Annual Report and Accounts 2025

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1. Introduction

The Hague Academy for Local Governance is a foundation that aims to strengthen local democracy worldwide by offering practice-oriented training and knowledge exchange. We do this by offering tailor-made training programmes for clients and donor organisations as well as open subscription courses on a wide range of topics related to local governance.

In 2025, The Hague Academy trained more than 1000 practitioners from 50 different countries and different types of organisations: national and local governments, civil society organisations, training institutes, donors, and development organisations. Our programmes strengthened their knowledge and skills on a wide variety of topics and offered practical tools and advice to create positive change in their organisations and communities. Many participants joined our online alumni platform and continued to exchange experiences on- and offline, thereby further expanding The Hague Academy's global network of practitioners in local governance.

In 2025, our open courses saw a sharp drop in participants due to the end of the OKP-scholarship programme funded by the Dutch Ministry of Foreign Affairs. These scholarships for more than fifteen years offered a chance for practitioners from governments and civil society to strengthen their knowledge, skills and international network in relevant themes, offered through our short courses. The end of the scholarships forced us to focus more on self-sponsored participants for our open courses. In the last quarter of 2025, we saw an increase in the number of self-sponsored participants.

We continued our Shiraka- and Matra programmes to strengthen the capacity of national and local governments in the MENA-region and EU-accession countries. We also provided training for the SDLG-programme of VNG International and helped to develop materials to sustain the local trainers of the We Are Able!-programme in different countries in Africa. We trained government staff from the Dutch Caribbean in public sector project management and developed a programme on transitional justice with the High School of Public Governance in Ukraine. We also received a lot of interest for short tailor-made training form different parts of the world. To ensure more sustainable funding in the future, our multi-annual strategy for 2026 - 2030 aims to acquire at least two multi-year programmes. We have also committed to innovating our offer by developing online self-paced-modules, skills training, and long-term partnerships with training institutes abroad.

The outlook for 2026 is challenging but positive. We see countries and donors worldwide investing in the capacity of government staff to become more self-sustaining in promoting economic development, improving services for citizens, and adjusting to global challenges such as climate change and migration. Despite the decrease in donor funding, the demand and support for knowledge exchange and learning remains unchanged. By innovating and adapting our offer we aim to match this demand, so that we continue to realise meaningful impact for local governance across the globe.

2. Our mission

The foundation 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, civil society organisations, training institutes, and development partners.

2.1. Our Theory of Change

The local level is for most citizens the first point of contact with the government. Here, people can raise concerns and participate in decision making. Moreover, with worldwide decentralisation 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.

In our vision, a strong 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. We work on our mission by organising 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. This way, we support the development of well-functioning institutions that effectively manage public services and promote practices of democratic local governance. Moreover, we support citizens to effectively engage with their governments and make their voices heard.

In our programmes, 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

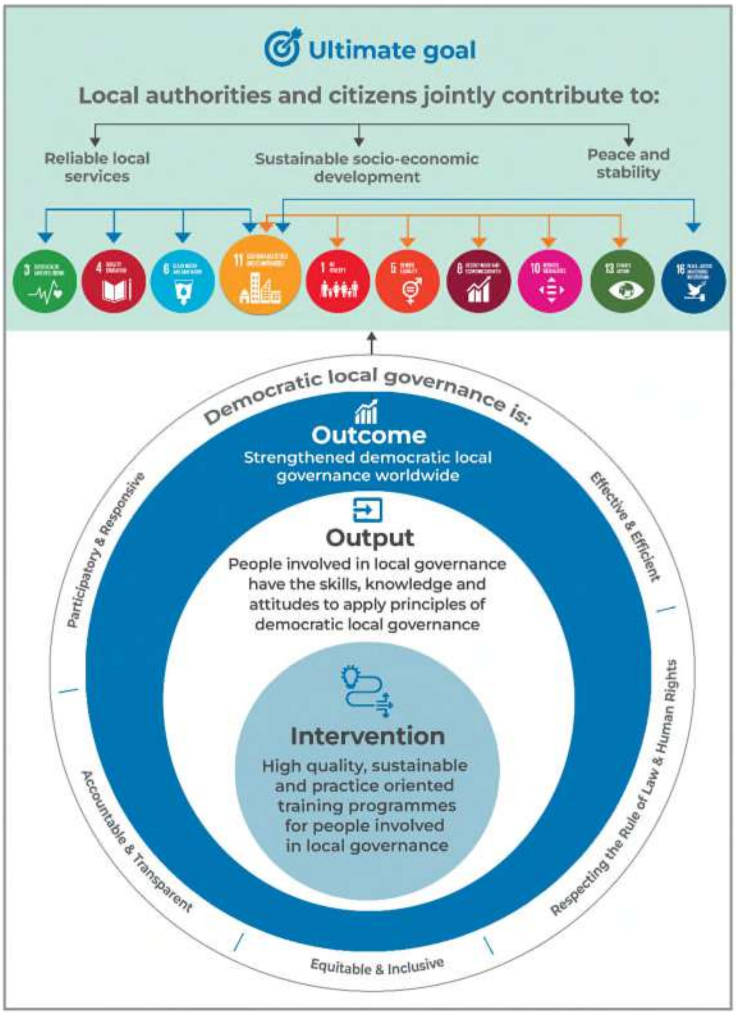


Figure 1 Theory of Change

2.2. Our programmes

The Hague Academy offers short courses for open subscription, short tailor-made training programmes, multi-annual action-learning programmes, Training of Trainer-programmes (ToT) and training centre support. Our scholarship programme Talent for Governance supports young, talented municipal employees in developing and transitional countries with training and knowledge exchange activities. Programmes are offered Face-to-Face and online and in different languages, both in The Hague and abroad.

Together with local partners we also develop multi-annual capacity building programmes. We jointly develop and implement activities tailored to the local context, to ensure long term impact. We usually work with local trainers and support the creation of local trainers' pools to deliver training locally and enhance sustainability of capacity building programmes.

Figure 2 Overview of programme types

The programmes we design are characterised by the following elements:

- **A local perspective**

Our programmes take a local perspective to development, considering all actors at the local level. This means we do not only work with local government representatives but also with national and regional governments, informal power holders in the community, 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. Experts who are practitioners themselves present cases, tools and best practices. With the participants, we reflect on how lessons learned relate to their own local context, and we coach them in the development and implementation of their action plans, so that they can successfully implement their change initiatives in their organisations and communities.

- **Expertise, Exchange, and Experience**

We offer a combination of content expertise, training expertise and we facilitate an active exchange of knowledge between practitioners. Through dialogue, exercises, role play, games, and study visits, we involve participants as much as possible, thereby offering an experience that inspires and motivates them for their work back home.

2.3. Our values

As an organisation, we work with six core values: expertise, innovation, diversity, passion, responsiveness and quality. Our values reflect how we see ourselves as an organisation. They help us make decisions, plan for the future, and function as a team. The values define the way we work and how we communicate with stakeholders: our training participants, clients, and partners.

Figure 3 Our values

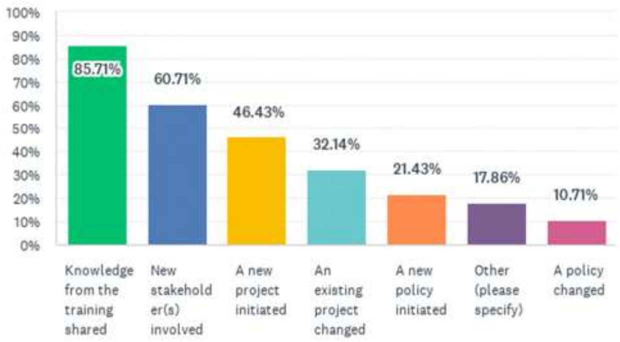
2.4. Our impact in 2025

In 2025, over 1000 persons from more than 50 countries took part in our training programmes. 49% work for national government and 22% for local government. The trend towards national level since 2024 is caused by the termination of the scholarship-progarmme and the phasing out of larger programmes that focused on the local level. 12% of the participants work for a local civil society organisation, and the remaining participants come from international donor and development organisations (8%) or training and knowledge institutes (9%). The percentage of female participants was 44%.

Participant satisfaction
In 2025, participants rated our programmes with an average score of 4.6 out of 5 which is consistent with previous years. Moreover, 100% of the participants thought the training was applicable to their work and 99% would recommend it to others. The balance between theory and practice was rated a 4.5. These scores reflect our continued ability to deliver training that is practice oriented, interactive, and demand driven. Our trainers and our logistical support officers received an appreciation score of 4.8 out of 5.

Long-term impact
Our annual impact survey for the open courses, shows that our open courses are successful in supporting change initiatives by participants. Almost all respondents (97%) tried to initiate change after returning to their home country. These actions included sharing knowledge from the training with colleagues, managers and groups in the community, involving new stakeholders in policies and projects, starting up a new project, or initiating new policies. The results show that the impact of the open trainings extends beyond individual learning and often leads to organisational and policy-related change.
Regarding the success of post-training actions, 68% of respondents indicate that their actions were very or extremely successful. With respect to the training's contribution to these changes, 75% say that the training contributed very much or extremely to the success of their follow-up actions, while the others reported a moderate contribution. The results show that the impact of the open trainings extends beyond individual learning and often leads to organisational and policy-related change.

Q9 My actions for change involve the following (multiple choices possible):



The open courses also proved effective in building and sustaining international professional networks: 72% of the respondents reported that they exchange knowledge and experiences with fellow participants regularly, with 28% more than ten times per year.

3. Open subscription courses

In 2025, we organised eleven open subscription courses for a total of 133 participants. We received 29 scholarship participants, funded by the MENA-Scholarship programme funded by the Dutch government. A new Dutch funded programme for higher and vocational education would be tendered but was put on hold. Unfortunately, in March 2025, the new government decided to cut all funds for higher and vocational training.

The number of self-paying participants in 2025 was higher than in 2024, but less than budgeted. Many regular clients such as USAID, UNDP and GIZ were confronted with unexpected, significant budget cuts at the start of the year. Moreover, from our side, it took a while for the new communication manager and the sales officer to catch-up with the backlog in communication, and to set up and test new digital tools. It was positive to note though, that in the last quarter of the year we saw an increase in open course participants. The introduction of the 50% fee reduction for staff of local authorities and local NGOs in countries on the OECD DAC-list (receiving development assistance) seemed to generate extra interest. In total 30 participants out of 84 joined with a reduced fee.

Participants 2025

	2025	**2024**	**2023**	**2022**	**2021**
Self-sponsored	84	53	94	50	75
Nuffic-scholars	29	85	135	151	165
TfG-scholars	0	8	4	0	0
TOTAL	**113**	**146**	**233**	**201**	**240**

SDG Demo tour Leiden, course Inclusive Service Delivery and the SDGs, 2025

4. Tailor Made training programmes

In 2025, we implemented a wide range of tailor-made training programmes for governments, development partners and training institutes worldwide. These included multi-year programmes such as the Matra Rule of Law Training programme, the Shiraka-programmes in the MENA-region, and the We Are Able!-programme on disability inclusion in Sub-Saharan Africa. We also contributed to programmes managed by partners such as VNG International, and implemented a range of short-term training assignments for other clients.

The programmes covered a broad range of themes, including rule of law, decentralisation, local economic development, migration, climate governance, digitalisation and inclusive governance. Programmes were delivered in the Netherlands and abroad, as well as online and hybrid.

4.1 Europe

In Europe, the focus of our work was on strengthening public sector capacity in the context of EU accession, rule of law and post-conflict governance. This included both long-standing programmes and newly initiated Government-to-Government cooperation.

Matra Rule of Law Training (RoLT)
We continued the Matra Rule of Law Training (RoLT)-programme, funded by the Dutch Ministry of Foreign Affairs, and implemented in partnership with the Netherlands Helsinki Committee and Leiden University. Annual courses on Integrity of Civil Servants, Management of Public Services and Democratic Institutions were delivered for civil servants from EU pre-accession and Eastern Partnership countries.

Albania – Strengthening Local Governance under the Matra G2G Programme
A Government-to-Government (G2G) programme was initiated in Albania under the Matra framework, funded by the Dutch Ministry of Foreign Affairs and implemented by The Netherlands Enterprise Agency (RVO). The Hague Academy leads a consortium with VNG International and Helvetas Albania as partners. The programme supports national and local government institutions, including the Albanian Academy for Local Governance, in strengthening democratic local governance and institutional capacity. Activities in 2025 focused on the inception phase, including kick-off workshops with key stakeholders.

Moldova – Geospatial Data Governance under the Matra G2G Programme
In Moldova, a Government-to-Government programme was initiated under the Matra framework as well, and implemented in partnership with the University of Twente, Kadaster, and the Moldovan Agency for Geodesy, Cartography and Cadastre. The programme supports public institutions in improving geospatial data governance for evidence-based decision-making and alignment with EU standards. Activities focused on the inception phase.

Ukraine – Transitional Justice Programme
We continued to contribute to a multi-year programme on transitional justice in Ukraine, implemented in collaboration with UpRights, as part of an Accountability programme led by IDLO and the Asser Institute and funded by the Dutch Ministry of Foreign Affairs. The programme was extended for an additional two years and focuses on strengthening the capacity of public institutions and professionals to address conflict-related challenges through training, policy development and dialogue.

Georgia – Rural Development in Mountainous Regions
Activities continued under an EU-funded programme on rural development in mountainous regions in Georgia, implemented in partnership with the Innovations and Reform Center. The programme targeted local governments, NGOs and the private sector and reached its final year in 2025. Activities included the development of a report on smart village approaches and the organisation of a final workshop in Tbilisi.

Türkiye – Climate Change Pathways Training and Study Visits
A programme on climate change adaptation and sustainable development was implemented for representatives of national and local government institutions in Türkiye, commissioned by the Spanish organisation Eductrade. The programme combined training sessions and study visits in the Netherlands, focusing on climate resilience, disaster risk management, and sustainable urban development.

Erasmus+ Project on Cultural Heritage and Local Development
The Hague Academy joined the project Collaboration on Cultural Yield through Coaching and Learning Evolution (C-CYCLE), funded by the programme Erasmus+ of the European Union and implemented with The Hellenic Agency for Local Development and Local Government, VNG, and Agência de Promoção da Cultura Atlântica. The project focuses on capacity building and networking for local governments working on cultural development. Implementation of training workshops by The Hague Academy will start in 2026.

Kick-off on Geospatial Data Governance for the Matra-programme in Moldova.

4.2 Middle East and North Africa (MENA)

In the MENA region, The Hague Academy implemented a diverse portfolio of training programmes. This included the annual Shiraka training courses for civil servants, as well as a range of tailor-made assignments funded under the Shiraka-programme for government institutions in the region, commissioned by the Dutch Enterprise Agency RVO.

Shiraka Annual Trainings
Under the Shiraka programme, funded by the Dutch Ministry of Foreign Affairs, annual training courses were delivered for civil servants from the MENA-region through an open application process. The courses combined a training component in the Netherlands with sessions in the region and/or online and online coaching.

Courses covered Local Governance, Social Affairs & Employment, Water Management, Digitalisation of Government and Ecosystems for Entrepreneurs, with the latter reaching its final year. The programmes were delivered in collaboration with partners including PBLQ (Ecosystems), Wageningen University and Research (Water Management) and CNV (Social Affairs & Employment).

Study visit to Werkwijzer, an organisation that helps people with employment, Shiraka-training Social Affairs & Employment

Morocco – Flood Resilience and Water Governance
A Government-to-Government programme on flood resilience and water governance was initiated, funded under the Shiraka-programme. The programme is implemented with the Ministry of National Territorial Planning, Urban Planning, Housing and City Policy and the Ministry of Equipment and Water. Activities focused on the inception phase, including an in-country kick-off workshop that also served as a training needs assessment, identifying priority capacity gaps and initial elements for technical guidelines on flood-resilient urban development.

Morocco – Water Management in Residential Areas
Follow-up activities were implemented for a programme on water management in residential areas for staff of the Ministry of National Territorial Planning, Urban Planning, Housing and City Policy and related institutions. Activities consisted of online sessions on urban water governance, including rainwater collection, water efficiency and institutional coordination, building on earlier training and study visit components.

Yemen – Desalination and Water Governance
A programme on desalination and water governance for staff of the Ministry of Water and Environment of Yemen was concluded in 2025. The programme was funded by the Dutch Ministry of

Foreign Affairs and commissioned by RVO. Activities focused on coaching and an online closing workshop supporting the development of a national desalination roadmap.

Tunisia – Climate-Smart Water Management in Agriculture

The Hague Academy implemented a Government-to-Government training programme on climate-smart water management in agriculture for staff of the Ministry of Agriculture, Hydraulic Resources and Fisheries of Tunisia. The programme was funded by the Dutch Ministry of Foreign Affairs and commissioned by the Netherlands Enterprise Agency (RVO). Activities consisted of two training modules delivered in Tunisia, combining expert sessions, practical exercises and study visits. The programme focused on integrated water governance, climate adaptation and the use of analytical tools to support decision-making in the water–energy–food nexus.

Tunisia – Consular Governance and Digital Innovation Training

A training programme on consular governance and digital innovation was implemented for representatives from Tunisian ministries, commissioned by RVO under the Shiraka Government-to-Government framework. The programme focused on citizen-centred service delivery, digitalisation, interministerial coordination and crisis preparedness.

Oman – Human Rights Capacity Development

A training programme on international human rights was prepared for staff of the Omani Human Rights Commission and partners involved in the country's periodic review on human rights. The programme was funded by the Dutch Ministry of Foreign Affairs and commissioned by RVO. Preparatory activities included a training needs analysis and review of the draft National Human Rights Strategy. The training was postponed and ultimately cancelled.

Egypt – Integrity and Anti-Corruption Training

A training programme on integrity and anti-corruption was implemented for staff of the Administrative Control Authority (ACA) and other Egyptian public institutions. The programme was implemented in collaboration with the Dutch Embassy in Cairo and the ACA. The training focused on strengthening participants' capacity to assess integrity risks and apply practical tools to promote ethical conduct within public institutions.

Lebanon – Training of Trainers for Inclusive Local Governance

The Hague Academy contributed to the SDLG-programme in Lebanon, managed by VNG International. Activities focused on the development of training modules for local trainers on Local Economic Development, Migration and Citizen Participation.

Jordan – Building a Cooperative Ecosystem for Entrepreneurship

The programme on strengthening the ecosystem for entrepreneurship for GIZ Jordan was concluded. Implemented in partnership with the Ministry of Digital Economy and Entrepreneurship of Jordan, the programme targeted senior government officials, focusing on strengthening cooperation within the entrepreneurship ecosystem.

Saudi Arabia – Municipal Licensing and Event Management Training

Training activities were delivered for a delegation from Riyadh Municipality, implemented in collaboration with the Institute for Housing and Urban Development Studies (IHS) and UNDP. The programme targeted municipal officials and focused on licensing procedures and public event management.

Delegation from Riyadh on an architecture tour through Amsterdam.

Libya – Decentralisation and Local Governance Training
We implemented a training and study visit programme for representatives of the Libyan Ministry of Local Government, including the Deputy Minister, under the EU-funded Mousanada programme and in collaboration with Cowater International. The five-day programme in The Hague combined sessions on fiscal decentralisation, municipal finance, local economic development and digitalisation with study visits to Dutch institutions.

4.3 Training in Sub-Saharan Africa

In Sub-Saharan Africa, The Hague Academy implemented a range of programmes aimed at strengthening local governance and service delivery. Activities were carried out under multi-year frameworks such as We Are Able! and the SDLG-programme, in collaboration with international partners, local authorities, local training institutes and civil society organisations.

We Are Able!
Under the We Are Able!-programme, funded by the Dutch Ministry of Foreign Affairs and implemented in collaboration with Dutch and African partners, The Hague Academy contributed to capacity development on inclusive governance in Burundi, DR Congo, Ethiopia, Somalia, Sudan, South Sudan across six countries in Africa. Activities targeted local authorities, organisations of persons with disabilities (OPDs) and national trainers.

In its final year, activities focused on Training of Trainers, refresher trainings, coaching sessions and peer exchange, supporting the development and implementation of Local Inclusion Agendas (LIA) and strengthening advocacy capacities. In several countries, this resulted in the development and adoption of LIA plans, policy proposals and Back Home Action Plans, as well as increased engagement between OPDs and government institutions. To support sustainability, this last year was used to develop training materials, manuals and handover documents and transfer them to local trainers and partner organisations, alongside continued coaching and support. This contributed to the continued use of the LIA-approach beyond the programme period.

Closing event of the We Are Able!-programme in South Sudan.

Somalia – Local Economic Development under the SDLG Programme
Training and coaching activities were implemented in Puntland, Somalia, under the SDLG programme, funded by the Dutch Ministry of Foreign Affairs and implemented by VNG International. Activities targeted Local Economic Development forums involving local authorities, private sector actors and civil society. The programme supported the development of district-level LED-strategies, identification of pilot projects, and enhanced cooperation between LED-Forums and local authorities.

Mali – SDLG Capitalisation workshop
Activities under the SDLG-programme in Mali focused on strengthening the capacity of the programme team to capitalise on results. An online training workshop introduced concepts and methods for documenting and sharing lessons learned, and for embedding results to support long-term sustainability. The workshop supported the identification of key achievements, practices and experiences, which were translated into initial elements for a capitalisation strategy and end-of-programme approach

Zambia – Fiscal Decentralisation and Local Public Financial Management
A programme on fiscal decentralisation and local public financial management was initiated in Zambia, implemented with GIZ and the Decentralisation Secretariat under the Cabinet Office. The programme targets government officials and other stakeholders and aims to develop a locally embedded training course to support the implementation of Zambia's Intergovernmental Fiscal Architecture. Activities included an inception mission and a Training of Trainers programme.

4.4 Training in other regions

Beyond the mentioned activities, we developed and delivered targeted programmes in response to specific capacity development needs.

Pakistan – Institutional Capacity Assessment on Forced Displacement
An inception mission was carried out to support the Ministry of States and Frontier Regions and the Chief Commissionerate for Afghan Refugees, under a programme by GIZ that was funded by the Dutch Ministry of Foreign Affairs. Activities included stakeholder consultations to assess capacity needs and

exploring the establishment of a Centre for Forced Displacement and Migration. No follow-up activities took place due to changing political circumstances.

Pakistan – Climate-Responsive Budgeting for Disaster Preparedness
An agreement was concluded with GOPA Worldwide Consultants to implement a training programme for provincial government officials in Pakistan, in collaboration with GIZ Pakistan. The programme focuses on strengthening knowledge and practical skills in climate and disaster risk management, including budgeting approaches, green public finance and institutional coordination. Implementation was originally planned for 2025 but was postponed to 2026.

Caribbean – Project Management Training for Curaçao and Sint Maarten
We completed a curriculum on project management for civil servants involved in the implementation of the reform packages in Curaçao and Sint Maarten, funded by the Ministry of the Interior and Kingdom Relations (BZK) and implemented in collaboration with VNG International. The programme combined in-country training, online modules and intervision.

Group activity at the project management training in Curaçao.

4.5 Cooperation with training institutes

Cooperation with national and international training institutes continued, focusing on strengthening institutional capacity and supporting sustainable training.

Surinam – E-Learning for District Capacity Development
Online training modules were developed for the Institute of Administrative Officials Suriname (IBAS), as part of the Makandra programme implemented by VNG International and funded by the Dutch Ministry of Foreign Affairs. The modules, intended for civil servants from district administrations, covered citizen participation, conflict resolution and mediation, financial management, and motivational leadership and team management, and were designed to consolidate earlier training and support continued learning through an online platform.

Philippines – Governance and Digital Transformation Training
The Hague Academy implemented two training programmes under the MoU with and financed by the Development Academy of the Philippines, targeting representatives from the Senate and the House of Representatives, as well as local chief executives and senior government officials from provinces, cities and municipalities. The programmes focused on decentralisation, public financial management, public sector leadership and digital governance, combining training sessions and study visits in the Netherlands.

Delegation of parliamentarians from the Philippines on a walking tour through The Hague.

Saudi Arabia – Urban Governance Executive Master Programme
As part of our long-term cooperation with King Saud University, a training programme on urban governance was implemented for participants of the Executive Master, commissioned by the King Abdullah Institute and implemented in collaboration with VNG International. The programme covered topics such as participatory urban governance, municipal finance, integrated urban planning and smart city development.

Kenya – Training of Trainers on Local Governance under the SDLG-programme
Activities continued under the SDLG-programme in Kenya, funded by the Dutch Ministry of Foreign Affairs and implemented by VNG International in collaboration with the Kenya School of Government. Building on the training needs analysis and initial Training of Trainers conducted in 2024, activities in 2025 focused on strengthening the capacity of national trainers to deliver modules on migration and local governance, citizen participation and inclusive service delivery, and conflict prevention and management related to natural resources.

Other short training assignments
Several short training assignments were implemented for different partners. These included sessions on peacebuilding and public service, local governance and development cooperation, a training assignment in Sarajevo on stakeholder management and pitching skills, team cooperation for the Dutch Ministry of Foreign Affairs, and a contribution to an RVO programme for women leaders from the MENA region, focusing on negotiation and consensus building.

5.Talent for Governance

The Talent for Governance pilot-funded by RVO under the Shiraka-programme, did not receive a follow-up in 2025. We reached out to Dutch municipalities to ask for their support for young municipal talents from developing countries who come to The Netherlands for learning and exchange activities. One municipal talent from Togo was selected for the training Inclusive Service Delivery & the SDGs, but unfortunately her visa was rejected. In 2025, we received donations from the municipality of Zwolle and from employees from the VNG, who selected Talen for Governance as a good cause for their Christmas present.

To attract new internship municipalities and donations, we attended the VNG-congress in Eindhoven in June 2025, which generated a list of about 40 interested municipalities. After summer, we mailed them to ask for a donation and contribute either with offering a three-day programme in the municipality or with matching a talent from a developing country with a municipal talent from their own municipality. Some municipalities showed interest, and the municipality of Amersfoort agreed to donate and participate in 2026.

The Hague Academy team at the VNG congress in Eindhoven.

It was encouraging to learn that one of our first Talents from Palestine, Abbas Masalma, who participated in the Local Service Delivery course in 2016 and did an internship at the municipality of Amstelveen, informed us that he became a mayor in Palestine.

"During the Talent Programme, I gained a distinguished experience that included mastering the fundamentals of public administration, local governance, and urban development. It is with great pleasure that I inform you that now, ten years after my participation in the Academy's programme, I have become the mayor of the city of Beit Awwa in Palestine. I extend my sincere thanks to you for your support in developing my capabilities, and I remain hopeful for future cooperation between us."

6. Organisation

As part of our multi-annual strategy, the Annual Plan for 2025 included several actions to improve the quality of programmes, strengthen networks, increase visibility, work more efficiently and promote knowledge development. Although 2025 was a year full of training activities, significant progress was made on these strategic objectives.

6.1 Human resources

There were quite some changes in staff, with four programme managers and the logistic support officer leaving the organisation. Due to the reduced amount of work, we did not need to recruit new staff members. The position of financial project officer was terminated, since many tasks could be automated. A new position of financial project administrator/controller was created to support management and programme managers in drafting project budgets, monitoring project expenses, and drafting and controlling financial project reports.

A temporary sales manager was hired to invest in outreach to potential new clients for our open subscription courses. Although this led to many new contacts in our database, the quality of these contacts and the impact on the number of open course participants was limited. We therefore decided not to continue with this position, also because we reduced the number of open courses for 2026, focusing on the courses that are most in demand. At the end of the year the team was 22 employees.

Quality management and IT
Following the quality audit in February 2025, our Partos-ISO certificate was recertified. The auditors were positive about the quality system and the continuous efforts to improve our work. Our quality coordinator carried out several internal audits, which led to several points of attention and proposals for improvement. Identified points of attention and proposed follow-up actions were discussed in management and staff meetings and led to adjustment of the procedures. We started a.o. to further develop our document management system by describing archiving rules and procedures. To support our project management processes more effectively and efficiently, we also decided to transfer from Exact Globe and Synergy to the project administration module in Exact Online. This way, we will be better able to extract the data and reports, automise booking and sending of invoices, and monitor project income and expenditures. Other advantages of Exact Online is that is updated more regularly than Exact Synergy, more compatible with other applications - for example for CRM - and less costly.

Integrity
The Hague Academy's integrity framework consists of our integrity policy, the Code of Conduct and a reporting procedure, supported by our integrity officer, three internal confidential advisors at VNG, two external confidential advisors and a whistleblower authority. To increase awareness of staff about the integrity framework and how it works in practice, two staff meetings were organised. During these meetings, staff of The Hague Academy did a refresher quiz about our Code of Conduct, practiced with the seven-step model to make morally right decisions and discussed in small groups some of the recurring dilemmas that colleagues face in their work practice. We also discussed ideas to make our Code of Conduct more practical by adding more guidance and tools for specific situations. Talking about common situations and shared experiences was appreciated by the team and provided valuable new insights to further improve our integrity policy.

In 2025, we received a complaint about one of our partner organisations from a former employee of that organisation. After an investigation by our complaints officer, we found that the organisation had followed their complaint procedures properly and that several court decisions have confirmed that the organisation had done nothing wrong. Therefore, no further action was needed towards the partner organisation, which was communicated by a letter to the complainant.

Internal learning
The Hague Academy staff enhanced their expertise through numerous online and in-person events, along with targeted skills development on giving feedback, team collaboration, Code of Conduct adherence and dilemmas, travel security, acquisition and strategic relations management. During internal Training of Trainers-sessions, programme managers discussed innovations and challenges in training design, learning styles, improvisation tools, the use of interactive methods and case studies, and change management. Furthermore, a team meeting was organised as a follow-up to the training on giving and receiving feedback, with the aim of creating a culture open to providing and receiving feedback.

6.2 Acquisition, fundraising and communication

Our acquisition and fundraising strategy aims to realise a stable, relevant and diverse portfolio while at the same time improving the effectivity and efficiency of acquisition support. Within this framework, programme managers developed personal acquisition plans to set priorities for specific themes or regions. To support them, acquisition workshops and brainstorm meetings were organised, and coaching was provided by our internal acquisition coordinator.

To support acquisition and fundraising, we also formulated action points to increase our visibility as part of our multi-annual plan 2021 – 2025. With the loss of scholarships this became even more relevant than before. To attract more self-funded participants, we proactively reached out to relevant organisations through email, events, and social media. Furthermore, we experimented with new search tools to extend our CRM-database, shared more impact stories, and developed a new course brochure that will be published and distributed in 2026. We also organised two online alumni events. Our The Hague Academy alumni ambassadors for all world regions facilitated knowledge sharing of best practices, updates on their Back-Home-Action-Plans and developments in their regions. Furthermore, The Hague Academy's staff members joined events of partners like the Humanity Hub, Partos, VNG International, UCLG, Wo=Men, and the Netherlands Water Partnership. We participated in the UN international procurement seminar in Copenhagen and the annual VNG-Congress, where we reached out to potential Dutch internship municipalities for the Talent or Governance-programme.

6.3. Social responsibility

Our social responsibility policy describes how we look 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, Code of Conduct, Equality and Diversity Policy and Travel Security Policy.

To reduce our CO2-footprint, we organise meetings online as much as possible, and when in-person training is required abroad, we have agreements with our travel agency about CO2-compensation on our flights. For travel in the Netherlands and neighbouring countries, our policy encourages travel by public transport. Furthermore, in our procurement we prioritise 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 the European ECO-label, and with catering provider Vitam, that applies a 'zero-waste'-policy aimed at recycling food where possible. In the training programme in Curacao, social enterprises were hired to provide lunches.

7. Finances

In 2025, our operations resulted in a loss of - €75,494. With an interest of € 8,000 the result over 2025 is - € 67,562. This amount will be deducted from the general reserve.

The total turnover in 2025 is € 3.31 mln (€ 738,500 less than budgeted). There is less income from open courses (€ 364,000) due to less participants as well as less revenue from tailor made training (€ 244,000). The lower income for tailor made training is fully caused by less coverage for material costs. Income for Talent for Governance is € 130,000 less than budgeted because the RVO-pilot programme could not continue.

The total expenditures in 2025 are € 3,39 mln (€ 616,000 less than budgeted). For the open courses material costs are less, mainly due to less (scholarship) participants. For tailor made training and Talent for Governance, material costs are less as well. Other operating expenses are € 120,000 less than budgeted: € 113,000 less for personnel costs and € 6,500 less for other expenditures.

7.1. Key performance indicators

In 2025, eleven open subscription courses were delivered (twelve budgeted) with a total of 113 participants (168 budgeted). The average number of participants per course was ten (fourteen budgeted). Of the total, 84 were self-paying participants (120 budgeted) of which 30 with a 50% reduction on the course fee. 29 participants were scholarships participants (36 budgeted) participants and there were no Talent for Governance participants (12 budgeted). The total of 113 participants represents 67,26% of the budgeted number of participants.

The total number of TMT days in 2025 was 1872 (1877 budgeted).

7.2. Sources of income

The figure below shows the sources of income in 2025. Compared to 2024, the percentage of revenue coming directly or indirectly from the Dutch Ministry of Foreign Affairs (MFA) decreased considerably from 73% to 62%. This share comes from different sources, mainly the MATRA- and Shiraka-programmes and the Ukraine Accountability programme, and the Orange Knowledge Programme (scholarships). Other subsidies account for 4.6% of the total revenue, coming from GIZ, the European Commission and the Dutch Ministry of Interior. Income from other organisations (sponsors of open course participants and clients for on-demand training) was 33%. Most these funds also come from subsidised programmes.

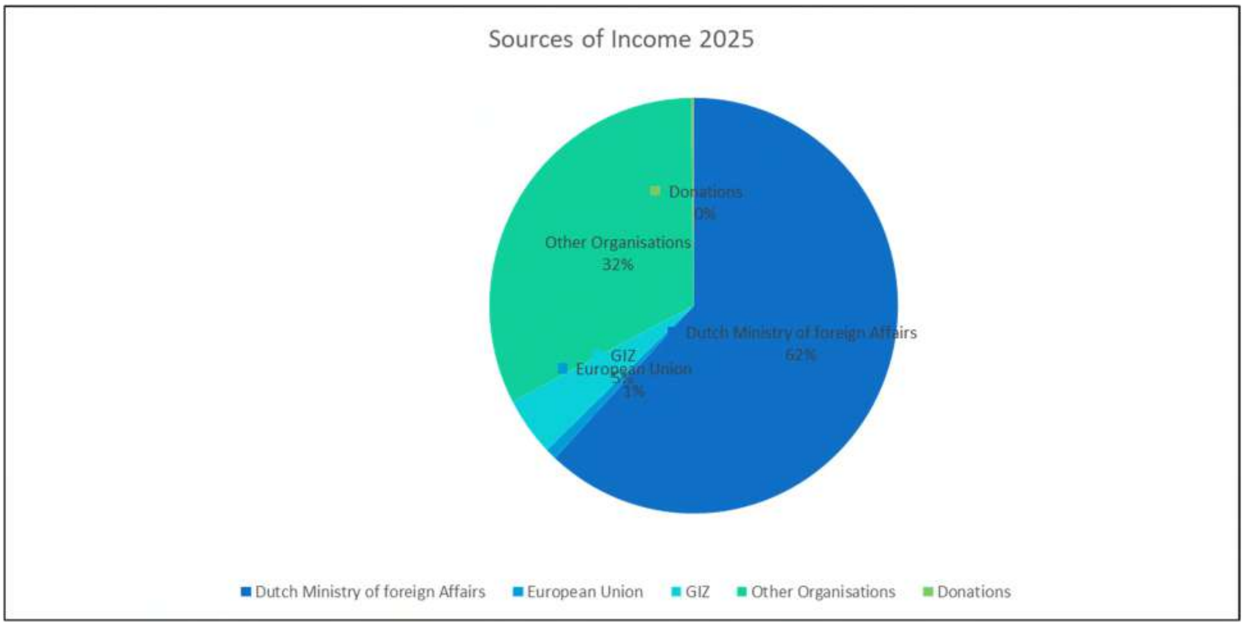


Figure 7 Sources of Income

7.3 Financial health

As of 31 December 2025, the financial position of The Hague Academy was as follows:

- the quick ratio for our liquidity position was 2
- the solvency ratio was 41%
- the amount to be received from debtors € 194,500
- the amount for creditors to be paid was € 79,388
- there is no need to make a provision for doubtful debts
- the continuity reserve is € 457,000.

The figures reflect the ability of The Hague Academy to carry the present current liabilities and support the continuity of the foundation. Considering the healthy financial position of the organisation, the financial statements have been prepared by the auditor on a going concern basis.

7.4. Risk management and in control statement

Our risk management framework has been set up to identify and analyse risks, their likelihood and impact as well as prevention and mitigation measures. The organisational risks are assessed and updated annually to incorporate the effects of mitigation measures and adapt and anticipate to the changing context. With the current geopolitical developments and changing landscape for international cooperation, our risk analysis shows a different picture than in previous years. Where mitigation measures used to focus mainly on managing security risks, the focus is no more on come diversification through acquisition, fundraising, and promotion.

Security risks
A continued risk for The Hague Academy is formed by security threats and political tensions in our countries of work, which may threaten the security of our staff or lead to postponement or cancellation

of activities, and therefore less income. The management team monitors planning of staff closely, so that staff capacity can be adjusted in case of postponements or cancellations. Sometimes it is possible to shift to online alternatives. To mitigate staff security and health risks, we have taken preventive measures for staff travelling abroad. Staff and experts travelling for The Hague Academy follow the travel advice of the Ministry of Foreign Affairs and before planning their trip, prepare a detailed security analysis based on several reliable, international sources. Our travel security policy is updated and discussed with the staff annually. Staff also receive basic, advanced and refresher security trainings. Female staff follow special security training for female travellers. Furthermore, through simulations, we regularly test and improve our crisis management capacity in case of incidents abroad.

Fraud risks
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 amounts to local partners that we work with. The Administrative and Internal Control (AO/IC) document describes financial procedures and checks for approving sales and purchase invoices, payments (bank and cash), access to systems, and financial reporting. Automated workflows support the transparency of the procedures. Furthermore, all staff and experts hired by The Hague Academy's sign our Code of Conduct. New staff receive training and meetings are organised twice a year about the Code of Conduct and dilemmas in the workplace as a preventive measure. Since 2024, new staff must submit a 'VOG' (official certificate of conduct) by which the Dutch Minister of Legal Protection declares that the person has not been convicted for any crime relevant to the performance of his or her duties

Revenue risks
A potential risk for the future is the organisation's capacity for acquisition and fundraising, considering the context of decreasing budgets for development cooperation in The Netherlands and other donor countries, including the USA. With less donor funds available, and the scholarship programme of the Dutch Ministry of Foreign Affairs being terminated, it is likely that income from The Hague Academy's open courses will be less in the future. Moreover, the decrease of donor funding may impact opportunities for tailor made training as well. Mitigation measures are twofold. Firstly, we have invested more in expanding our customer database, course promotion, and targeted approaches to attract new, self-paying groups of participants for our open courses. In case this approach does not generate enough result, we can shift our focus more to acquiring tailor made training. Secondly, our acquisition and fundraising strategy, dedicated acquisition coordinator, and internal training and coaching, are measures to strengthen the organisation's capacity for generating more (long-term) tailor made programmes.

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.

7.5. Future development

The table below, summarises the budgeted income and expenditures for 2026. The budget shows a turnover of € 2.82 mln, which is a decrease of € 1.23 mln (30%) compared to the budget of 2025, and

€ 485,000 (12%) less than realised in 2025. With these lower estimates we adjust to the fact that less funds are available for development cooperation and time is needed to attract new income sources. Expenditures are budgeted at € 2.80 mln, reflecting a reduction of € 1.20 mln compared to 2025, mainly due to less material costs for project implementation (0,73 mln) and less personnel costs (0,43 mln). As a result, the net income is projected at € 23,000.

Budget		**2026**	**2025**
Income open courses	€	274,000	765,443
Income TMT projects	€	2,484,000	3149,833
Donations	€	62,000	136,800
Total income	€	2,820,000	4,052,076
Material costs open courses	€	71,000	235,400
Material costs TMT projects	€	962,000	1,466,700
Material costs Talent for Governance	€	32,000	90,800
Personnel costs	€	1,487,000	1,920,624
Other operating and financial costs	€	250,000	291,481
Total expenses	€	2,802,000	4,005,005
Interest	€	5,000	1,001
Net income	**€**	**23,000**	**48,071**

Figure 8 Budget 2026 compared to 2025

Since we didn't achieve the target of 168 participants in 2025, nor the target of 14 participants per course, we have budgeted for twelve participants per course in 2026. Moreover, we plan for eight open courses instead of twelve. Income from open courses is therefore expected to be € 491,000 less than in 2025 and material costs € 164,000 less.

The income from tailor made training is budgeted € 666,000 less than in 2025: € 505,000 less income from material costs, € 116,000 less income from manhours and € 18,600 less result on tailor made training. Income and expenditures for Talent for Governance are also budgeted less: €75,000 and € 59,000 respectively.

Personnel and other operating costs are estimated at € 1.74 mln, showing a decrease of € 475,000 compared to 2025. This reduction is primarily due to lower staff costs. The decrease of € 41,000 for 'other operating costs' is caused by lower office costs and communication costs. Income from interest is budgeted at € 5,000.

Long-term development

Budgets for development cooperation have seen a significant decrease since 2025, which has not only affected our result in 2025 but also impacts the future of our work. The termination of the Nuffic-scholarships means less steady income for our open courses, reason why we have reduced the number of open courses. On the positive side, we have also seen that an increased, targeted outreach resulted in more subscriptions to our open courses in 2026. The need for our course offer is still huge, and the reduced price for local organisations is an incentive to subscribe.

Our multi-annual contracts continue until 2027 (Shiraka and MATRA ROLT) and 2028 (MATRA Albania and Matra Moldova). We also acquired two new multi-annual framework contracts: one for UNCDF and one for Enabel Burundi from which we expect to receive some work. A decision about a follow-up programme for SDLG are expected around summer 2026, and we plan to jointly submit a proposal with VNG International. Thanks to the extra time reserved for acquisition, we can explore multi-annual EU-programmes for knowledge development such as Horizon and Erasmus. Furthermore, as part of our multi-annual strategy, we pro-actively pursue multi-annual partnerships with foreign training institutes, such as the Development Academy of the Philippines. With all these efforts, we aim to grow our funds in five years back to around € 4 mln., so that we can sustain our positive impact on local governance worldwide and support as many practitioners as possible with knowledge, skills and inspiration.

Governance

The Hague Academy for Local Governance is a foundation under Dutch law. The foundation is governed by an Executive Committee consisting of Pieter Jeroense as chair, Nathan Ducastel as treasurer and Ellen Nauta as the third member of the Executive Board. 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. Cecile Meijs was appointed as director as of 1 October 2011. The director takes financial and operational decisions within the policies set by the Executive Committee. The salary of the director is in accordance with the renumeration policy of The Hague Academy, as established by the Board in 2008 and revised in 2011 and 2022. The remuneration policy describes the job positions at The Hague Academy and the accompanying salary scales.

8. Accounts

Balance sheet per 31 December 2025

(After appropriation of result)

in euros	2025		2024	
Receivables				
Debtors	194,500		342,759	
Taxes and social securities	-		-	
Other receivables	358,127		661,638	
		552,627		1,004,397
Cash at bank and in hand				
		611,638		900,883
Total current assets		1,164,265		1,905,280
Total assets		1,164,265		1,905,280

in euros	2025		2024	
Equity				
General reserve	457,115		524,677	
		457,115		524,677
Current liabilities				
Creditors	79,388		145,834	
Taxes and social securities	118,498		311,694	
Pensions	20,426		21,299	
Accruals and other liabilities	488,838		901,777	
		707,151		1,380,603
Total equity and liabilities		**1,164,265**		**1,905,280**

8.2 Profit and loss account

in euros	Actual 2025	Budget 2025	Actual 2024
Income			
Open courses	401,676	765,443	806,587
Tailor made projects	2,905,550	3,149,833	3,181,092
Donations	6,286	136,800	85,725
Total income	3,313,511	4,052,076	4,073,405
Material costs			
Open courses	152,826	235,400	367,072
Tailor made projects	1,141,540	1,466,700	1,567,491
Talent for Governance	2,404	90,800	52,157
Personnel expenses	1,807,480	1,920,624	1,806,299
Other expenses	284,755	291,481	287,584
Total expenses	3,389,005	4,005,005	4,080,603
Operating result	-75,494	47,071	-7,198
Financial result			
Financial income	7,932	1,001	8,907
Financial expenses	-	-	-
	7,932	1,001	8,907
Total result	-67,562	48,072	1,709

8.3 Cashflow statement 2025

in euros	2025	2024
Cashflow from regular activities		
Operating result	75,494-	7,198-
Changes in working capital:		
Taxes	193,196-	279,421
Changes in receivables	451,770	25,198
Changes in liabilities	480,257-	583,178-
	221,683-	278,559-
	297,176-	285,757-
Received interest	7,932	8,907
Paid interest	-	-
	7,932	8,907
Cashflow from regular activities	**289,244-**	**276,850-**

Changes in cash at bank and in hand		
Amount cash at bank and in hand per January 1st	900,883	1,177,732
Amount cash at bank and in hand per December 31st	611,638	900,883
Changes in cash at bank and in hand	**289,245-**	**276,849-**

8.4 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 is a foundation based in The Hague that 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.

Principles of revenue recognition

Income consists of:

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

in euros	2025	2024
Costs for housing and facilities paid to VNGI	234,690	282,248

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.

8.5 Notes to the balance sheet per 31 December 2025

in euros	2025	2024
Receivables		
Debtors	194,500	342,759
Work in progress	326,964	613,586
Receivables others	7,979	12,712
Advances employees	1,000	10,265
Pre-paid costs	19,072	21,826
Fitness arrangements	3,112	3,250
	552,627	1,004,397

Receivables
No provision for doubtful debts is deemed necessary.

in euros	2025	2024
Cash at bank and in hand		
Cash in hand	2,194	2,115
Banks	609,444	898,767
	611,638	900,883

Cash at bank and in hand

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

in euros	2025	2024
Equity		
General reserve		
As at January 1st	524,677	522,967
Current year result	67,562-	1,710
As at December 31st	457,115	524,677

in euros	2025	2024
Current liabilities		
Creditors	79,388	145,834
Taxes and social securities	118,498	311,694
Pensions	20,426	21,299
Other current liabilities	20,708	35,252
Accruals	468,130	866,525
	707,151	1,380,603

Accruals		
Work in progress	367,296	756,139
Accrued holiday allowance	46,609	57,596
Accrued holidays	54,530	52,790
Net salaries	305-	-
	468,130	866,525

8.6 Notes to the profit and loss account

	Actual	Budget	Actual
in euros	2025	2025	2024
Income			
Income open courses	401,676	765,443	806,587
Income tailor made projects	2,905,550	3,149,883	3,181,092
Donations Talent for Governance	6,286	136,800	85,725
Total	3,313,511	4,052,076	4,073,405

Material costs			
Material costs open courses	152,876	235,400	367,072
Material costs tailor made projects	1,141,540	1,466,700	1,567,491
Talent for Governance	2,404	90,800	52,157
Total	1,296,770	1,792,900	1,986,720

Income and expenditures open courses

In 2025, we organised eleven open subscription courses in The Hague. We had in total 29 Nuffic-sponsored participants, 7 participants less than budgeted. The number of self-paying participants was also less than budgeted: 36 participants less. There were no Talent for Governance scholarships while 12 were budgeted. In total, revenues from open courses are € 402,000, which is € 364,000 less than budgeted. Material costs for the open courses are € 153,000, which is € 83,600 less than budgeted.

Income and expenditures tailor made projects

In total, turnover from tailor made training is € 2.90 mln, which is € 244,000 less than budgeted. This is due to € 334,000 less income for reimbursement of material costs (tickets, accommodation etc.), which is partially compensated by a higher income of € 90,000. We aimed for 1877 billable days (1294 multi-annual and 633 short tailor-made) and realised 1872. Overall, the income from manhours reached 105% of the budgeted amount.

Talent for Governance

For the Talent for Governance programme, we received € 285 in donations from the Christmas event and a € 6,000 from the Municipality of Zwolle. Although additional activities were planned, these were ultimately not carried out since the pilot funded by RVO did not lead to a follow-up programme. The costs incurred relate to a participant who was unable to obtain a visa and therefore could not attend the training as well as travel expenses for staff members who presented the Talent for Governance programme at the VNG-Congress in Eindhoven.

	Actual	Budget	Actual
in euros	**2025**	**2025**	**2024**
Personnel expenses			
Wages and salaries	1,228,005	1,352,477	1,275,142
Social security premiums	251,390	243,774	243,316
Pension premiums	187,303	186,153	184,566
Travel and accommodation	18,506	19,000	22,556
Services third parties	9,815	4,320	13,860
Other employee costs	112,462	114,900	66,859
	1,807,480	1,920,624	1,806,299

Personnel expenses

Total personnel expenses are € 113,000 less than budgeted. Wages and salaries are € 125,000 lower than budgeted due to several staff changes: two people leaving in the first part of the year and two people with maternity leave. Social security premiums and pension costs are € 8,760 higher than budgeted and pension costs € 1,150. Home-work travel costs are in the line with the budget. Other employee costs are € 3,438 lower, mainly because of less expense for staff education and team activities.

	Actual	Budget	Actual
in euros	**2025**	**2025**	**2024**
Other expenses			
Housing	76,552	76,552	74,720
Office costs	131,930	141,313	108,953
Auditing	39,830	24,000	25,399
Communication and fundraising	29,962	41,500	23,477

Other costs	6,481	8,116	55,035
	284,755	291,481	287,584

Other expenses
Office costs are a little below the budgeted amount, mainly due to lower costs for maintenance of software and ICT support. Auditing costs are higher because of increased prices. Communication expenditures are lower than budgeted, mainly due to less communication activities.

	Actual	Budget	Actual
in euros	2025	2025	2024
Financial result			
Financial income	7,932	1,001	8,907
Financial expenses	-	-	-
	7,932	1,001	8,907

Financial result
We received an interest on the savings account of nearly € 8,000, which is € 7,000 more than budgeted.

Staff members
Per 31 December 2025, 21 fte were working for the foundation.

Renumeration of executives
The renumeration of the members of the executive board which are included in the current financial statements amounts to € 0.

Appropriation of result
The result for 2025 amounts to - € 67,562 and will be deducted from 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 2025.

8.7 Auditor’s opinion

See next pages.

INDEPENDENT AUDITOR'S REPORT

To: The board of Stichting The Hague Academy for Local Governance

Report on the audit of the annual accounts 2025 included in the annual report Our opinion

We have audited the annual accounts 2025 of Stichting The Hague Academy for Local Governance based in The Hague.

In our opinion, the accompanying annual accounts give a true and fair view of the financial position of Stichting The Hague Academy for Local Governance as at 31 December 2025 and of its result for 2025 in accordance with the Guideline for annual reporting for small organisations not-for-profit (RJk C1) of the Dutch Accounting Standards Board.

The annual accounts comprise:

1. the balance sheet as at 31 December 2025;
2. the profit and loss account for 2025; and
3. the notes comprising of 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 annual accounts' section of our report.

We are independent of Stichting The Hague Academy for Local Governance in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics for Professional Accountants).

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

Report on the other information included in the annual report

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

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

- is consistent with the annual accounts and does not contain material misstatements;
- contains all the information regarding the management report and the other information as required by the Guideline for annual reporting for small organisations not-for-profit (RJk C1) of the Dutch Accounting Standards Board.

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

By performing these procedures, we comply with the requirements of the Guideline for annual reporting for small organisations not-for-profit (RJk C1) and the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the annual accounts.

Management is responsible for the preparation of the management report in accordance with the Guideline for annual reporting for small organisations not-for-profit (RJk C1) of the Dutch Accounting Standards Board.

Description of responsibilities regarding the annual accounts Responsibilities of management for the annual accounts

Management is responsible for the preparation and fair presentation of the annual accounts in accordance with the Guideline for annual reporting for small organisations not-for-profit (RJk C1) 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 annual accounts that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the annual accounts, management is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the annual accounts using the going concern basis of accounting, unless management either intends to liquidate the company 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 company's ability to continue as a going concern in the annual accounts.

Our responsibilities for the audit of the annual accounts

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material misstatements, whether due to fraud or error, 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 annual accounts. 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 scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the annual accounts, 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 entity'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 company'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 annual accounts 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 company to cease to continue as a going concern.
- evaluating the overall presentation, structure and content of the annual accounts, including the disclosures; and
- evaluating whether the annual accounts represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance 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.

Gouda, July 27, 2026

Visser & Visser Audit and Assurance B.V.

B.G. Schutte MSc RA