providing support in the field of international fundraising and marketing. Every focus country is supported out of Amersfoort, by a support team that consists of multiple disciplines.

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 4th 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.

As of 2020, UnieNzv places the investments with Insinger Gilissen, while maintaining the aforementioned basic principles.

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 2019 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 accountant and senior partner at Arthur Andersen. Field of expertise: accountancy (reappointed 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 SintLucas, 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 executive director. The executive board and management of Edukans and of UnieNzv are appointed by the Supervisory Board. The authority of the executive director and the relationship between the executive 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 executive director every year. In 2019, 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 executive 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 2019, the staff consisted of 36 employees, of which 12 were male and 24 were female. 8 employees have a fulltime contract, while 23 are employed for between 0,5 and 0,9 FTE. 3 employees are employed for under 0,5 FTE. In 2019, Edukans took in 9 new employees, while 10 employees left the organisation.

For the supporting services, Edukans relies on 3,15 FTEs from the Management Office of UnieNzv. A total of 32,1 FTEs are apportioned to Edukans. New staff will be employed on a temporary basis. For 2019, there is a 3,02 percent sickness absence.

International offices

The policy of Edukans is geared towards growth as an international NGO, with its own offices in the four focus countries. The aim is to have as much capacity as possible in the countries themselves. At present, the office in Ethiopia already runs a couple of large programmes. The office in Malawi opened officially in 2019 and the staff was increased with a financial officer and an institutional fundraiser. The Kenya office with a strong track record in skills development has supported several

projects in Kenya and in countries in the Eastern and Southern Africa region, like Uganda, South Sudan and Malawi. Edukans also started with its own office in Uganda, led by Pamela Kertho. On 31 December 2019 there were 26 FTEs (Ethiopia 18, Kenya 4, Malawi 3, Uganda 1) employed abroad, a number that is added to the FTEs in the headquarters in the Netherlands.

Child Protection Policy

In 2019, Edukans had all its staff, volunteers, partners and others it requests to perform a task, sign the Child Protection Policy and the appurtenant Code of Conduct.

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 stand-up meeting where staff present their work and where the management explains its decisions.

Volunteers

Edukans is proud of all of its 180 volunteers, who have made all sorts of efforts to improve the quality of education in the past year. 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. With the 180 volunteers, who spent 16,000 hours, we saved about € 975.000.

	Nr of volunteers
Office volunteers	3
Trainee	1
Going Global	7
Volunteer customer relations manager Going Global	22
World Teacher	16
DARE2GO	8
Junior coaches DARE2GO	4
Experts	15
Photographer	1
Videographer	1
E-team members schools	80
Volunteers for odd jobs	22
Total	180

Staff council

In 2019 the Staff Council did not receive any requests for a recommendation, nor has it provided any unsolicited advice in writing.

In 2019 the Staff Council received one application for consent, being mandatory days off (for which consent was given). Furthermore, the Staff Council consented to one amendment of an application for consent from 2018, being the Whistleblowers' Scheme.



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 2019. 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 2016–2020.

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



Edukans ambassador Bracha van Doesburgh visited our projects in Ghana.

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 version 2018). 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 version 2018). 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. In 2019 Edukans was assessed again and it was again determined that the organisation meets the criteria. 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.

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. Unfortunately, it was necessary to apply this procedure three times in 2019. Fortunately no one was injured.	● (medium)
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)



6



FINANCIAL REPORTING

In 2019, Edukans spent € 6,813,000 on its objectives compared to € 8,801,000 in 2018. The reduced spending is particularly due to 2018 being the final year in which the Schoenmaatjes campaign was organised. This caused spending to be reduced by € 1,146,000.

For the other objectives, spending was reduced by a joint total of € 842,000 due to various causes. Despite lower spending in 2019 compared to 2018 and the lower number of projects, a relatively greater impact was achieved with fewer projects. This was especially noticeable in our Skills projects due to the end of the Learn4Work-programme in 2018. The number of young people that were trained and those who had jobs and the number of trained teachers is higher than in 2018. This increase is caused by a change of strategy, where we primarily chose to scale up projects (for example by collaborating with a government, so the quality of education could be increased across a larger area) to achieve greater impact while applying the same effort.

The income of Edukans was also reduced by € 1,395,000 in 2019 (€ 1,080,000 due to the Schoenmaatjes campaign) resulting in a net

deficit of € 129,000 (the deficit was budgeted at € 242,000).

Edukans continued the project SINCE (Stemming Irregular Migration in North and Central Ethiopia) in 2019, a project financed by institutional funds from the EU that contributes to the objective EDUworks. The reduced spending and the income from institutional funds compared to the budget is mainly caused by the delay in the execution of the SINCE projects. In order to enable spending the remaining budget in 2020, the donor accepted a no-cost extension until the middle of 2020.

We are grateful that the income from private individuals and companies remained stable compared to 2018.

The table on the next page provides a comparison between the realisation and the budget of Edukans.



	€ * 1,000
Budget	243-
A. Lower other income	376-
B. Lower income from institutional grants	1,194-
C. Lower spendings on objectives	1,600
D. Lower fundraising costs and management/administration	91
E. Higher Financial income and expenditure	9
F. Lower result participation	16-
Net result	129-

Key figures

Our performances can be measured in key figures. This table shows our level of perfor-

mance in relation to the budget of 2019 and previous years.

€ * 1,000	2019	Budget	2018	2017	2016
Incoming revenues	8,144	9,714	9,540	8,048	9,317
Other income	-	-	-	-	1
Total revenues	8,144	9,714	9,540	8,048	9,318
Spent on objectives	6,813	8,413	8,801	7,609	7,295
Fundraising expenses	1,337	1,436	1,243	1,454	1,189
Management and administration expenses	240	232	261	270	353
Total expenditure	8,390	10,081	10,305	9,333	8,837
Net financial income and expenditure	109	100	110	125	112
Result from participation	8	24	25	5	-1
Net result	-129	-243	-630	-1,155	592

Income

The income from private individuals shows a decrease compared to 2018. On the one hand this is due to the end of the Schoenmaatjes campaign (€ 1,080,000), while on the other hand the income from donations was higher (€ 98,000) and the contribution from the Exchange programmes was higher (€ 113,000) as well. In 2019, Edukans also received an amount of € 442,000 in legacies (2018: € 382,000). The commitment from the Nationale Postcode Loterij in the amount of € 500,000 per year contributes to stable income.

Expenses

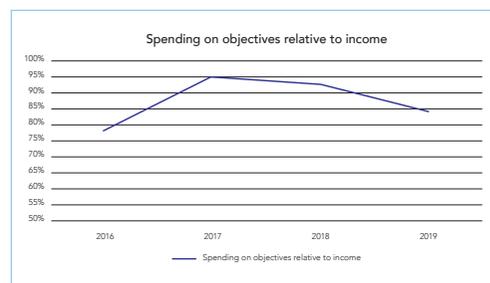
The expenses are geared to the income received and as such, these are lower than budgeted. The organisation is also better aligned with the amended form of financing, in order to be able to work as flexibly as possible and respond to opportunities in the market as properly as possible. The costs of fundraising saw a limited rise in 2019 and there was a slight reduction of the management & administration costs.



Cost percentages

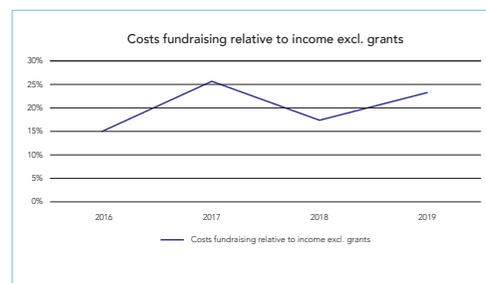
	2019	Budget	2018	2017	2016
Spending on objectives relative to income	83,7%	86,6%	92,3%	94,6%	78,3%
Spending on objectives relative to expenditure	81,2%	83,5%	85,4%	81,5%	82,6%
Costs fundraising relative to income	16,4%	14,8%	13,0%	18,1%	12,8%
Costs fundraising relative to income excl. grants	22,9%	23,1%	17,2%	25,4%	15,5%
Costs management & administration relative to expenditure	2,9%	2,3%	2,5%	2,9%	4,0%

The spending percentage in relation to the income shows an increase befitting the budget. In the development of the cost percent-



The percentage spent on objectives is in line with the ambition included in the budget.

ages the increase of the costs for fundraising is shown.



This graph shows an increase of the fundraising costs percentage-wise in 2019, the absolute costs remain below budget.

Reserves and funds

	2019	2018	2017	2016
Continuity reserves	2,410	2,424	2,399	2,399
Earmarked reserves	788	764	1,264	2,266
Restricted funds	364	516	670	822
	3,562	3,704	4,333	5,487

The result of 2019 caused a reduction of the earmarked reserves. The level of the continuity reserve is maintained. This provides Edukans with sufficient reserves to pursue its objectives. A part of its equity is designated for specific objectives. The continuity reserve may not exceed 1.5 times the annual costs, according to branch organisation Goede

Doelen Nederland. Based on the definition from the branch organisation, the maximum continuity reserve of Edukans is € 4,757,000. Edukans complies with this standard, with a continuity reserve of € 2,410,000.

Budget 2020

Incoming revenues	Budget 2020
Individual giving	3,966,000
For profit organisations	135,000
Lottery organisations	655,000
Institutional Grants	1,444,000
Other non-profit organisations	1,831,000
Total revenues	8,031,000

Spent on objectives	
A. EDUstars (Quality basic education)	1,865,000
B. EDUworks (Vocational training)	1,902,000
C. Gender (Equal opportunities for boys and girls)	159,000
D. Refugee education	217,000
E. Capacity-building	499,000
G. Exchange programmes for teachers and students	942,000
H. Information activity	862,000
Total spent on objectives	6,446,000
I. Fundraising expenses	1,525,000
J. Management and administration expenses	248,000
Total expenditure	8,219,000
Result before financial income and expenditure	-188,000
Net financial income and expenditure	100,000
Result from participation	27,000
Net result	-61,000

A negative result of € 61,000 is budgeted for 2020. Edukans aims to achieve a balanced budget, while still having an impact on the objectives that were set. Through changes in the organisation and improved balancing of income and expenses, Edukans envisages

an improvement compared to 2019, just as in 2018. The earmarked reserves of Edukans (€ 788,000 as per 31 December 2019) and the designated funds (€ 364,000 as per 31 December 2019) also enable Edukans to accept a limited deficit.



Prospects for 2020

Two main programmes

In 2020 the primary focus will be on two main programmes, set out by Edukans in its strategic agenda for the coming years: making the effort to increase the quality and relevance of basic education and continuation of the emphasis on vocational education, which will provide young people with a greater chance of landing a job. The efforts made for basic education concern the realisation of as many STAR schools as possible in the countries where Edukans is active. As a conclusion of the 2016 – 2020 strategic agenda we want to achieve the number of 2,000 STAR schools in 2020, enabling 1.5 million children to benefit from proper basic education. This should mainly be evidenced by a reduction of the number of dropouts and improved pass rates. Besides this, there will be extra efforts towards basic education for girls, among other things through programmes for life-skills. More than before, Edukans also wants to focus on the availability of education in crisis areas like Lebanon, Syria and Ethiopia (Eritrea). In 2019, Edukans received a National Postcode Lottery award of € 1,550,000 for an additional Active Teaching and Learning project that will also be used for new Star Schools in 2020.

The second priority is to make an effort for formal and informal vocational education. Unemployment among young people, particularly in Africa, is one of the causes for migration and poverty. It is crucial to realise new perspectives for young people. In recent

years, we gained a lot of experience with this using the programme Learn4Work. In 2020 there will be new options at the ministry to address the problems of migration and to realise more work for young people. Edukans will most certainly make extra efforts for this.

Internationalisation

The ambitions referred to in the field of basic education and skills education are the core of the Edukans policy up to and including 2020. In order to work on this effectively, we are building an international network of partners in the field of education. The key here is to stimulate capacity development in the countries where Edukans is active: capacity in the field of local fundraising, capacity in the field of schooling and training (a network of qualified trainers) and capacity for the support and management of national programmes. We want to strengthen this strategy to reduce the dependency on the Netherlands. At the same time Edukans will seek to collaborate with other development organisations that specialise in the field of education. Edukans wants to distribute its expertise as much as possible through third parties in the form of training and products, to raise the impact on the level of education in developing countries. Finally, large donors will be deployed through international fundraising in order to raise additional funds for the two programmes referred to.



COVID-19

The COVID-19 pandemic is causing extreme disruption worldwide to all essential sectors, including education. UNESCO reported schools are closed in 188 countries meaning almost 1.6 billion children and young people cannot attend school. For developing countries, the consequences of this global education crisis are disastrous.

For Edukans, this situation also has an impact on the level of activities. Due to the Coronavirus, our employees work from home as much as possible. This requires flexibility from our employees.

We are working closely with our partners, collaborating with other education and

development organizations and maintaining contact with the Ministry of Foreign Affairs. Edukans' crisis program focuses on three pillars:

1. For the duration of the current situation, provide guidance to parents;
2. Make sure every child goes back to school after the crisis and
3. Provide socio-emotional support to teachers and pupils.

Although the financial impact of this crisis, which we have not experienced before, was not fully clear at the time of preparing the financial statements, in our opinion, based on available information, the going concern assumption of the Edukans foundation is not affected.



FINANCIAL STATEMENTS 2019, EDUKANS FOUNDATION

Consolidated balance sheet at December 31, 2019 (after result allocation) (in euros)

	Ref.	December 31, 2019	December 31, 2018
ASSETS			
Fixed assets			
Financial fixed assets	1	227,043	250,000
Current assets			
Receivables	2	6,580,680	4,760,026
Cash	3	140,852	317,950
		6,646,532	5,077,976
Total assets		6,948,575	5,327,976
LIABILITIES			
Reserves and funds			
Reserves			
- Continuity reserves		2,409,880	2,423,867
- Earmarked reserves		788,090	764,302
		3,197,970	3,188,169
Funds			
- Restricted funds		364,235	516,481
		3,562,205	3,704,650
Provisions	5	40,486	67,850
Short term liabilities	6	3,345,884	1,555,476
Total liabilities		6,948,575	5,327,976



Consolidated statement of income and expenditure, 2019 (in euros)

	Ref.	Actual 2019	Budget 2019	Actual 2018
Incoming revenues	7			
Individual giving		3,434,403	3,661,905	4,242,842
For profit organisations		112,992	75,000	166,354
Lottery organisations		510,000	500,000	500,000
Institutional Grants		2,309,929	3,503,675	2,323,454
Other non-profit organisations		1,776,972	1,973,048	2,307,044
Total revenues		8,144,296	9,713,628	9,539,694
Spent on objectives	8			
A. EDUstars (Quality basic education)		1,415,977	1,663,879	1,580,649
B. EDUworks (Vocational training)		2,832,477	3,347,581	2,875,292
C. Gender (Equal opportunities for boys and girls)		148,224	319,940	369,555
D. Refugee education		445,644	919,923	555,713
E. Capacity-building		394,054	220,856	711,244
F. Edukans Schoenmaatjes		12,214	53,340	1,157,893
G. Exchange programmes for teachers and students		928,068	967,995	889,766
H. Information activity		636,771	919,595	660,414
Total spent on objectives		6,813,429	8,413,109	8,800,527
I. Fundraising expenses		1,336,732	1,435,619	1,242,634
J. Management and administration expenses		239,887	232,200	260,905
Total expenditure		8,390,048	10,080,929	10,304,066
Result before financial income and expenditure		-245,752	-367,301	-764,372
Net financial income and expenditure	9	109,236	100,000	110,275
Result from participation	10	7,204	24,315	24,603
Net result		-129,312	-242,986	-629,494
Additions to/withdrawals from:				
Continuity reserve		-854	0	22,820
Earmarked reserves		23,788	-152,986	-499,195
Restricted funds		-152,246	-90,000	-153,119
		-129,312	-242,986	-629,494

Consolidated cashflow statement 2019

	2019	2018
Cashflow from operating activities		
Result before financial income and expenses	-245,752	-764,372
Adjustments for:		
- Change in provisions	2,797	-891
	2,797	-891
Movements in working capital		
- Change in current assets	-1,820,654	1,265,831
- Change in current liabilities	1,790,408	-293,644
	44,754	972,187
Cash generated from operations	-273,201	206,924
Interest received	109,236	110,275
Net cash generated from operating activities	-163,965	317,199
Cashflow from investing activities		
none		
Cashflow from financing activities		
none		
Net cashflow	-163,965	317,199
Exchange gains/(losses)	-13,133	751
Net decrease/increase in cash	-177,098	317,950
Cash and cash equivalents at beginning of period	317,950	0
Cash and cash equivalents at end of period	140,852	317,950
Change in cash and cash equivalents	-177,098	317,950

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 2019 the Edukans Foundation Ethiopia financial statements are included in the consolidated financial statements.

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 Jaarverslaggeving). 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

The activities of the offices in Malawi, Kenya and Ghana/Uganda were still limited in 2019, meaning that limited expenses were incurred.

For this reason, these international foundations are not consolidated in 2019. 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.

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 neces-

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

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.

Participations (associates), over which significant influence can be exercised, are valued according to the net asset value method. The net asset value is calculated in accordance with the accounting principles that apply for these financial statements; with regard to participations in which insufficient data is available for adopting these principles, the valuation principles of the respective participation

are applied. If the valuation of an associate based on the net asset value is negative, it will be stated at nil. If and insofar as the Edukans Foundation can be held fully or partially liable for the debts of the associate, or has the firm intention of enabling the participation to settle its debts, a provision is recognised for this.

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.

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.

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.

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.

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.

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.

ACCOUNTING PRINCIPLES FOR THE CASHFLOW STATEMENT

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

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.

All staff are employed by Stichting UnieNzv. The actual personnel costs are subsequently charged by Stichting UnieNzv to Stichting Edukans.

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



NOTES ON THE CONSOLIDATED BALANCE SHEET AT DECEMBER 31, 2019

1. Financial fixed assets

	December 31, 2019	December 31, 2018
PerspActive cooperation		
Balance as of January 1	250,000	250,000
Result for the financial year	-25,000	0
Balance as of December 31	225,000	250,000
B.V. Kwintessens NZV Uitgevers		
Balance as of January 1	0	0
Result for the financial year	32,204	24,603
Withdrawn from provision	-30,161	-24,603
Balance as of December 31	2,043	0
	227,043	250,000

PerspActive cooperation

Edukans is part of PerspActive, the successor of the ICCO Cooperative. In PerspActive, 10 development organisations are working together on joint programming to work towards more jobs for young people in African countries. In 2019 PerspActive organized a successful lobby campaign for more financial means for programs on youth employment. During the year several propositions were made for joined programs in Ethiopia, Uganda and Kenya. Regretfully five members ended the collaboration at the end of 2019 mainly because of lack of results in the joined institutional fundraising. In 2020 the five remaining members will evaluate the cooperation.

B.V. Kwintessens NZV Uitgevers

Kwintessens is a supplier of educational materials for primary schools in The Netherlands. The main focus and specialism of Kwintessens is producing methods and programs on Social Emotional learning (SEL) and religious education.

2. Receivables

	December 31, 2019	December 31, 2018
Accounts receivables	7,318	4,161
Receivables from subsidiaries	6,035,796	4,034,600
Outstanding contributions private initiatives	0	44,296
Various expenses school programmes	30,422	91,507
Legacies	335,567	195,135
Outstanding grants	149,189	89,612
Prepaid expenses Learn4Work	0	248,237
Other	22,388	52,478
	6,580,680	4,760,026

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

'Receivables from subsidiaries' represents the current account relation with the UnieNzv Foundation (€ 5,994,163) and B.V. Kwintessens NZV Uitgevers (€ 41,633). Interest of 2% was received on these amounts.

'Outstanding grants' concerns grants that will be received in 2020 after reporting the final project results to several donors.

Prepaid expenses Learn4Work' represented in 2018 the current account relation with Learn4Work, for which the Edukans foundation acted as a secretary. The remaining amount was settled in 2019.

3. Cash

	December 31, 2019	December 31, 2018
Edukans Foundation	-	-
Edukans Foundation Ethiopia	140,852	317,950
	140,852	317,950

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	Emergency aid	DARE2GO educational exchanges	ICT fund IICD	
Balance as of January 1	2,423,867	692,302	72,000	0	306,718	209,763	3,704,650
Added	0	0	24,000	22,612	0	0	46,612
Withdrawn	13,987	212	0	12,500	0	162,358	189,057
Balance as of December 31	2,409,880	692,090	96,000	10,112	306,718	47,405	3,562,205

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 2019, the maximum continuity reserve is € 4,757,000. The size of Edukans' continuity reserve is 76% of the annual organisational costs (base year 2019). The directorate considers this sufficient for the short term, in view of expected developments in relation to both revenues and expenditure. The result of exchange rate differences 2019, - € 13,133, has been withdrawn from the continuity reserves).

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. An earmarked reserve 'Educational improvement Ethiopia >2020' was set up that can be spent after 2020.

Restricted funds

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

Emergency aid

In 2019, a campaign was 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 offering that previously was provided by Jongeren en Misie under the brand name DARE2GO. Edukans received in 2016 € 400,000. As per January 1, 2019, an amount of € 306,718 remained. For 2019, the net financial result of this activity was positive, therefore a withdraw of 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, 2019 an amount of € 209,763 remained. A sum of € 162,358 was withdrawn from this fund in 2019 and spent on the objective.



5. Provisions

Provision for employee benefits

	2019	2018
Balance as of January 1	37,689	38,580
Addition/withdrawn	2,797	-891
Balance as of December 31	40,486	37,689

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

	2019	2018
Balance as of January 1	30,161	54,764
Withdrawn	-30,161	-24,603
Balance as of December 31	0	30,161

The provision was included for the negative net worth of B.V. Kwintessens NZV Uitgevers, Amersfoort, in which the Edukans Foundation has a 10% share. The net result of the share of Edukans is in € 32,204, whereas the net asset value is € 2,043 per December 31, 2019. This value is presented as financial fixed assets.

Total provisions	40,486	67,850
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6. Short term liabilities

	December 31, 2019	December 31, 2018
Project obligations	113,321	464,613
Personnel expenses	87,541	65,716
Suppliers and trade credits	115,339	59,382
Educaids	9,527	13,527
Prepaid amounts international grants	1,286,175	662,469
Prepaid amounts schoolprograms	33,789	87,278
Prepaid amounts Innovation in joined fundraising children's charities	0	144,453
Prepaid amounts Dutch Postcode Lottery	1,550,000	0
Other liabilities	150,192	58,038
	3,345,884	1,555,476

Grants represents received grants for defined projects with a start date after December 31, 2019. The Grants are mainly received from the Commission des Communautés (EU) (€ 5,571) and Ambasciata d'Italia Addis Ababa (€ 1,026,813), COOPI Cooperazione Internazionale Fondation (€ 237,090) and other (€ 16,701).

Dutch Postcode Lottery represents grants received for the project 'Sustainable and innovative education with Correctbooks!'. The project will start in 2020, therefore the amount is presented as prepaid amounts.

The changes in liabilities for education projects and development cooperation can be summarized as follows:

	December 31, 2019	December 31, 2018
Obligation as at 1 January	464,613	484,020
Commitments in the accounting year	4,668,965	4,843,785
Expired projects	-90,921	-125,417
Payments and credit transfers	-4,929,336	-4,737,775
Obligation as at 31 December	113,321	464,613

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 € 2,947,159 represents conditionally committed funds by international partners for the coming years.

	2020	2021	2022	2023	Total
Projects development cooperation	2,666,991	200,168	70,000	10,000	2,947,159

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 6% lower than estimated in 2019. The main reason is an optimistic budget which is not completely realized. In comparison with 2018, the effect of ending the Edukans Schoenmaatjes campaign is € 1,079,918. Except for the effect of Edukans Schoenmaatjes, the income from individuals raised with € 196,479.

Revenues from individual giving consist of € 2,992,123 of donations and gifts and € 442,280 of legacies.

The revenues from for profit organisations were 51% higher than estimated in 2019.

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

Institutional grants can be itemised as follows:

	2019	2018
Learn4Work	0	681,265
EU Since Amhara	1,171,886	947,727
EU Since Oromia	311,937	141,543
Mastercard Star school and CDSS Malawi	408,407	270,439
EU Secondary Education for girls in Malawi	136,455	60,810
Sky Uganda	85,060	101,606
Institutional fundraising	196,184	120,064
Total	2,309,929	2,323,454

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.

In 2018 the EU funded SINCE (Stemming Irregular Migration in North and Central Ethiopia) projects started in Ethiopia. After a slow start in 2018 the implementation continued in 2019, although the budget is not fully spent. The donor accepted a no cost extension till mid 2020 which gives the opportunity to continue the project in 2020. As a result € 600,000 of the budget was not spent and is forwarded to 2020. Because projects have a multi-annual character, most grants have not yet been finally reported to the donor and approved. Edukans informs donors periodically about project results.

The revenues from institutional grants were € 1,149,426 less than estimated, particularly because the size of the grants from institutional fundraising was lower than expected.

Other non-profit organisations

	2019	2018
Schools	469,247	405,666
Private charitable foundations	1,026,521	1,457,933
Churches	266,873	430,793
Other non-profit organisations	14,331	12,652
Total	1,776,972	2,307,044



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	1,102,183	2,477,898	45,276	414,934	329,022	-	208,731	-	4,578,044
Direct project expenses	1,175	1,431	-	187	-	8,032	241,501	-	252,326
Communication expenses	-	-	-	-	63,676	-	-	324,994	388,670
Personnel expenses	224,691	205,052	80,595	11,881	-	4,182	401,972	251,199	1,179,572
Housing expenses	27,307	29,363	6,313	5,285	-	-	21,435	17,177	106,880
Office and general expenses	54,542	111,274	14,437	12,015	1,356	-	48,985	39,038	281,647
Depreciation	6,079	7,459	1,603	1,342	-	-	5,444	4,363	26,290
Total expenses	1,415,977	2,832,477	148,224	445,644	394,054	12,214	928,068	636,771	6,813,429

	Spent on objectives	I. Fundraising expenses	J. Management and administration expenses	Actual total 2019	Budget 2019	Actual total 2018
(Project) subsidies granted and (project) contributions	4,578,044	-	-	4,578,044	5,474,263	5,752,194
Direct project expenses	252,326	-	-	252,326	273,112	656,191
Communication expenses	388,670	672,682	-	1,061,352	1,311,880	924,691
Personnel expenses	1,179,572	546,296	183,764	1,909,632	2,334,856	2,180,977
Housing expenses	106,880	32,778	10,571	150,229	150,400	143,068
Office and general expenses	281,647	76,660	42,867	401,174	417,489	393,017
Depreciation	26,290	8,316	2,685	37,291	118,929	253,928
Total expenses	6,813,429	1,336,732	239,887	8,390,048	10,080,929	10,304,066

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. In 2018 the campaign Edukans Schoenmaatjes ended. This caused a decrease of € 901,756 (the content of the shoeboxes) which was raised in 2018.

Direct project expenses are allocated to objectives (for example materials, travel expenses).

Communication expenses

	2019	2018
Communication and information	151,874	238,422
Costs for companies, churches, trust funds	3,496	8,504
Costs for individual giving	637,257	589,586
Costs for Edukans Schoenmaatjes and Exchange	15,287	55,497
Costs for innovations	160,381	-11,728
Internationalisation	93,058	44,410
	1,061,353	924,691

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

	2019	2018
Salaries	2,091,981	2,154,483
Social security expenses	341,925	355,260
Pension expenses	232,785	258,824
Internal occupational schemes	104,505	110,640
Personnel costs in projects	-904,399	-755,537
Travel expenses	42,835	57,307
	1,909,632	2,180,977

Numer of FTEs

Program development	22,8
Fundraising	7,0
Management and administration expenses	2,3
Total Edukans Foundation	32,1
Program development	17,0
Fundraising	-
Management and administration expenses	0,5
Total Edukans Foundation Ethiopia	17,5
Total Edukans	49,6

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
Employment	
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	63,891
Holiday payment	5,090
End-of-year payment	5,281
Total GDN annual income	74,262
Social security contributions	6,188
Taxable fee/additions	2,340
Pension costs (employer's share)	8,084
Pension compensation	1,426
Totaal 2019	92,300
Totaal 2018	89,648

The salary of the director of Edukans is in conformity with the Dutch Civil Servants' Pay Decree (BBRA). The managing director of Edukans has a maximum salary set at scale 16. This remuneration falls within the norms of the GDN (Goede Doelen Nederland) annual income, which for Edukans is set at 465 BSD points. According to the GDN norm, the managing director's salary may not exceed € 82,812. 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 €116,400.

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 € 1,105. Mr. A. Holster and Mr. R.W. van Tol each received € 2,210 due to their additional role in the Audit Committee.

9. Net financial income and expenses

	2019	2018
Intercompany interest	109,236	110,269
Other interest	0	6
	109,236	110,275

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

	2019	2018
PerspActive cooperation	-25,000	0
B.V. Kwintessens NZV Uitgevers	32,204	24,603
	7,204	24,603



EDUKANS FOUNDATION NETHERLANDS

Balance sheet at December 31, 2019 (after result allocation) (in euros)

	Ref.	December 31, 2019	December 31, 2018
ASSETS			
Fixed assets			
Financial fixed assets		227,043	250,000
Current assets			
Receivables		6,580,680	4,759,974
Cash		0	0
		6,505,680	4,759,974
Total assets		6,807,723	5,009,974
LIABILITIES			
Reserves and funds			
Reserves	11		
- Continuity reserves		2,399,495	2,399,495
- Earmarked reserves		788,090	764,302
		3,187,585	3,163,797
Funds			
- Restricted funds		364,235	516,481
		3,551,820	3,680,278
Provisions		40,486	67,850
Short term liabilities		3,215,417	1,261,846
Total liabilities		6,807,723	5,009,974

Statement of income and expenditure, 2019 (in euros)

	Ref.	Actual 2019	Budget 2019	Actual 2018
Total revenues		7,761,970	9,713,628	9,550,173
Total spent on objectives		6,460,446	8,413,109	8,852,798
Fundraising expenses		1,336,732	1,435,619	1,242,635
Management and administration expenses		209,690	232,200	241,926
Total expenditure		8,006,868	10,080,929	10,337,359
Result before financial income and expenditure		-244,898	-367,301	-787,186
Net financial income and expenditure		109,236	100,000	110,269
Result from participation		7,204	24,315	24,603
Net result		-128,458	-242,986	-652,314
Additions to/withdrawals from:				
Continuity reserve		0	0	0
Earmarked reserves		23,788	-242,986	-499,195
Restricted funds		-152,246	0	-153,119
		-128,458	-242,986	-652,314



NOTES ON THE BALANCE SHEET AT DECEMBER 31, 2019

The differences between the consolidated financial statements and the company only financial statements in 2019 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 notes on the consolidated financial statements.

11. Reserves and funds

	Continuity reserves	Earmarked reserves		Restricted funds			Total
		Sustainable programme implementation	Educational improvement Ethiopia >2020	Emergency aid	DARE2GO educational exchanges	ICT fund IICD	
Balance as of January 1	2,399,495	692,302	72,000	0	306,718	209,763	3,680,278
Added	0	0	24,000	22,612	0	0	46,612
Withdrawn	0	212	0	12,500	0	162,358	175,070
Balance as of December 31	2,399,495	692,090	96,000	10,112	306,718	47,405	3,551,820

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

Continuity reserves Edukans Foundation	2,399,495
Continuity reserves Edukans Ethiopia - opening balance	24,372
Net result Edukans Foundation Ethiopia	-854
Effect exchange rate differences	-13,133
Consolidated continuity reserves	2,409,880

OTHER INFORMATION

Adoption and approval of accounts

The 2019 annual accounts were adopted by the management and approved by the Supervisory Board at the meeting of May 11, 2020.

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 2020 that had an influence on the net assets at the end of 2019 and the result for 2019.

COVID-19

The COVID-19 pandemic is causing extreme disruption worldwide to all essential sectors, including education. For Edukans, this situation also has an impact on the level of activities.

Although the financial impact of this crisis, which we have not experienced before, was not fully clear at the time of preparing the financial statements, in our opinion, based on available information, the going concern assumption of the Edukans foundation is not affected.

Auditor's report

The auditor's report by an independent audit firm has been included below.



INDEPENDENT AUDITOR'S REPORT

To: The managing director and supervisory board of Stichting Edukans

A. Report on the audit of the financial statements 2019

Our opinion

We have audited the financial statements 2019 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, 2019 and of its result for 2019 in accordance with the Guideline for annual reporting 650 'fundraising organizations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the consolidated and company balance sheet at December 31, 2019;
2. the consolidated and company statement of income and expenditure 2019;
3. the consolidated cashflow statement 2019; and
4. 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 Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), 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 and organisation;
 - Financial reporting;
- Other information (as part of the financial statements);
- Appendices:
 - Spending per continent and country;
 - List of projects 2019;

Based on the procedures performed as set out below, we conclude that the other information:

- is consistent with the financial statements and does not contain material misstatements;
- contains the information that is required by the Guideline for annual reporting 650 fundraising organizations

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 such 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 organizations' 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 overseeing the foundation's financial reporting process.

Our responsibilities for the audit of the financial statements

Our responsibility is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence to provide a basis 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 11, 2020

Crowe Foederer B.V.

drs. T. Woord RA EMITA CISA

w.g.

APPENDIX 1 SPENDING PER CONTINENT AND COUNTRY

Africa	
DR Congo	34,368
Ethiopia	2,000,588
Ghana	189,144
Kenya	291,238
Malawi	809,052
Mali	62,917
Senegal	8,451
South Sudan	61,765
Uganda	498,013
	3,955,536
Asia	
India	55,641
Lebanon	125,275
Myanmar	9,186
	190,102
Latin America	
Bolivia	39,234
Haiti	43
Peru	32,500
Suriname	35,510
	107,287
non country related	325,119
Total spending	4,578,044



APPENDIX 2 LIST OF PROJECTS 2019

	Projectcode	Commitment 31/12/18	Projects accounting year 2019	Paid in accounting year 2019	Expired projects 2019	Commitment 31/12/2019
1. Africa						
DR Congo:						
Quality education for Children	CD-0000246	32,065	0	0	32,065	0
Active Teaching and Learning, Kinshasa, phase 2	CD-0000376	0	64,020	53,380	10,640	0
Promotion of Child-friendly schools in DRC	CD-2036	0	13,052	13,052	0	0
Ethiopia:						
Employment opportunities and business development in the textile industry	ET-0000210	0	72,486	72,486	0	0
Employment for refugees and host communities, Northern Ethiopia	ET-0000214	207,679	-220	183,915	0	23,544
Early learning programs and development (pre-school)	ET-0000266	0	27,000	27,000	0	0
Expenses for IF officer DEC	ET-0000351	125	0	0	125	0
Reducing irregular migration from Northern and Central Ethiopia (SINCE Amhara)	ET-0000379	0	1,229,774	1,229,774	0	0
Comprehensive Sexuality Education curriculum for refugee schools	ET-0000386	0	14,651	14,651	0	0
Edukans Country Office Ethiopia 2018	ET-0000387	4,712	0	0	4,712	0
Reducing Irregular Migration from N/C Ethiopia (SINCE Oromia)	ET-0000410	0	325,958	325,958	0	0
Partnership for Quality Education in Afar	ET-0000433	0	301,773	301,773	0	0
STAR school Ethiopia 2019	ET-0000440	0	29,506	29,506	0	0
Edukans Country Office Ethiopia 2019	ET-0000446	0	0	0	0	0
SRHR Needs Assessment in 4 Colleges of Teacher Education (CTE)	ET-2033	0	4,498	4,498	0	0

	Projectcode	Commitment 31/12/18	Projects accounting year 2019	Paid in accounting year 2019	Expired projects 2019	Commitment 31/12/2019
Ghana:						
Improve literacy levels of children in Bolgatanga	GH-0000244	0	28,685	28,685	0	0
Edukans Country Office Ghana 2018	GH-0000389	0	0	-10,000	10,000	0
CSE in Starschools 2019-2021	GH-0000439	0	17,814	17,814	0	0
Strengthen Education cocoa district	GH-0000441	0	60,837	43,699	0	17,138
World Teacher Ghana 2019	GH-0000444	0	44,870	44,870	0	0
Agency Edukans Ghana 2019	GH-0000449	0	1,931	1,931	0	0
Edu Q-Card Program	GH-2034	0	14,164	14,164	0	0
Schoolmates Ghana	GH-2039	0	30,844	30,844	0	0
Kenya:						
Girls@Work , Kenya	KE-0000321	204	110,639	110,843	0	0
Training Kenyan Youth for Employment Nairobi	KE-0000392	0	22,205	22,205	0	0
Training Kenyan Youth for Employment Ujima	KE-0000393	0	1,989	1,989	0	0
Basic Education Improvement (BEQUIP) II	KE-0000415	5,339	5,793	11,132	0	0
Edukans Country Office Kenya 2019	KE-0000448	0	150,613	150,613	0	0
Malawi:						
Youth friendly health services in Malawi	MW-0000150	5,542	0	0	5,542	0
STAR -School program, good quality education	MW-0000172	38,438	6,032	6,032	0	38,438
Empowered girls complete secondary education	MW-0000345	0	172,727	172,727	0	0
STAR -School in secondary schools	MW-0000377	21,465	406,806	428,271	0	0
Edukans Country Office 2018	MW-0000388	25,074	0	0	25,074	0
Agri Work Based Learning	MW-0000420	24,962	66,934	91,895	0	0
Going Global Malawi 2019	MW-0000435	0	32,395	32,395	0	0
World Teacher Malawi 2019	MW-0000442	0	44,408	44,408	0	0
Country Office Malawi 2019	MW-0000447	0	75,555	75,555	0	0



	Projectcode	Commitment 31/12/18	Projects accounting year 2019	Paid in accounting year 2019	Expired projects 2019	Commitment 31/12/2019
Promoting reading culture Malawi	MW-2018	0	2,350	2,350	0	0
Emergency Relief in Star Schools in Chikwawa	MW-2032	0	12,500	12,500	0	0
Edukans Country Office Malawi 2019	MW-2040	0	19,963	19,963	0	0
Mali:						
Introduction region specific education	ML-0000243	38,078	62,917	100,995	0	0
Uganda:						
Skilling Youth for Employment in Agribusinesses	UG-0000206	0	88,802	88,802	0	0
Improving the quality of education	UG-0000359	0	60,000	52,500	0	7,500
Learn4AgriBusiness Heifer-Uganda	UG-0000372	0	198,888	198,888	0	0
EDU Q-Card pilot Uganda	UG-0000396	0	47,718	47,718	0	0
World Teacher Uganda 2019	UG-0000443	0	17,458	17,458	0	0
Startup Edukans Office Uganda 2019	UG-0000450	0	85,148	85,148	0	0
Senegal:						
Strengthening African Rural Smallholders (STARS)	SN-0000263	0	8,451	8,451	0	0
South Sudan:						
Access to vocational skills development and income generating opportunities for vulnerable youth	SS-0000198	0	61,765	61,765	0	0
2. Asia						
India:						
STAR -school program, good quality education	IN-0000199	0	3,156	3,156	0	0
Comprehensive sexuality education in schools	IN-0000385	0	6,216	6,216	0	0
World Teacher India 2019	IN-0000427	0	14,297	14,297	0	0
Comenius India 2019	IN-0000429	0	24,334	24,334	0	0
My future, my dream. Capacity building on SRHR	IN-2038	0	7,639	7,639	0	0

	Projectcode	Commitment 31/12/18	Projects accounting year 2019	Paid in accounting year 2019	Expired projects 2019	Commitment 31/12/2019
Lebanon:						
Quality education for Syrian/Palestinian refugees	LB-0000366	0	125,275	125,275	0	0
Myanmar:						
Education needs assessment	MM-0000358	0	9,186	9,186	0	0
3. Latin America						
Bolivia:						
Basic gastronomic and social skills training	BO-0000373	58,168	39,234	77,080	0	20,322
Haiti:						
Edu Q-Card Haïti	HT-0000412	0	43	43	0	0
Peru:						
Aflatoun project	PE-0000220	0	32,500	32,500	0	0
Suriname:						
World Teacher Suriname 2019	SR-0000445	0	30,970	24,590	0	6,380
Edu Q-Card Suriname 2019	SR-2014	0	2,500	2,500	0	0
Parental involvement in identity building Surinamese youngsters	SR-2048	0	2,040	2,040	0	0
4. non country related						
Worldwide:						
Lobby program strategic partnership	NL-0000216	0	189,475	189,475	0	0
Digital Monitoring Tool AKVO	NL-0000294	2,763	114,597	114,597	2,763	0
Global Campaign for Education	NL-0000330	0	23,810	23,810	0	0
		464,613	4,668,965	4,929,336	90,921	113,321

Projects accounting year 2019	4.668.965
Attributed in accounting year 2019	-90.921
(Projects) subsidies granted and (project) contributions	4.578.044



Colophon

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

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