

# *Annual Report and Accounts 2021*

The Hague Academy for  
local governance



# *Annual Report and Accounts 2021*

## Table of contents

<b>1. Introduction</b>	<b>4</b>
<b>2. Our mission</b>	<b>5</b>
2.1 Our Theory of Change	5
2.2 Our programmes	6
2.3 Our impact	8
<b>3. Open subscription courses</b>	<b>10</b>
<b>4. Multi-annual training programmes</b>	<b>11</b>
4.1 MATRA-programmes	11
4.2 Shiraka-training programmes	12
4.3 We are Able!	12
4.4 Cooperation programmes with VNG International	13
4.5 Strengthening the capacity of training institutes	14
<b>5. Short tailor made programmes</b>	<b>16</b>
<b>6. Talent for Governance</b>	<b>19</b>
<b>7. Organisation</b>	<b>20</b>
7.1 Working during and post Corona	20
7.2 Organisational values	21
7.3 Human resources	21
7.4 Internal training and knowledge development	22
7.5 Finance and administration	23
7.6 Quality management	23
7.7 Communication	24
<b>8. Finances</b>	<b>26</b>
8.1 Sources of income	26

8.2 Financial health	26
8.3 Risk management and in control statement	27
8.4 Future development	28
<b>9. Accounts</b>	<b>31</b>
9.1 Balance sheet per 31 December 2021	31
9.2 Profit and loss account 2021	32
9.3 Cash flow statement 2021	33
9.4 Notes to the accounts	34
9.5 Notes to the balance sheet per 31 December 2021	35
9.6 Notes to the profit and loss account	37
9.7 Auditor's report	40

## 1. Introduction

The Hague Academy for Local Governance is a non-profit organisation that aims to strengthen local democracy worldwide. We do this by offering practice oriented training programmes for practitioners of national and subnational governments, NGOs and development partners.

The year 2021 was again a year heavily impacted by the COVID-19 pandemic. Despite the good news about the Corona-vaccines in the beginning of the year, it took until September until most restrictions were lifted. Unfortunately, in November, measures were tightened again and a new lockdown was announced. The insecure situation throughout the year required, again, a lot of flexibility and extra efforts from our team to accommodate learning for all our participants. It is worth a big compliment to all staff that, within the limitations, we managed to offer high quality, interactive training programmes with satisfied clients and participants.

In the first part of the year, all courses were offered online. Participants of the open subscription courses and Shiraka-trainings that normally take place in The Netherlands had to complete their courses online. Although this was a disappointment for many, we managed to limit the number of dropouts through pro-active following up in a personal and empathic way. In September, we could resume our Face-to-Face courses both in The Hague and abroad, but still felt the impact of COVID 19. Extra efforts were needed to make sure participants could get their visa and arrange for extra PCR-testing before and during the courses. Despite these challenges, a lot of energy and inspiration was generated by meeting each other in person again.

Our open course offer in 2021 consisted of seven fully online courses, one blended course, four Face-to-Face courses and the (online) second part of four courses that started already online in 2020. In addition, we organised a wide variety of activities for tailor made programmes, both online and Face-to-Face. Because all activities were online in the first half of the year, training expenditures and income were much less than budgeted for 2021. Other costs, like personnel and office costs, stayed well within the budgeted amounts. All in all we closed the year with a result of € 53,852.

## 2. Our mission

### 2.1 Our Theory of Change

The Hague Academy for Local Governance is a non-profit organisation that aims to strengthen local democracy worldwide. It is our belief that a stronger local democracy will ultimately lead to governments and citizens jointly contributing to stability, sustainable socio-economic development and better public services, thereby improving the quality of life of citizens worldwide.

The local level for most citizens is the first point of contact with the government, where people can raise concerns and participate in decision making. Moreover, due to worldwide decentralisation policies and urbanisation, local governments play an increasing role in tackling global issues such as poverty, migration and climate change. It is our vision therefore, that real development starts at the local level, with local authorities and citizens working constructively together for sustainable development.

We work on our mission by offering practice oriented training programmes for practitioners at national and subnational governments, NGOs and development partners. Our programmes help them to develop awareness, knowledge and skills needed to act as change agents in their organisations and communities.

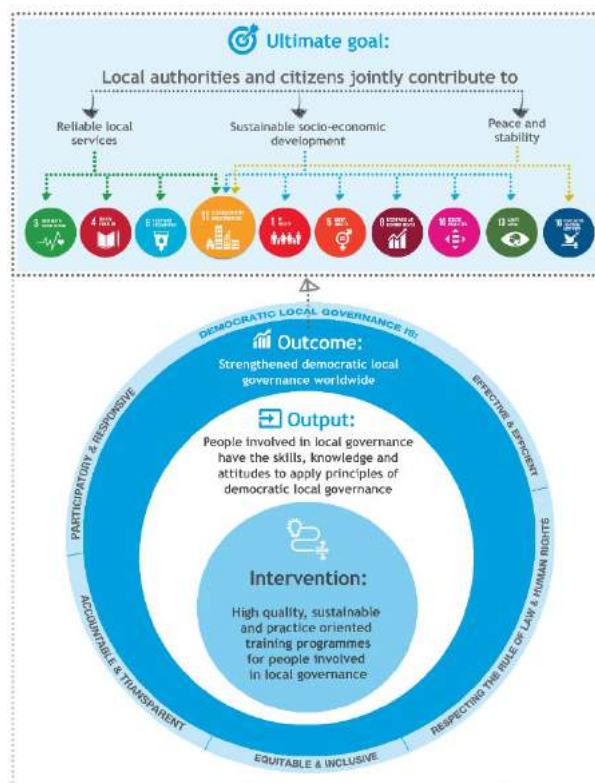


Figure 1 Theory of change



As we aim to for more democratic local governance, we promote the following principles of good, democratic local governance:

- Participation and responsiveness
- Accountability and transparency
- Equity and inclusiveness
- Respecting the rule of law and human rights
- Effectivity and efficiency



"Local governments are a positive and growing force on the global stage. They have borne the brunt of the pandemic and are also in the frontline of the climate crisis. We must strengthen their capacities and deepen the cooperation between local and national authorities. Local governments need access to financing mechanisms and the fiscal gaps they face must be addressed for the world to get on track to achieve the Sustainable Development Goals."

To develop and sustain good democratic local governance, well-functioning institutions at all government levels are required. For that, these institutions need responsible and accountable leaders and skilled professionals. However, leaders and staff often lack the knowledge, experience and incentives to effectively and efficiently manage public services and promote practices of democratic governance. In addition, citizens need more awareness and capacities to effectively engage with their governments and make their voices heard.

Our training programmes support training participants from both government and civil society to increase awareness, develop knowledge and skills and be inspired to act as change agents promoting practices of democratic local governance.

## 2.2 Our programmes

The Hague Academy offers short courses for open subscription, short tailor made training, multi-annual action-learning programmes, Training-Of-Trainers, and training centre support. We also have our scholarship programme Talent for Governance. Programmes are offered Face-to-Face or online, in different languages (English, Arabic, Spanish and French), both in The Hague and abroad.



Figure 2 Overview of programme types

The programmes we design focus on the local level, are practice oriented and offer a combination of expertise, exchange and experience. This approach benefits not only the individual training participants but also impacts their organisations and communities.

### **A local perspective**

Our programmes take a local perspective to development, taking into account all actors at the local level. This means we work not only with local government practitioners but also with national and regional government, who should coordinate and facilitate the local level, as well as with informal power holders and civil society organisations, businesses and development partners.

### **Practice oriented**

Our programmes are action oriented and designed around real life problems. Participants share work experiences and dilemmas with each other, and case studies and tools derived from practice are presented by experts who are practitioners themselves. We reflect with participants about the lessons learned and how they relate to their own local context. To support the change process in their organisations and communities, we help them develop action plans and provide coaching in the implementation.

### **Expertise, Exchange and Experience**

We combine content and training expertise with an active exchange of knowledge between practitioners. Through dialogue, exercises, role play, study visits and innovative learning methods, we involve participants as much as possible, thereby offering an experience that inspires and motivates them for their work back home.

## 2.3 Our impact

In 2021, we trained more than 1,000 training participants, which is comparable to the years before Corona. The figure below shows the percentage of women, which increased from 46% in 2020 to 50% in 2021, as well as the type of organisations the participants work for.

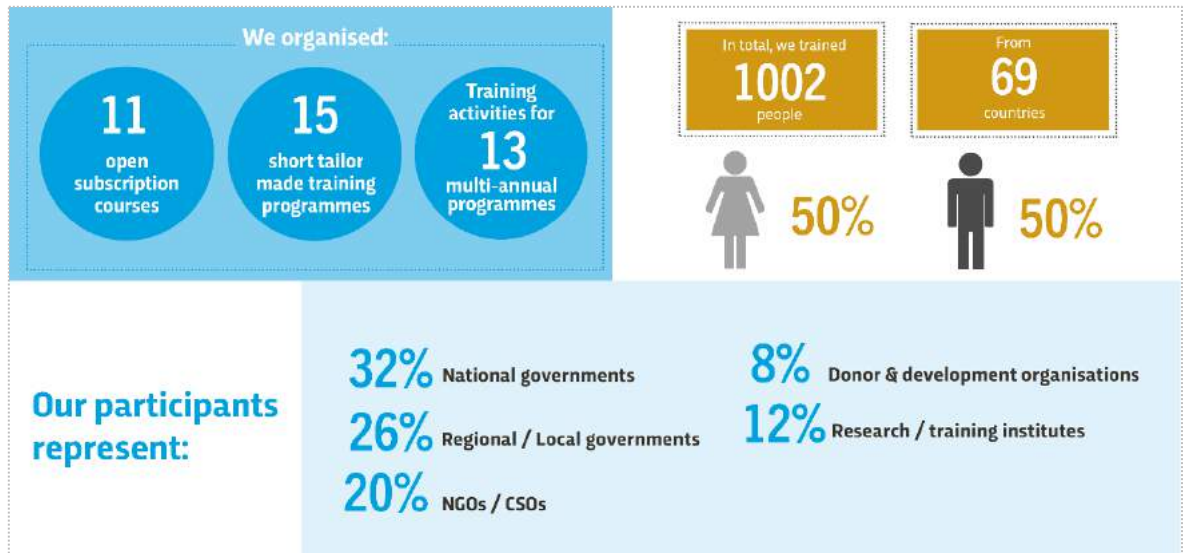


Figure 3 Overview training programmes and participants 2021

Participants rated our programmes with an average score of 4.5 out of 5. Moreover, 98% of the participants thought the programme they took was applicable to their work, and 100% would recommend it to others. The *balance between theory and practice* scored on average 4.3, indicating that we were able to include the practice of local governance in our online courses. The possibility to *interact and share experiences* like in 2020 was rated at 4.1, which is a bit less than in previous years when all courses were Face-to-Face. The appreciation for our staff, experts and study visits scores consistently high with a 4.8.

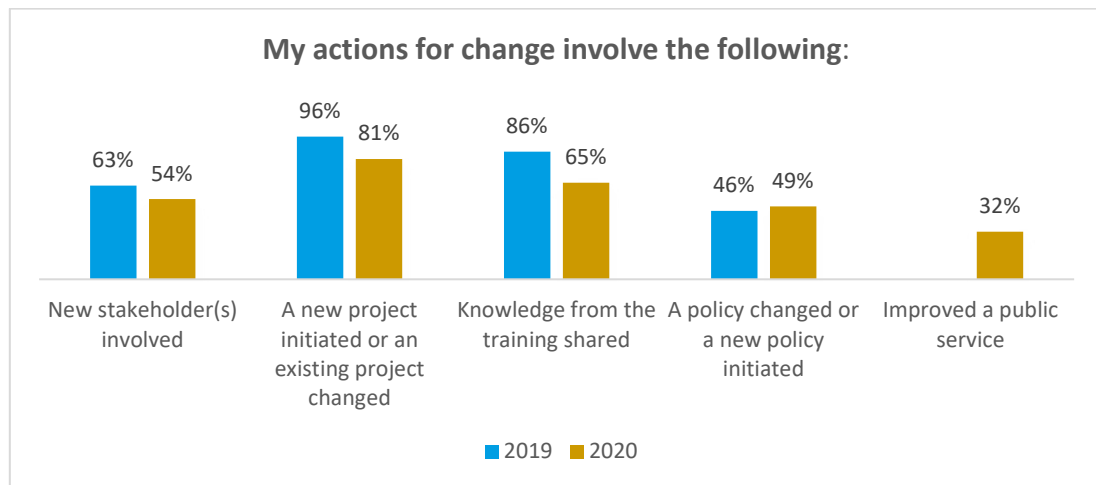
### Long term impact

To measure the change that our open course participants are able to create in their organisations and communities after the training, we annually conduct an impact-survey amongst the participants in the previous year. The survey for 2020, carried out in September 2021, showed that our open courses are effective in creating a professional network of practitioners, although a bit less than in previous years due to the online format. 81% of the participants were still in touch with fellow participants after a year, mostly through WhatsApp. The newly launched alumni-network on Facebook was already mentioned by 19% of the participants as a medium to stay in touch with The Hague Academy and other alumni after the course.

As in previous years, and despite the difficult (local) circumstances due to Corona in 2020, the courses proved to be quite successful in supporting change activities initiated by the participants. A very high percentage of the respondents (91%) initiated change after their



training. The **actions of change** mainly concerned sharing knowledge, involving new stakeholders, and changing or initiating projects or policies.



*Figure 4 Change actions by participants from 2019 and 2020*

When asked about the type of change, most participants reported a combination of a change in the way they worked, a change in their organisation and/or a change in their community. When asked about the success factors for change, the training itself was mentioned as the most important success factor. External factors influencing the success were support from their own organisation (or lack thereof) and (lack of) funding.

### 3. Open subscription courses

In 2021, we organised eleven open subscription courses, plus the second part of several online courses of 2020, which were postponed to 2021 due to Corona. Although we hoped to organise them Face-to-Face in the summer of 2021, these course parts, as well as all courses planned for the first half of 2021, had to take place fully online. Online participation was monitored carefully and extra communication was needed to prevent people from dropping out and making sure they completed their assignments.



*Live session open subscription course 'Urban Governance: Resilient & Smart Cities' 2021.*

Only in the second half of 2021 it was possible to organise in-person training in The Hague again. However, extra measures were needed to guarantee the safety of the participants, the trainers and the experts. Participants had to be vaccinated before they left their countries and were tested on the first day of the training. During the training, we had to maintain social distancing and wearing face masks. Also, getting a visa for The Netherlands became much more complicated than before Corona, and we had to provide regular assistance.

In total there were 257 open course participants in 2021, much more than in 2020 and 2019. However, this number includes 92 participants from 2020 that completed the second part of their course in 2021, mainly scholarship holders. Many self-funded participants choose for a voucher to take the same course in 2022. Without the participants from 2020, the number of participants would be 165, nearly the same as in 2020. The average number of participants per course was a little more than 17. The number of participants in the past three years was distributed as follows:

Participants Open Training	2021*	2020	2019
Self-funded participants	73	68	96
Nuffic-scholarships	184	94	99
<b>TOTAL</b>	<b>257</b>	<b>163</b>	<b>195</b>

*\* Includes 92 participants from 2020 that followed part II of their course in 2021*

## 4. Multi-annual training programmes

Two multi-annual programmes funded by the Dutch Ministry of Foreign Affairs (MFA) were closed in 2021: Every Voice Counts (a strategic partnership programme led by CARE) and the IDEAL-programme of VNG International. We also started our new strategic partnership programme 'We are Able!', in the consortium led by ZOA, and programme extensions were received for the two MATRA-programmes. We acquired two new framework-contracts for two multi-annual Shiraka-programmes.

### 4.1 MATRA-programmes

The MATRA-fund by the Ministry of Foreign Affairs supports the rule of law and democracy in (potential) future EU-countries and countries of the EU Eastern Partnership. In the past year, The Hague Academy implemented the MATRA Rule of Law-training programme (ROLT) led by the Netherlands Helsinki Committee, and our MATRA-programme in Ukraine.

#### **MATRA Rule of Law Training**

In 2021, we offered the annual training programmes 'Decentralisation and Citizen Participation' and 'Integrity of Public Servants'. Together with our partner Netherlands Helsinki Committee, we also developed a new (online) training on public finance management and public procurement, and one on public leadership. The leadership training was offered to the most talented alumni of the past years, and aimed to support them in realising their action plans. The Hague Academy also facilitated several workshops in two alumni events. These events offered an opportunity for alumni to exchange challenges in implementing their action plans and share lessons learned.

#### **Integrity in the Civil Service of Ukraine**

The MATRA-programme 'Promoting integrity in the civil service in Ukraine', aims to strengthen the capacity of the National Agency of Ukraine on the Civil Service (NAUCS) and other Ukrainian government institutions working on the promotion of integrity. In 2021, participants trained in previous years, trained other civil servants and started piloting their action plans. Furthermore, The Hague Academy organised an online workshop on ethical leadership for managers, a series of online workshops about integrity in times of COVID-19 and two online pilot trainings on the request of the Ukrainian School of Government for interested managers or members of selection committees in Ukrainian public institutions. The online platform received a makeover to increase user-friendliness for the participants. A final conference was organised to share lessons learned and offer a networking opportunity for the participating institutions and their Dutch and European partners, and an evaluation was done by an international and a local expert.

## 4.2 Shiraka-training programmes

In 2021, we delivered our annual Shiraka-trainings for civil servants in the MENA-region, as part of our four-year framework contract funded by MFA and implemented by RVO (Netherlands Enterprise Agency) on the following topics:

- Local Governance
- Social Affairs & Employment (together with CNV International)
- Water Management (together with Wageningen University).

Due to Corona, the programmes were offered in alternative way: the Local Governance-training was done fully online, for Social Affairs & Employment we did the second part Face-to-Face in December, and for Water Management the second part was postponed to 2022. Although we could not implement the training parts in Tunisia, CILG VNG International was involved in the online modules, a.o. by delivering digital study visits and online experts.



*Shiraka Social Affairs & Employment, 2021. Left: Live session /Right: Face-to-face training in the Netherlands.*

On the request of RVO, we also implemented three tailor made Shiraka Water-trainings: one for Iran, one for Iraq and one for the Gulf-countries. The first two were implemented fully online and finalised in 2021. The training for the Gulf-countries started online in 2021 and will have Face-to-Face trainings in Oman and The Netherlands in 2022 as well as an online refresher training. Leads to follow up Shiraka Local Governance and Shiraka Social Affairs & Employment with tailor made training programmes did not materialise, mainly due to the difficulties for participants, due to COVID-19, to jointly elaborate plans to submit to the embassies.

In 2021, we also acquired two new Shiraka framework contracts: one on Ecosystems for Entrepreneurship and one on E-government (together with the Dutch partner PBLQ). We started the Ecosystems training for Algeria with an in-country kick-off meeting, an online module on basic concepts, and a training in Algiers.

## 4.3 We are Able!

The 'We Are Able!'-programme, implemented by a consortium with ZOA (lead), VNG International, See You, Leprazending and ADF, and funded under the 'Power of Voices'-

partnership with the Dutch Ministry of Foreign Affairs, started its activities 2021. A baseline study was conducted in Burundi, DR Congo, Ethiopia, Sudan, South Sudan and Uganda and The Hague Academy delivered the first Training-of-Trainer-programmes for the local training teams in Burundi, DR Congo, South Sudan and Uganda. As lead of the knowledge management-component of the programme, The Hague Academy also developed a “learning agenda”, coordinated three scoping studies in DR Congo, Ethiopia and Uganda and co-organised a regional conference in Nairobi.



*Training of Trainers for We are Able!, DR Congo, 2021.*

#### **4.4 Cooperation programmes with VNG International**

In 2021, we delivered several training and action learning activities as part of VNG International’s multi-annual programmes. The final activities took place for the programmes ‘Inclusive Decisions at Local Level’ and ‘Stability Through Resilience’ in Sudan, and new programme was started up in Somalia.

##### **Inclusive Decisions at Local Level (IDEAL)**

The IDEAL-programme of VNG International is implemented in various African countries. For the Mali-programme, we organised a training for (deputy)-mayors on local leadership. In Burundi, we developed a learning brief for the association of local authorities ABELO about inclusive governance. In Rwanda, a training on gender sensitive budgeting was organised and we contributed to the assessment of the ‘Transformative Agents of Change’-programme. Finally, for Uganda, we developed training and supported the roll-out to community gender advocacy platforms and women’s caucus in municipalities. We also contributed to a mapping of inclusive governance, as a point of reference for municipal staff and elected leaders in planning their new activities.



### **Stability through Resilience in Sudan**

As part of the 'Stability Through Resilience'-project in Sudan, a final (online) Training-of-Trainers programme was organised on security sector reform and local human security planning for the capacity building teams of ZOA and World Relief in Darfur.

### **Disaster risk management in Somalia**

In VNGI's project 'Dan Wadaag' in Somalia, THA leads an action learning trajectory in which municipalities are guided by local coaches in designing inclusive disaster risk reduction policies and programmes. In 2021, we assisted in the selection of a pool of local trainer/coaches, conducted a training needs analysis and organised a Training-of-Trainers programme on action learning and coaching.

## **4.5 Strengthening the capacity of training institutes**

The Hague Academy regularly receives requests to support training institutes with developing their curricula and strengthening training facilitation skills. In 2021, we worked on two multi-annual programmes funded by the Nuffic Orange Knowledge Programme (OKP) for tailor made training:

- **Participatory, inclusive education for refugee students and vulnerable youth in Jordan**

This programme aims to strengthen the capacities of teachers at the Luminus Technical University College, a vocational training institute in Jordan. In 2021 we delivered online and Face-to-Face training for eighteen (Master) teachers about adult and brain-based training methods, class design, online facilitation, stress management and trauma sensitivity. The teachers were coached on the implementation of their personal development plans. Seven Master teachers and two management staff took part in a study visit to the Netherlands. Also, an assessment of the admission office was conducted to better understand the causes and numbers of drop-out during admission and study.



*Tailor-made training OKP Jordan, Study visit in the Netherlands, ROC Mondriaan, 2021.*

- **Inclusion, participation and peacebuilding in urban governance in Ethiopia**

This programme is implemented together with the Ethiopian Cities Association (ECA) in order to develop a pool of training experts that can support Ethiopian cities with training and knowledge exchange. After an online Training-of-Trainers and two Face-to-Face trainings delivered by local trainers, pilot-trainings were organised in two Ethiopian cities. Also, six local trainers attended online open subscription courses of The Hague Academy, an evaluation workshop in Addis Ababa was organised, and a trainers curriculum was developed for which we coached the local trainers.



*Tailor-made training OKP Ethiopia, evaluation visit to Bishoftu, 2021*

## 5. Short tailor made programmes

In 2021, we implemented fourteen short tailor made programmes, varying from one day to a year and a half. Most of the projects implemented in 2021 were funded by the Nuffic OKP-programme for tailor made training:

- **Inclusive governance and sustaining peace in Mindanao, Philippines**

This programme aims to train staff of Mindanao State University, who will be responsible for training (future) civil servants in the state of Mindanao. In 2021, eighteen participants were trained online on inclusive adult training methods and on inclusive governance. In order to plan for a Face-to-Face training in The Philippines, an extension of the programme was received for 2022.

- **Strengthening leadership of civil society in Yemen's peacebuilding process**

This project aims to strengthen the knowledge and skills of staff of the SOS Youth Centre for Youth and Development Capabilities. In 2021, we provided online training on gender-sensitive conflict analysis, peacebuilding and leadership, as well as a face-to-face Training-of-Trainers (implemented by the local trainers). Participants developed and started the implementation of action plans to improve their own leadership skills, in order to create more positive change in their environment and better support the delivery of services.



*Tailor-made training OKP Yemen. Face-to-face Training-of-Trainers in Yemen, 2021.*

- **Unplanned settlements, land ownership and water management in Zambia**

This training programme for staff of the municipality of Solwezi, the Ministry of Land and Natural Resources, the Ministry of Energy and the Ministry of Agriculture, was delivered partly online and partly in Zambia by a local trainer. A Training-of-Trainers was organised on training design and delivery as well as a training on land ownership, water management, participatory policy making and inclusive service delivery.



*Tailor-made training OKP Zambia. Content training in Solwezi, 2021.*

- **Improving local water governance and water cycle management in Palestine**

This is a blended training programme on local water governance and water cycle management for staff members from the Palestinian Water Authority and water service companies, focusing on the Salfit and Hebron governorates. In 2021, we completed the first part of the online training online, including a Training-of-Trainers. The second part of the training was held in Amsterdam in November and focused on financing, asset management, study visits, change management and citizen participation.

- **Restructuring water governance and management in Bhutan**

In this programme, we trained staff of the Ministry of Works and Human Settlement in Bhutan, both online and Face-to-Face. Topics included the public policy cycle, climate change and water management, institutional frameworks of multilevel water governance, water for Irrigation, drinking water supply and water pricing, and international water cooperation and diplomacy. The project resulted in a review of the main challenges that are hindering effective water governance in the country and closed with a set of recommendations for the new water framework.





*Tailor-made training OKP Bhutan, 2021.*

- **Decentralisation and community-led governance in Mon State, Myanmar**

The original programme could not be implemented in 2021, due to the political situation in Myanmar, but we developed an adjusted training format with several online, self-paced modules. The programme will be implemented in 2022.

Because of the Corona-outbreak, most leads for short programmes were put on hold or cancelled. We developed, however, several online trainings for VNGI (LGBTI-rights in Albania, Local Economic Development in Algeria and Disaster Risk Reduction in Benin) as well as a one-day (online) training on gender responsive governance for representatives of Ukrainian municipalities on the request of the Council of European Municipalities and Regions (CEMR). This last training aimed to promote the 'European Charter for equality of women and men in local life'.

Furthermore, we engaged in small assignments by MDF (online training sessions on good governance and government accountability for an NGO in Yemen) and CARE (online training on female leadership for students and politically active young women in Sudan). We facilitated a one day Training-of-Trainers for staff of Dutch water authorities involved in the Blue Deal-programme.

Finally, thanks to the extensive knowledge and experience of The Hague Academy with online learning programmes gained in the past two years, we received assignments from our partners VNG International and Netherlands Helsinki Committee, who wanted to learn more about delivering online training. In September, we hosted a group of young Indonesian civil servants in The Hague, and gave them training and coaching in developing online learning programmes.



## 6. Talent for Governance

Our scholarship programme Talent for Governance could not yet start up again due to COVID 19. An important element of the programme is the internship in a Dutch municipality, which was not possible in the past two years. However, we want to approach the Dutch municipalities again in 2022 so that we can have a restart of the programme in 2023. There were no expenses and no donations received in 2021.

## 7. Organisation

### 7.1 Working during and post Corona

2021 was again a challenging year for the organisation. A lot of flexibility was asked from our staff members to adapt to the ever changing and uncertain situation caused by corona. Although we were already quite knowledgeable and experienced in delivering online courses, there was constant insecurity about how to plan and deliver our courses. Also, working from home and delivering training from behind a computer screen for a second year in a row, had an impact on the energy level and motivation of staff. Working from home has its advantages, such as less travel time and less distraction, but the informal social and professional exchange in the workplace was missed. Management therefore invested in regular calls to check-in with their team members. We also continued with the biweekly, online social team meetings for social bonding and team spirit. Luckily, we were able to organise a team event in September and an end-of-year dinner in December.

In March 2021, VNG carried out an employee survey amongst all employees in the VNG-building, to learn about the needs and wishes for online and offline working. It was positive to note that The Hague Academy scored better than average on (distant) support by the manager. Staff of The Hague Academy also felt more secure about their own job and the future of the organisation.

“...my colleagues pay a tireless effort for our clients, pay attention to each other and keep searching for creative ways to motivate each other and clients.”

“ ...making the turn from face-to-face training in The Hague or abroad to an online learning environment and developing this into a great product that we can use also after Corona, that’s what makes me proud.”

“... the creativity of colleagues to continue our work and enjoy despite the difficult situation”

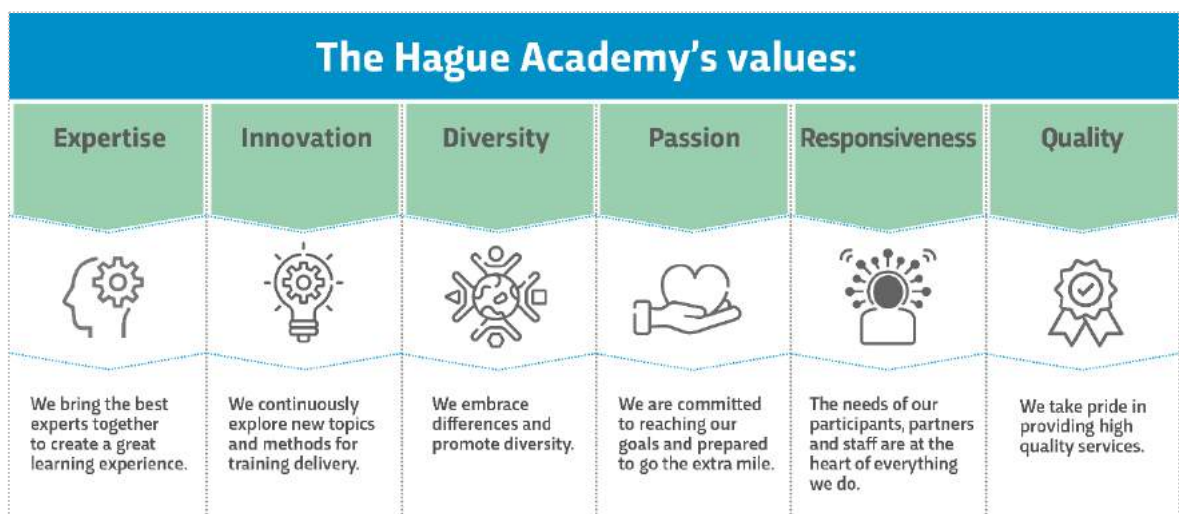
*Quotes from the VNG-survey of THA-staff about the things they are proud of.*

However, work pressure scored also higher than average. Work pressure was already high before COVID-19, but the combination with the COVID-impact and working from home a lot, took a toll on the mental health of colleagues. Support in mental well-being of The Hague Academy’s staff was therefore formulated as a priority for 2022.

The survey also showed that most colleagues would like to work from home more often than before, after Corona-restrictions would be lifted. We therefore did an internal survey to identify needs and wishes with respect to hybrid working, and organised small group discussions to discuss dilemmas. Based on this, guidelines were developed for a hybrid mode of working. These guidelines combine advantages of working from home with the need for (informal) knowledge exchange in the workplace and for new and junior staff and interns learning informally from more senior colleagues. Further, we introduced a monthly allowance to cover costs for working from home and formulated guidelines for working from abroad. The new guidelines were implemented as from September 2021 and will be evaluated in 2022.

## 7.2 Organisational values

In 2021, we continued our brainstorming to gather input for the new multi-annual strategy plan for the period 2021-2025. As part of this, we reformulated the core values of The Hague Academy. These values help us make decisions, plan for the future, communicate with stakeholders and function as a team. In our strategy meeting we discussed the organisational values in small groups and visualised them on mood boards. They will be further elaborated in 2022.



## 7.3 Human resources

In the first quarter of 2021, two new programme officers started working at The Hague Academy and in July a new programme manager joined the team. Moreover, our financial officer and the financial administrator/controller left the organisation in the last quarter of the year, and we were happy to find two capable finance professionals to replace the finance team. Furthermore, our senior programme manager after eleven years decided to continue his career as a project manager for SNV in Mali, and one of our programme

officers joined Oxfam Novib. A temporary programme officer was hired in the last months of the year to assist with communication and Nuffic-scholarships. Despite the corona-related challenges, we were happy to close the year with the complete staff of 23 employees.

To create a clearer development path for junior staff and to manage expectations, we evaluated the role of the programme officers at The Hague Academy and further elaborated the development trajectory to grow towards a programme management role.



*The Hague Academy staff during team event, September 2021.*

## 7.4 Internal training and knowledge development

Staff of the Academy visited numerous (online) events to develop their skills and stay informed about new developments in our field of work. They participated in several trainings and lunch & learn meetings:

- Four people participated in a travel security training
- Two people took a training on writing skills
- One person followed a training on trauma sensitive working
- Programme managers and officers followed an internal Training of Trainers
- Online lunch & learn meetings were organised on:
  - Facilitating online live sessions
  - Serious gaming
  - THA's communication plan
  - The use of 'development'-language
  - Tips and tricks for using Teams



*The Hague Academy team members during strategy meeting, September 2021.*

### **Integrity policy**

In 2021, an introduction session on our equality and diversity policy was included in the introduction programme for new employees. In addition, an inventory of integrity vulnerabilities and possible violations in the different organisational processes was made. Due to the absence of our integrity officer for most part of 2021, and the high work load for the team, meetings about the Code of Conduct had to be postponed to 2022.

## **7.5 Financial administration**

In 2021, a lot of effort went into the handover of knowledge about our financial processes and administration to the new finance team. Due to the elaborate instruction period we were not yet able to invest in ICT-solutions for bookkeeping and reporting. We postponed this to 2022.

We also received the auditor's approval for the first NOW-grant (March to May 2020), a salary compensation for the loss of income due to corona. We requested a grant for the NOW 3.2 period (February to April 2021). For the last NOW-period (May to July 2021) we did not apply for a grant, since we expected our income to be back on the level of before COVID-19.

## **7.6 Quality management**

During the course of 2021, internal audits were done for document archiving, the acquisition procedure and the tailor made training procedure. Recommendations for improving the (implementation of) procedures were followed up. The complaints procedure was put into practice, and a complaints form was published on our website, but no complaints were received in 2021. In March 2021, the control audit for the Partos-ISO 9001:2015 (version 2018) certificate confirmed our quality management system.



We also further developed our Monitoring & Evaluation system:

- In addition to the (online) participant evaluations, and our annual impact survey for open course participants, we started asking feedback from experts that contribute to our courses. In a brief survey they evaluate the training session they did as well as the cooperation with THA staff.
- To gather data about (the impact of) tailor made programmes, we conducted an external evaluation of our MATRA Ukraine programme, which found that the capacity building approach based on 'action learning' proved to be very effective, and recommended to use the remaining budget for increasing support from higher level leadership in the institutions.
- We also organised meetings with CARE and VNGI about the external evaluation report and lessons learned from the EVC-programme.

All recommendations from the (internal) audits and evaluations were integrated in a quality management review, submitted to the quality auditor for the control audit in 2022.

## 7.7 Communication

In 2021, many activities took place to inform our stakeholders about our online course offer. A major accomplishment was the renewal of the website that went live in December 2021. The new website presents our open subscription courses in a much more attractive and user friendly way. It also better showcases both our organisation and the possibly for clients to ask for tailor made programmes that can be implemented worldwide.

Other milestones in 2021 were:

- The launch of the alumni network and a first (online) event in March 2021.
- An update of the CRM-database and marketing properties.
- The writers pool with several external writers for newsletter production, with one main text writer/video editor selected for regular communication support.
- Contributions to different events targeting different audiences (mostly online), a.o.:
  - RVO meeting about business in the Gulf-region;
  - NWP Water Platform Meeting for the Palestinian Territories;
  - Workshop by Oxfam for their strategic partnership in the MENA-region
  - UN Habitat expert team meeting on Governance
  - European Association of Development Institutes conference on Solidarity, Peace and Social Justice
  - Just Peace Month The Hague
  - In
  - ternational Water Week
  - Jury of the Colombian Public Service Awards

## 7.8 Social responsibility

Our social responsibility policy describes how we are looking after our employees and stakeholders, what we do to protect the environment and how we engage the community. The policy aligns with our HR policy (remuneration, personal development, health), our Code of Conduct, our Equality and Diversity Policy and our Travel Security Policy.

Furthermore, in order to reduce our ecological footprint, we have taken environmental friendly measures such as CO2-compensation on our flights and a public transport card for employees. With technical facilities having improved a lot in the past year, online consultation in some cases prove to be a good alternative for Face-to-Face meetings and is encouraged to avoid unnecessary travel. For training delivery, however, Face-to-Face gatherings are most often the preferred mode. Different types of online training methods have been developed though that can replace Face-to-Face training if suitable.

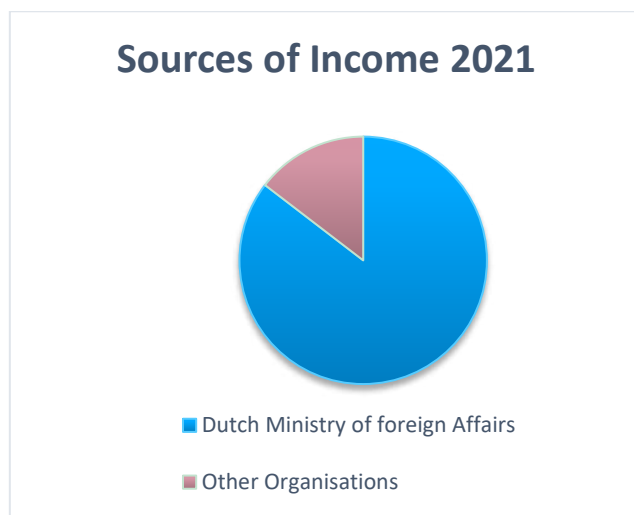
Furthermore, we aim to select suppliers that care for the environment and have a social policy. We work with hotel Court Garden that is qualified with the GAIA Green Award and European ECO-label, and with catering provider Vitam, that applies a 'zero-waste'-policy aimed at recycling food where possible.

## 8. Finances

The total turnover realised by The Hague Academy in 2021 is € 2.60 mln (€ 1.88 mln in 2020), which is € 1.02 mln less than budgeted. The difference is caused by the fact that in the first half of the year all training activities were still online, which led to much less expenditures for scholarships and material costs and therefore less income to cover these costs, a difference of € 985,000. Other income from participants and tailor made projects was a bit less as well. As compensation for income loss in the first three months of 2021, we received a Corona-grant from the Dutch government of around € 76,000.-. Other operating costs for a.o. personnel, housing, office, communication were a bit less than budgeted, so we could close the year with a result of about € 54,000 and keep all our staff onboard.

### 8.1 Sources of income

The figure below shows the sources of income in 2021. Like in 2020, the main revenue for 2021 comes from donor funded programmes that were already contracted and from Nuffic-scholarships funded by the Dutch Ministry of Foreign Affairs (85% in total). Income from other organisations (15%) relates to organisations sponsoring open course participants or asking for tailor made training such as VNG International, the Netherlands Helsinki Committee, CARE and the Indonesian Government. Most leads for short tailor made training, due to COVID-19, were put on hold though. In the coming years we expect that the percentage of funding from donors and clients other than the Dutch MFA will increase.



### 8.2 Financial health

As of 31 December 2021, the financial position of The Hague Academy was as follows:

- the quick ratio for our liquidity position was 1.6;

- the solvency ratio was 34%;
- the amount to be received from debtors was € 41,505, the amount for creditors to be paid was € 136,400;
- there is no need to make a provision for doubtful debts.

The figures above show that the organisation is able to meet both our short and long-term financial obligations. This reflects the ability of The Hague Academy to carry the present current liabilities and supports the continuity of the foundation. Considering the healthy financial position in 2021 and positive expectations for 2022, the financial statements have been prepared by the auditor on a going concern basis.

### 8.3 Risk management and in control statement

In 2020, we developed a risk management framework to identify and analyse risks, their likelihood and impact as well as prevention and mitigation measures. The PARTOS-ISO control audit, conducted in March 2021, reconfirmed that the organisational risks and mitigation measures of The Hague Academy are mapped in a structural way, that extensive thought has been given to the risks related to integrity and security, and that management has adequately taken care of the implementation of policies.

#### Main risks

The main organisational risks for The Hague Academy relate to security issues, which may threaten the security of our staff and lead to postponement or cancellation of activities. The security situation in our countries of work is often hard to predict. The situation in Ethiopia, for example, became suddenly instable in 2021 with armed violence in some parts of the country. Other countries of work with security risks are Burundi, DR Congo, South Sudan and Somalia. In addition, we must also take into account health security risks, such as the recent COVID-19 outbreak or other international or regional epidemics.

To mitigate security risks, we take preventive measures for staff travelling abroad. We follow the travel advice of the Ministry of Foreign Affairs and before travelling prepare a detailed security analysis based on several reliable sources. Staff receive security trainings and our travel and security policies are updated annually. To mitigate risks in the planning of our activities, we continuously monitor and adjust the planning of productive days and keep track of opportunities for new assignments in other countries that can be pursued should planned activities be cancelled. Moreover, in the past year, we developed different distance learning methods that can be applied when travel is impossible for security reasons. In Yemen, for example, we work completely online with a network of local trainers who deliver follow-up training in-country.

The risk of fraud or mismanagement is considered low, since THA has a solid financial control system in place with sufficient checks and balances. Moreover, we do not have local offices abroad and provide only very limited financial amounts to local partners. To mitigate any integrity risks, we are currently further identifying and elaborating our vulnerable work areas and procedures for dealing with violations. Furthermore, as a preventive measure, we organise regular internal lunch meetings about dilemmas of staff in their work.

#### **In control statement**

The Executive Board has acknowledged that The Hague Academy's management has mapped out organisational risks, the likelihood of these risks occurring and the possible impact and has taken appropriate mitigation measures, thereby minimising the occurrence of these risks. The administrative organisation and internal control system, as confirmed in the auditor's report, function at a professional level. The Board therefore has expressed its confidence that the foundation has sufficient control over the identified risks.

### **8.4 Future development**

The budget for 2022 shows a turnover of € 3.709 mln, an increase of around € 96,000 compared to the budget of 2021. This amount is based on the expectation that training will be mainly provided Face-to-Face again, both in The Hague and abroad. Expenditures are budgeted at € 3.703 mln., leaving a net income of € 6,400.

The revenue from open subscription courses is estimated less than in 2021, because we don't have the extra participants from the previous year. Income from tailor made training is estimated higher, mainly because we expect more income from the multi-annual programmes, especially the new Shiraka-programmes. Income from short training assignments is budgeted less than 2021 because we have to start up new leads post-COVID-19. For Talent for Governance, several donations from Dutch municipalities for municipal talents in the second half of the year are expected.

Although income is estimated € 96,000 higher than for 2021, material project costs are budgeted lower, due to less costs for scholarships (100 expected in 2022 versus 176 in 2021). Employee costs are expected to increase in 2022, not only because of two extra staff members halfway the year, but also due to the growth in salary scales of individual staff members and the correction for inflation. Costs for home-work travel are budgeted to be less than before but the home office compensation has increased, and more budget is reserved for staff training. Moreover, we won't receive the NOW-grant anymore in 2022, which was budgeted at € 60,000 in 2021. This all leads to an increase of about € 213,000 for personnel costs. The other operating costs are budgeted € 9,000 lower than in 2021 because of less expected IT-expenses (lower prices for accounts and less consultancy). However, costs for insurances and bank costs are expected to be higher in 2022.



This leads to the following financial forecast for 2022:

Budget	2022	2021
Income open courses	€ 941,045	1,096,468
Income TMT projects	€ 2,746,300	2,508,512
Donations	€ 22,000	9,000
<b>Total income</b>	<b>€ 3,709,345</b>	<b>3,613,980</b>
Material costs open courses	€ 334,000	526,700
Material costs TMT projects	€ 1,324,151	1,247,275
Material costs Talent for Governance	€ 22,000	10,000
Personnel costs	€ 1,749,828	1,536,608
Other operating and financial costs	€ 272,966	281,193
<b>Total expenses</b>	<b>€ 3,702,945</b>	<b>3,601,776</b>
<b>Result</b>	<b>€ 6,400</b>	<b>12,204</b>

At the time of writing this report, the forecast for 2022 shows that we are well on schedule, with an expected higher income for open courses (mainly because of more scholarships awarded than budgeted), multi-annual programmes proceeding according to budget and short tailor made programmes forecasted at 75% of the budget, but with some new leads open for the second half of the year.

Should Corona be back in autumn in such a way that travel becomes more difficult again, we trust we can continue most of our programmes online, thanks to the investments made in the past two years in our staff, curricula and learning facilities. If we have to go back to online training, this will lead to less turnover than forecasted, but due to the lower travel and accommodation costs involved, this will not substantially influence the result.

For the years after 2022, we are glad to have acquired already three new multi-annual contracts for Shiraka-trainings that run until 2026. We hope to acquire two more contracts for the new round of Shiraka-programmes in 2022. Our partnership programme 'We Are Able!' that runs until 2025 will also generate work in the years to come and we are aiming for a continuation of the MATRA ROLT-training programme, other new MATRA-programmes and an agreement with VNGI for a training component in their new, five-year SDLG-programme. Moreover, we are working on an acquisition and fundraising strategy to acquire funds from other donors.

## Governance

The Hague Academy for Local Governance is a foundation under Dutch law. The Board of the Academy per 31 December 2021 consists of Mr. Peter Knip (chair), Mr. Pieter Jeroense (treasurer) and Janny Vlietstra. Membership of the Board is voluntary and does not involve any form of financial compensation other than the reimbursement of expenses.

The Board appoints and supervises the director of the foundation. Mrs. Cecile Meijs was appointed as director as of 1 October 2011. The director takes financial and operational decisions within the policies set by the Board. The salary of the director is in accordance with the remuneration policy of The Hague Academy, as established by the Board in 2008 and revised in 2011. The remuneration policy describes the job positions at The Hague Academy and the accompanying salary scales.

## 9. Accounts

### 9.1 Balance sheet per 31 December 2021

(after appropriation of result)

Assets	2021	2020
(in euros)		
<b>Current assets</b>		
<b>Receivables</b>		
Debtors	41,505	54,677
Taxes and social securities	-	1,719
Other receivables	<u>101,756</u>	<u>109,489</u>
	143,261	165,885
<b>Cash at bank and in hand</b>	<b>1,312,298</b>	<b>1,372,158</b>
<b>Total current assets</b>	<b>1,455,559</b>	<b>1,538,043</b>
<b>Total assets</b>	<b>1,455,559</b>	<b>1,538,043</b>

Equity and liabilities	2021	2020
(in euros)		
<b>Equity</b>		
General reserve	498,916	445,064
	498,916	445,064
<b>Current liabilities</b>		
Creditors	136,400	96,129
Taxes and social securities	117,540	36,125
Pensions	20,313	18,821
Accruals and other liabilities	<u>682,390</u>	<u>941,904</u>
	956,643	1,092,979
<b>Total equity and liabilities</b>	<b>1,455,559</b>	<b>1,538,043</b>

## 9.2 Profit and loss account 2021

	Actual	Budget	Actual
	2021	2021	2020
<b>Income</b>			
Open courses	803,192	1,096,468	352,387
Tailor made projects	1,792,526	2,508,512	1,526,265
Donations	-	9,000	215
<b>Total income</b>	<b>2,595,718</b>	<b>3,613,980</b>	<b>1,878,867</b>
<b>Material costs</b>			
Open courses	213,544	526,700	79,135
Tailor made projects	585,168	1,247,275	485,904
Talent for Governance	-	10,000	4,695
<b>Personnel expenses</b>	<b>1,496,401</b>	<b>1,536,608</b>	<b>1,015,864</b>
<b>Other expenses</b>	<b>240,665</b>	<b>280,193</b>	<b>261,874</b>
<b>Total expenses</b>	<b>2,535,778</b>	<b>3,600,776</b>	<b>1,847,472</b>
<b>Operating result</b>	<b>59,940</b>	<b>13,204</b>	<b>31,396</b>
<b>Financial result</b>			
Finance income	-	-	-
Finance expenses	6,088	1,000	539
	6,088-	1,000-	539-
<b>Total result</b>	<b>53,852</b>	<b>12,204</b>	<b>30,857</b>

### 9.3 Cash flow statement 2021

in euros	2021	2020
<b>Cashflow from regular activities</b>		
Operating result	59,940	31,396
Changes in working capital:		
Taxes	83,134	55,668 -
Changes in receivables	22,624	108,084
Changes in liabilities	219,470-	566,637
	<u>113,712-</u>	<u>619,053</u>
	53,772-	650,448
Received interest	-	-
Paid interest	6,088	539
	<u>6,088-</u>	<u>539-</u>
<b>Cash flow from regular activities</b>	<b>59,860-</b>	<b>649,909</b>
<b>Changes in cash at bank and in hand</b>	<b>59,860-</b>	<b>649,909</b>
Amount cash at bank and in hand per January 1 <sup>st</sup>	1,372,158	722,249
Amount cash at bank and in hand per December 31 <sup>st</sup>	<u>1,312,298</u>	<u>1,372,158</u>
<b>Changes in cash at bank and in hand</b>	<b>59,860-</b>	<b>649,909</b>



## 9.4 Notes to the accounts

The financial statements are prepared in accordance with the Guideline for annual reporting for small organisations not-for-profit (RJKC1) of the Dutch Accounting Standards Board.

### Activities

The Hague Academy for Local Governance aims to strengthen local democracy worldwide. The foundation aims to achieve its goal by increasing knowledge and skills of people working in the field of local governance in developing and transition countries, by raising funds and offering practice oriented training and other projects that contribute to the goal of the foundation.

### Principles of valuation

Receivables are included at nominal value, less any provision for doubtful accounts. These provisions are determined by individual assessment of the receivables.

The pension plan can be defined as a defined contribution plan. Contributions are included in the financial year in which the contributions are paid. Outstanding contributions are included in current liabilities.

All other accounts are valued at nominal value.

### Principles of revenue recognition

Income consists of:

- Subsidies, these are allocated to the financial year in proportion to the actual spent costs;
- Donations, these are included in the financial year in which the donations are received;
- Revenues for services rendered, these are included in the financial year in which these revenues are rendered.

Expenses are recognised in the year in which the expenses are incurred. Provisions for estimated losses, if any, are made in the period that such losses are determined.

### Principles of the cash flow statement

The cash flow statement is drafted using the indirect method. Cash at bank and in hand consists of the amounts held at the bank accounts of the foundation. Received and paid interest is included in the cash flow from regular activities.

### Related parties

The Hague Academy for Local Governance is an independent, non-governmental organisation. The foundation rents office space and facilities from the Association of Dutch Municipalities (VNG) at Nassaulaan 12, but is financially nor administratively related to the VNG.

	2021	2020
Costs for housing and facilities paid to VNGI (in euros)	186,364	214,165

### Principles off-balance sheet

The off-balance sheet commitments regarding workplace, laptops, accounts, ICT support are included in a service agreement with VNG International. The renewal of the contract takes after three years with the possibility to end the commitments one month before end of the contract period with no further commitments.

### Principles after balance date

After balance date, no remarkable developments have taken place. The impact of COVID-19 on the year 2022 has been limited so far, and we have taken precautionary measures to mitigate the risk of COVID-19 spreading again later this year or early next year. These measures justify that the financial report is drawn up on a going concern basis.

## 9.5 Notes to the balance sheet per 31 December 2021

	2021	2020
<b>Receivables</b>		
Debtors	41,505	54,677
Taxes and social securities	-	1,719
Receivables short term projects and others	12,789	77,531
Receivables scholarships	-	-
Advances employees	2,000	1,000
Receivables long term projects	86,967	30,959
	<u>143,261</u>	<u>165,885</u>

No provision for doubtful debts is deemed necessary.

‘Receivables short term projects and others’ is including the NOW-grants that we received from the Dutch government to compensate for COVID 19-related loss of income. The receivables for NOW are in total € 5,800: € 49,400 for NOW 3.1 to be received and liabilities of € 32,600 and € 11,000 for resp. NOW 2.0 and NOW 3.2. The final amounts will be settled in 2022 after the auditor's check and approval.

	2021	2020
<b>Cash at bank and in hand</b>		
Cash in hand	3,385	3,338
Banks	1,308,913	1,368,820
	<u>1,312,298</u>	<u>1,372,158</u>

Cash at bank and in hand consists of amounts at the foundation's bank accounts. All amounts are free at disposal of the foundation.

	2021	2020
<b>Equity</b>		
General reserve		
As at January, 1 <sup>st</sup>	445,064	414,207
Current year result	53,852	30,857
As at December, 31 <sup>st</sup>	<u>498,916</u>	<u>445,064</u>

	2021	2020
<b>Current liabilities</b>		
Creditors	136,400	96,129
Taxes and social securities	117,540	36,125
Pensions	20,313	18,821
Other current liabilities	88,827	74,702
Accruals	593,563	867,202
	<u>956,643</u>	<u>1,092,979</u>

#### Accruals

Work in progress	473,367	761,433
Other amounts received in advance	20,966	19,160
Accrued Holiday allowance and end of year payment	49,749	48,971
Accrued Holidays	49,481	37,349
Net salaries	-	289
	<u>593,563</u>	<u>867,702</u>

The amount mentioned under 'work in progress' consists of € 245,852 payments to be received and € 719,219 payments received in advance.

## 9.6 Notes to the profit and loss account

	Actual	Budget	Actual
(in euros)	2021	2021	2020
<b>Income</b>			
Income open courses	803,192	1,096,468	352,387
Income tailor made projects	1,792,526	2,508,512	1,526,265
Donations Talent for Governance	-	9,000	215
<b>Total</b>	<b>2,595,718</b>	<b>3,613,980</b>	<b>1,878,867</b>

<b>Material costs</b>			
Material costs open courses	213,544	526,700	79,135
Material costs tailor made projects	585,168	1,247,275	485,904
Talent for Governance	-	10,000	4,695
<b>Total</b>	<b>798,712</b>	<b>1,783,975</b>	<b>569,734</b>

### Income and expenditures open courses

The total number of participants in the open training courses was 257. This is eight more than budgeted. In total there were 184 Nuffic-sponsored participants and 73 self-funded participants. Because of the fact that most courses took place online, material costs were € 313,000 below budget. We spent € 40,000 less on the implementation of the training courses (€ 386 per participant instead of € 560). € 273,000 less was spent on tickets and accommodation for Nuffic scholarship candidates (€ 622 per participant instead of € 2,200), which resulted also in less revenues for scholarships. In total, revenues were € 293,000 lower than budgeted:

- € 281,000 less income for covering scholarship expenditures
- € 15,500 less for tuition fees, mainly because 96 participants coming over from 2020 paid only part of the fee and some Nuffic participants didn't finish the (online) course. Therefore, the average fee per participant was less than budgeted (€ 2,285 while € 2,421 was budgeted).
- € 3,500 more revenue for handling fees that we receive for each scholarship (eight more than budgeted).

### Income and expenditures tailor made projects

Most multi-annual programmes could continue online in 2021 and sometimes extra days could be budgeted to develop online and deliver the online programmes. However, due to uncertainties throughout the year, we contracted less shorter assignments than budgeted for. In total, the turnover from tailor made training was € 1.79 mln. which is € 717,000 less

than budgeted: € 663,000 less turnover for reimbursement of material costs for tickets, accommodation etc. and € 54,000 because of less productive days.

Turnover for multi-annual programmes was € 1.21 million. This is € 594,000 less than budgeted, of which € 576,000 because of less expenditures - and thus less reimbursements - for tickets and accommodation: for the Shiraka-programmes € 418,000 and for the We Are Able!-programme € 60,000. The remaining difference is caused by a lower income from realised manhours.

Turnover for short tailor made programmes was € 583,000. This is € 123,000 less than budgeted, of which € 87,000 less for covering material costs (€ 80,000 for the Nuffic TMT-programmes) and the remaining amount because of less productive days.

The productivity rate was slightly less than targeted. For programme managers it was 2% higher than the targeted percentage and for programme officers 5.5% lower.

### Donations Talent for Governance

No talents were invited in 2021 due to the uncertainties with respect to COVID-19.

	Actual 2021	Budget 2021	Actual 2020
<b>Personnel expenses</b>			
Wages and salaries	1,078,981	1,127,599	1,010,855
Social security premiums	204,925	204,934	176,837
Pension premiums	189,727	193,779	171,339
Travel and accommodation	8,004	13,000	12,600
Services third parties	14,400	14,596	11,325
Other employee costs	54,033	42,700	31,043
NOW-grant	53,669-	60,000-	398,135-
	<u>1,496,401</u>	<u>1,536,608</u>	<u>1,015,864</u>

### Personnel expenses

Salaries were € 49,000 lower than budgeted, mainly because the coverage by UWV of parental and sick leave was not budgeted for three employees. Pension costs were € 4,000 less than budgeted. Home-work travel costs were € 5,000 lower than budgeted and costs for employee training € 2,700 less. Other employee costs (social team activities, internet allowance, etc.) were € 10,000 higher than budgeted, as well as the reservation of holidays € 3,700.

The NOW-grant includes € 86,000 for 2021 and a settlement for 2020 of € 32,000. This leads to an income from of € 54,000, which is € 6,000 less than budgeted. The auditor statement for the NOW-grants in 2021 is expected to be received in October 2022.

	Actual	Budget	Actual
	2021	2021	2020
<b>Other expenses</b>			
Housing	62,217	67,942	65,504
Office costs	107,925	136,751	112,143
Auditing	19,000	12,000	23,191
Communication and fundraising	21,826	38,500	38,482
Other costs	29,697	25,000	22,554
	<u>240,665</u>	<u>280,193</u>	<u>261,874</u>

### Other expenses

Costs for housing (rental of office space and workplaces) were € 5,700 lower than budgeted, mainly because costs for laptops (€ 6,300) were reported at 'office costs' instead of 'housing'. Although this led to extra expenditures for the office costs, the total was € 28,800 lower than budgeted. Main reason for this is the introduction of a new, cheaper software package in the last quarter of 2021 (€ 13,500 less) and less expenditures on IT-consultancy (€ 17,400 less). Fewer office supplies were purchased and other office costs were also less because of the closure of the office building due to COVID-19 (in total € 4,200 less). 'Communication and fundraising' costs are less because we spent less on corporate style (€ 5,000), sales promotion (€ 2,100) and conferences/meetings (€ 8,600). 'Other expenses' show less costs for external advice (€ 2,000 less) and higher costs for insurances (€ 4,500 more) and auditing. The latter because of extra costs for the audit of the NOW-subsidy (€ 7,000 more).

	Actual	Budget	Actual
	2021	2021	2020
<b>Financial result</b>			
Financial income	-	-	-
Financial expenses	6,088	1,000	539
	<u>6,088-</u>	<u>1,000-</u>	<u>539-</u>

### Financial result

Higher interest costs were realised for maintaining a high positive bank balance, which resulted in € 5,100 higher costs than budgeted.



**Staff members**

Per 31 December 2021, twenty three staff members were working for the foundation (2020: twenty one).

**Remuneration of executives**

The remuneration of the current members of the executive board which are included in the current year financial statements, amounts to € 0.

**Appropriation of result**

The result for 2021 amounts to € 53,852 and will be added to the general reserve.

**Subsequent events**

Between the time of preparing the financial statements and the balance sheet date there have been no events that give a different view on the annual result for 2021.

## 9.7 Auditor's report

See next pages.