



Everyone matters!

Annual Report 2021



including
everybody

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Colophon

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Special thanks to Hun Srey Nak, Fred Hissink, Jasper Oei and every other SeeYou partner and employee.

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**'I was able
to meet so many
special people'**

Last year, I was finally able to travel to Rwanda again. And when I think back on that trip, I think about Aiyanna.

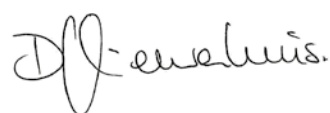
It was a very special encounter. Aiyanna was only 11 years old when she survived the Rwandan genocide. She was left with lifelong physical and psychological impairments. Bravely, she told me her harrowing story, which moved me deeply. The next day, she said to me: 'Yesterday was the first time I was able to share my experience without tears, because now I know that others are crying on my behalf.'

I also think of Théophile, the Rwandan eye doctor with a broad smile, who is still deeply moved by his work: 'My favourite part is seeing people again after their surgery. Like this teenage girl who could barely see anymore but can now carry on with her life. She was beaming!'

Or Françoise, a friendly lady in her 50s who is part of one of the women's groups. She became blind later in life, causing her husband to leave her: 'I considered taking my own life because I felt like no one wanted me around. But with these women I can talk, laugh and cry. I know again that I have value!'

In this annual report you will find a lot of information. About the results of our projects. About how we organise and assess our work. And about how we spend our finances. These are all things that we are gladly accountable to you for. However, all that information is not what is most important. Aiyanna, Théophile and Françoise - they are the core of our work. That is why you will come across people like them in this annual report. Or people like Fred and Jasper, who as a donor and member of staff, make our work possible. All together we are SeeYou. People with and without disabilities, who see, hear and give each other a voice. Including everybody! Because we believe that every person is precious and valuable.

I feel blessed to have been able to work with all these people in 2021. Our first year under a new name. A year that I look back on with gratitude. Will you look back with me? Through this annual report, we hope to give you a glimpse into our hearts.



Dicky Nieuwenhuis
Director SeeYou

1 A few results from 2021



Figures

Together with **11 local partners** we worked in **7 countries** in **Africa** and **Asia**.

Our donors gave us a trustworthiness score of **8.6!**

Eye care gave people their sight back.



'The glasses I received make all the difference!'

Mhudin Isa (50),
a farmer in Ethiopia

78,000 people were educated on eye care,
42,000 people were screened for eye problems,
277 visually impaired children now have glasses,
and **2,000 eye surgeries** were performed.



We are Able! supported inclusion advocates in Central Africa.

Turn to page 19 to read more about how the first year of this five-year programme went.

Working towards an inclusive Cambodian society.

Cambodia

There were **24 live broadcasts** of the radio programme *Hear the Unheard* and **69,741 people** were reached through the campaign on road safety for persons with disabilities.

'It was on the radio that I heard for the first time what is possible in Cambodia for people with disabilities. People like me.'

Sam Em,
who is blind and regularly listens to *Hear the Unheard*



Photo: Light for the World Belgium

All this thanks to

7443 donors,
1138 new donors,
192 churches, 48 opticians,
53 companies, 39 funds
and charities and
2 institutional donors

Education built up
self-confidence and
offered a chance at
improved livelihood.

A total of **572**
Ethiopian young
people with
disabilities attended
25 vocational schools
and **138 children**
with a disability in
Rwanda received
intensive individual
accompaniment from
teachers at home.



'My parents told me that I could not go to school
because of my disability. Thanks to this chance at
an education, I am ready for a more independent future.'

Read Ayinalem Dangso's (25)
story on page 15.



Finances

We received **3.4 million euros**,
of which over **2.7 million euros**
went to projects. This means
we spent **81%** of our expenses
on our objective.

*You can read all about our
spending and income in chapter 8,
starting on page 42.*

Every Life Matters
improved access to
medical care for **10,900**
people with disabilities
in Mozambique,
Rwanda and Ethiopia.

See page 20.

We also drew
attention to
inclusion in the
Netherlands.

2 Sustainable
Development Goals
in braille were presented
to the Dutch House of
Representatives and the
motion for inclusive
education was adopted in
the House
of Representatives.
See page 24.

2 Our vision

Why we do what we do

In Africa and Asia, people with a (visual) impairment are among the most marginalised groups in society. They go unseen, lack access to healthcare, education or livelihood, and they often live in extreme poverty. That is what we want to change.

What drives us

We believe every human being is precious and valuable. So, when persons with disabilities lack access to essential facilities and are wronged because of their disability, this touches us deeply.

Our dream

Equal access to (eye)care, education and livelihood for persons with disabilities in Asia and Africa

Africa, Asia and the Netherlands

It drives us to work in seven countries - Ethiopia, Rwanda, South Sudan, Sudan, Uganda, Cambodia and Indonesia - towards tangible improvement in the lives of persons with disabilities. We want to ensure that their basic needs are met, that their rights are respected, and that they are included in their communities and society.

We strive to ensure that every person feels seen and is fully included in society, so that they can fulfil their potential regardless of their background, gender, religion, age or disability. We empower persons with disabilities to speak out about situations in which they experience injustice. We ourselves amplify their voice wherever we can, to rectify situations of injustice, in the Netherlands as well as in the countries where we work.

Here you can see how we plan to achieve these changes.



Our strategy

2021 was the first year of our 'Including Everybody' strategy. It focuses on three main themes:



Inclusive Eye Health

We work towards preventing eye diseases by raising awareness in schools, identifying eye conditions and diseases, and providing treatment and rehabilitation for everyone, especially in the poorer areas of Africa and Asia.



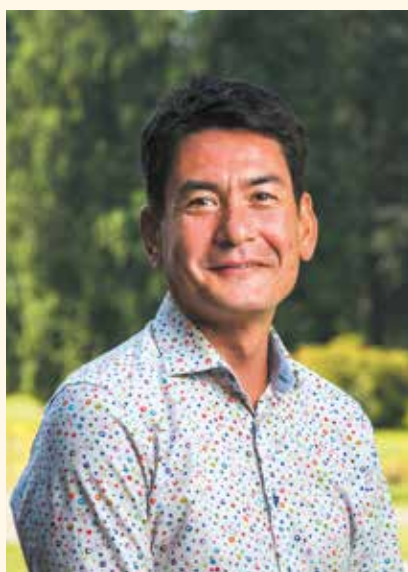
Disability-Inclusive Development

We want everybody to be fully integrated into society, and equal access to healthcare, education and livelihood for persons with a disability. We make sure that children with a disability can go to school and after that offer guidance in finding work.



Disability Rights

We help and empower persons with disabilities, as well as their representative organisations, to stand up for their rights. And we challenge governments to be there for persons with disabilities.



Through the eyes of our staff

'Whenever I walk into a library or a restaurant, I immediately check to see whether someone in a wheelchair would have access. It's clearly a result from working at SeeYou for the past two years. To us, inclusion is not a separate programme - it is integral to everything we do. Now I always have my 'disability inclusion glasses' on. We offer persons with disabilities the possibility to develop themselves and to be part of society.

A little girl with a hearing impairment being able to join in with the rest of her class and the joy of someone who can now easily enter a hospital - those are the moments that bring me a sense of fulfilment. Or when partner organisations are happy that a collaboration was on equal footing because we really connected and sought out dialogue. I think that the focus on sharing knowledge and supporting and strengthening each other as organisations - without any form of competition - is truly unique.'

Jasper Oei (45), Team Leader Programmes

Key aspects of our strategy

Our focus: persons with a (visual) disability

In Africa and Asia, persons with disabilities are almost always among the poorest of the poor. Within this group of people, we focus specifically on persons with a visual impairment, children, and girls and women. Children and youth with disabilities often don't go to school. And girls and women with a disability are at high risk of exclusion and abuse.

Donors are our partners

We consider donors, charitable trusts, and other stakeholders to be strategic partners on a joint mission: to improve the quality of life of persons with disabilities. Through a personal approach, we match the needs of donors as closely as we can and involve them in the development of our programmes whenever possible.

85% of resources goes towards projects

We want a higher percentage of every euro we receive to go towards eye care, inclusion and awareness raising projects. We are currently working towards increasing it from 80% to 85%, so that every euro donated has even more impact.

Local partnerships

We cannot achieve this change on our own. We always join forces with the persons with disabilities, the organisations that represent them, and eye clinics and social organisations that are rooted in the local community. Because they are the ones who best understand the local situation. If we were ever to leave, they would still be there to carry on the work.

In this report you will notice that we regularly mention our partner organisations' names, because we value the work they do.

We share our knowledge

We gladly share our experience and expertise - the result of over forty years of helping persons with a disability - with other development organisations. In this way persons with disabilities are better seen and heard. Where necessary, we strengthen partners through capacity building. We help local and international organisations with developments in the area of inclusion. And we are constantly looking for an even better approach to provide healthcare, education and livelihood for persons with disabilities.

Based on Christian values

We believe that every person is precious and valuable. These are values that we see reflected in the Bible and that form the basis for our work. It is why we are committed to all persons with disabilities, regardless of background, religion or other characteristics.

Safeguarding

People with disabilities are at greater risk of being treated unequally, which is why we pay close attention to integrity. We want to ensure the safety of everyone involved in our projects and our organisation.

You can read the complete strategy on our website
Scan the QR code.





3 Our projects

Results in Africa and Asia

Everyone matters! That is the focus of our projects. Through (eye)care, education and livelihood, we build communities in which there is room for everyone.





Due to the terrible genocide that took place at the end of the twentieth century, according to *UNICEF*, almost half (45%) of Rwanda's population are children. The first two years of life are very important for a child's visual development. Early diagnosis of an eye disease can prevent or treat blindness in time. However, in Rwanda, children are four times more likely to develop blindness than adults. And for children with a visual impairment or other disabilities, life is very difficult: it results in social isolation, low self-esteem, dependence, and lack of access to education. *The World Health Organization (WHO)* estimates that in Sub-Saharan Africa only one or two percent of these children can read and write. In Rwanda, there are four schools for children with a visual impairment but the necessary competences, teaching methods, and quality of education in Rwanda are insufficient to support all children.



'I met David in Rwanda.

He was a boy with retinoblastoma

(eye cancer) and because

the cancer had spread to

his brain, he had little

chance of survival.

He passed away last January.

It was intensely sad,

especially because it would

have been treatable if

he had been diagnosed earlier.

David's passing showed me

once again how necessary and

important prevention and

treatment are, and it reminded

me why I do my job.'

Jasper Oei,

Team Leader Programmes

Preventing blindness among children

In our new project, '*Child Blindness Rwanda*', we are committed to screening and treating eye diseases among children with help from the *Kabgayi Eye Unit (KEU)*. Phase one started in 2021: early screening for eye diseases in premature babies and infants of up to three months of age. 21 hospital staff received training in early diagnosis and treatment of *Retinopathy of prematurity (ROP)*, a retinal defect in premature babies. And with special measuring equipment for small children, 134 babies and 301 older children have been treated for cataracts, ROP and other eye diseases.

Inclusive education by itinerant teachers

Together with *Light of the World Belgium*, we focus on more inclusive education in Rwanda. Three itinerant teachers are the link between the parents of children with a visual impairment, the school where the child has lessons, and the clinic that provides eye care. These teachers also provide socio-pedagogical support to teachers from several regular schools, so that children with a visual impairment can be better integrated into the classes. They also refer children with visual impairments. In this way, children can continue to receive education in their own community and possible eye diseases are recognised in good time.



Dany has eye cancer and is treated in the KEU hospital.

Figures

354 children from the poorest families received financial support for medical costs and transportation.

140 children received a pair of glasses.

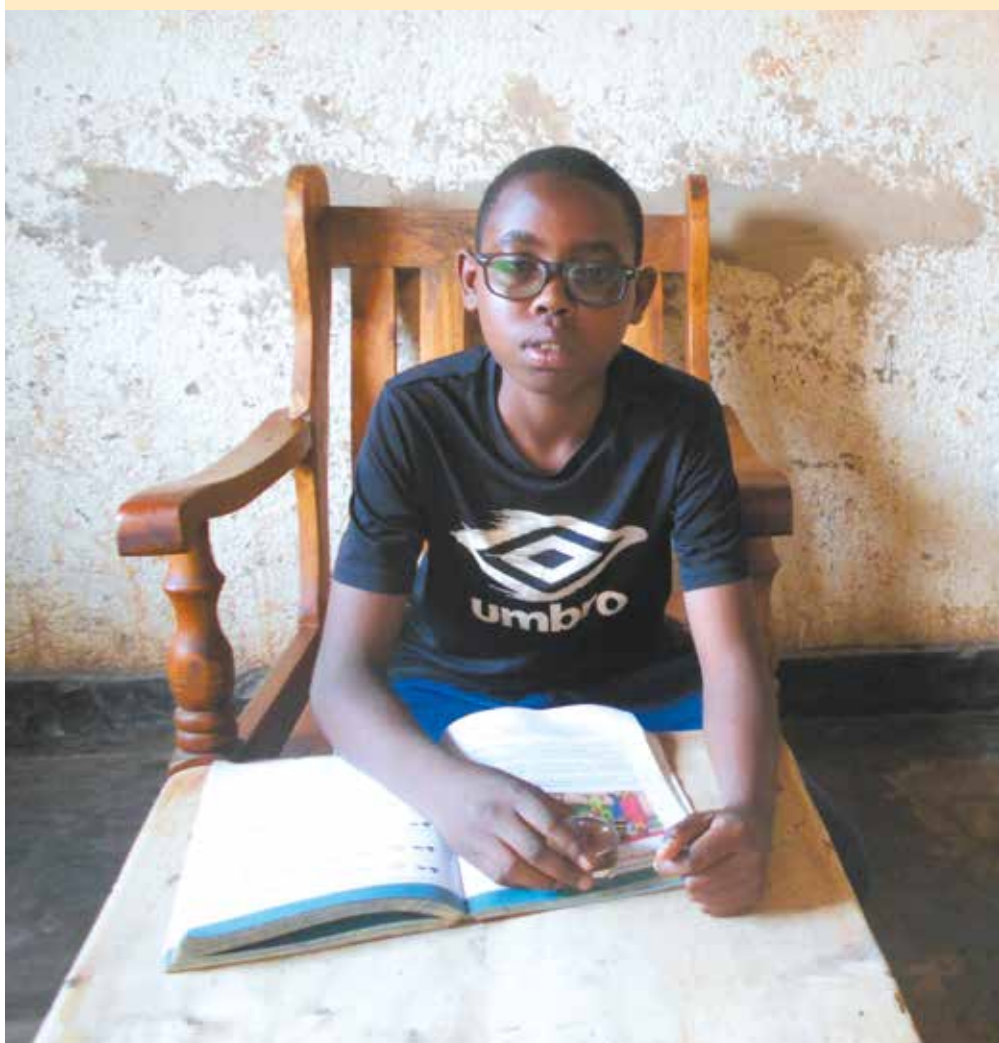
54 helpful resources, like magnifying glasses, were distributed.

37 children received special children's lenses.

98 children were referred for eye care by the itinerant teacher.

138 children were visited at home and received intensive individual support from teachers.

Alongside these projects, we are also working in Rwanda together with partner organisation UPHLS on the *Every Life Matters* project. You can read more about this international programme on page 20.



Fabrice suffered from an eye infection for seven years

For half his life, fifteen-year-old Fabrice had a rare eye allergy (vernal keratoconjunctivitis) and chronically inflamed eyes. At school, he showed a serious learning disability, and his classmates would mock him because he could not see the text on the blackboard. Thanks to an awareness training, the school principal knew about KEU. Fabrice underwent an operation on both his eyes. Thanks to this operation, intensive support from the itinerant teachers, and resources such as a magnifying glass, Fabrice can now see better. His confidence has grown, and he is now doing so well at school that he wants to pursue further studies to become a mechanic.

Fabrice Rukando (15) from the Muhanga district



In 2021, the combination of a national conflict, elections and the coronavirus pandemic had a huge impact on Ethiopia. The conflict between the Ethiopian government and the *Tigray People's Liberation Front (TPLF)* escalated and a state of emergency was declared in the country. Thankfully, our eye care projects are relatively far away from the conflict zone. But we still felt the impact of COVID-19. Fewer patients came to our clinics, some staff - including an eye doctor - became ill, and putting preventative measures in place meant extra costs.

Mobile teams offer more people eye care

Ethiopia is 26 times the size of the Netherlands. However, in the whole country there are only 160 eye doctors and 336 optometrists (who are not allowed to prescribe medication). Most of them work in the capital, which means that eye care is not available in many rural areas. That's why, in 2021, *Grarbet Tehadiso Mahber (GTM)* started organising mobile eye care teams. They travel to remote areas - four districts with a total of 626,000 inhabitants - where they screen people for common eye diseases and refer them if necessary. That is how we prevent people becoming blind or visually impaired. And for poor families, who don't have a lot of money for a journey to a clinic, it makes a huge difference in (transport) costs that this care is provided locally.



'Receiving a pair of glasses made a huge difference! I've had bad eyesight since I was a child, but it got worse and worse as I got older. I began to struggle to do my job well and to provide food for my family of ten. Now I can finally see better.'

Mhudin Isa (50),
a farmer in Ethiopia



The mobile eyecare team raising awareness.

Figures

Mobile eye care teams:

Screening & referrals

9,010 children

14,834 women

18,209 men

Eyelid lift surgery:

4 children

171 women

64 men

1,719 eye surgeries at the clinics:

476 persons with a visual impairment

13 children

873 men

833 men

78,000 people

received information on eye care



Vocational training and improved livelihood for young people with disabilities

In Ethiopia, it is difficult for young people with a disability to build up an independent life. They usually don't have access to education and employers don't want to hire them, which means that they cannot improve their income position and remain dependent on their family. As part of the Employable project by the *Ethiopian Center for Disability and Development (ECDD)* we want to remove those barriers.

More opportunities through inclusion

28 Disability Inclusion Community Promoters have focused on promoting inclusion and brought stakeholders such as advocacy groups, vocational schools, and companies linked with each other and with young people with disabilities. Thanks to this network approach, there are more opportunities for young people. Not only do they enrol in education, but they can also learn about starting their own business or they receive coaching in job applications. The Ethiopian vocational schools have already indicated that this project creates awareness on the barriers young people with disabilities encounter in education.

Woord en Daad is our expertise partner for this project. They provide us with additional knowledge about vocational training. This is one of the ways in which we partner with other organisations. You can read more about this in Chapter 5!



Ready for a more independent future

'I always dreamed of starting my own business. But my parents told me that I could not go to school because of my disability. So, when I was asked whether I was interested in going to a vocational school, I was thrilled! This opportunity at an education means so much to me. I may not be able to use my legs, but I can do so much with my head and my hands! Thanks to the skills I have learned and my diploma, I am ready for a more independent future.'

Ayinalem Dangso (25)

Vocational training participant and physically disabled since she was ten years old.

Figures

265 young women with a disability took part in vocational training.

674 young people with a disability are ready to start their own business.

604 young people were referred to a vocational school, where **572** have already obtained a diploma.

15 vocational schools were checked to evaluate the physical accessibility of their buildings and facilities and were subsequently offered guidance on how to improve in this area.



Our partner, *Light for the World Cambodia*, has become an independent organisation and will continue their journey as *People's Action for Inclusive Development (PAfID)*. They remain committed to inclusive development, with the same vision, the same team and the same partners and projects. And there is a great need for that. Because in Cambodia, persons with disabilities - especially women - are marginalised, disadvantaged and stigmatised. They are at high risk of a life of poverty, illiteracy and unemployment. Despite the legal right to basic services, they are not given equal opportunities and face prejudice, rejection and violence.

Women with disabilities are stronger together

The *Women with Disabilities (WWD)* network advocates for the interests of Cambodian women with disabilities through (national) campaigns on the rights of persons with disabilities and provides psychosocial and/or financial support. Women find recognition in each other, reducing their social isolation, and then dedicate themselves to increasing awareness and attention to inclusion. Through these projects, the government is increasingly involving women with disabilities in the development of interventions and plans. Where in the past these women were not even invited, they are now consulted and express their views at meetings and events. Their voice is being heard!

'The *Hear the Unheard* radio programme made me so happy because it explained what the possibilities were in Cambodia for persons with disabilities, like me. That's when I first heard that there are also skill trainings for persons with disabilities. I then asked the city council for more information and to my surprise I was allowed to participate in one of these this skill trainings!'

Sam Em,
*has a visual impairment and regularly listens to *Hear the Unheard**

Staying safe in Cambodian traffic

Navigating Cambodia's chaotic traffic is a huge challenge for persons with disabilities. And access to public buildings and schools is also often difficult for them. With volunteers from the Cambodian Red Cross, and together with Cambodia's National Road Safety Committee and Ministry of Internal Affairs, 244 information sessions were given to over 75,000 people in total. For example, we shared information about road safety, promoting inclusion and providing first aid in traffic accidents to prevent disability.



We make public buildings and schools accessible for persons with disabilities.

Figures

26,100 people were reached through the Women with Disability campaigns via social media and the radio.

24 live broadcasts of the radio programme *Hear the Unheard*.

69,741 people were reached with the campaign on road safety for persons with disabilities.

5 wheelchair ramps were installed in government buildings and schools.

1,082 Red Cross youth volunteers were trained on inclusivity.

Through our partner's eyes

'I know what it is like to be discriminated against because of a disability. I have a physical disability as a consequence of polio and now, after an accident, I am also in a wheelchair - hopefully temporarily. My family in law thought that my husband should have chosen a healthy wife. They looked down on me. It was only after they saw that I have a job that their attitude changed.'

I see the same changes in the women who are part of our network for women with disabilities. Changes not only in the people around them, but also in themselves. Here, women with low self-esteem or suicidal thoughts meet others in similar situations. They share their questions and experiences, and their confidence blossoms. It leads to them enthusiastically promoting inclusion in their community.

We are always looking for and finding new ways to promote inclusion. The great thing is that awareness among other organisations and even the government has really increased. But there is also still a lot of work to do. That is why I continue to work for all women with a disability who do not yet dare to speak out.'

Sreynak Pom (30)

Programme Manager for the Women with Disabilities Leadership Programme, PAFID





There is already a lot of poverty in Purworejo, an area of the island of Java where many elderly people live. The COVID-19 pandemic led to an even higher unemployment rate. More than 46% of people over the age of 60 have a disability. Through the Inclusive villages project, we work - together with the organisation *Pusat Rehabilitasi YAKKUM (PRY)* - towards empowering persons with disabilities, helping them to access economic opportunities and encouraging communities to become more inclusive. For example, they receive mobility aids, social assistance, or start-up capital to provide for their own livelihood, through projects like mushroom cultivation. And persons with disabilities are encouraged to actively think about their community's governance and plans.

'PRY is coaching our villages on becoming more inclusive. So that we involve everyone, without exception, and forget no one. I hope that many other villages will follow and that residents with disabilities will become increasingly empowered.'

Agus Ari Setiyadi,
Head of Village Community
Empowerment Office
in Purworejo

Figures

450 persons with disabilities received direct aid.

41 village groups for persons with disabilities have been established.

53 villages are in the process of becoming inclusive villages.



We are Able!

In Central Africa, persons with disabilities often don't even have one meal a day and there are few opportunities for them to grow their own food. What's more, governments often overlook this group of people. We want to bring about change for this group of people through access to basic resources and food security. To achieve this, we work together with the *We are Able! Consortium*, which consists of ZOA, The Leprosy Mission, VNG International, African Disability Forum, and The Hague Academy for Local Governance, which receives five years' funding from the Dutch Ministry of Foreign Affairs.

As a consortium, we work closely with local civil society organisations and advocacy groups. We support them so that they become strong advocates for inclusion, access to food systems and inclusive governance, in their own local and national societies.

Our first year of We are Able! in South Sudan, Sudan and Uganda

Collaboration and awareness were paramount in the first year of this programme. There were many training courses, meetings and consultations with national and international organisations, governments, and UN organisations. Through our coordinating role, we bring together local organisations, advocacy groups for persons with disabilities, and governments in South Sudan, Sudan and Uganda and ensure that inclusion is higher on the agenda. In the coming years, the responsibility for the content and results will increasingly shift to the African organisations involved.

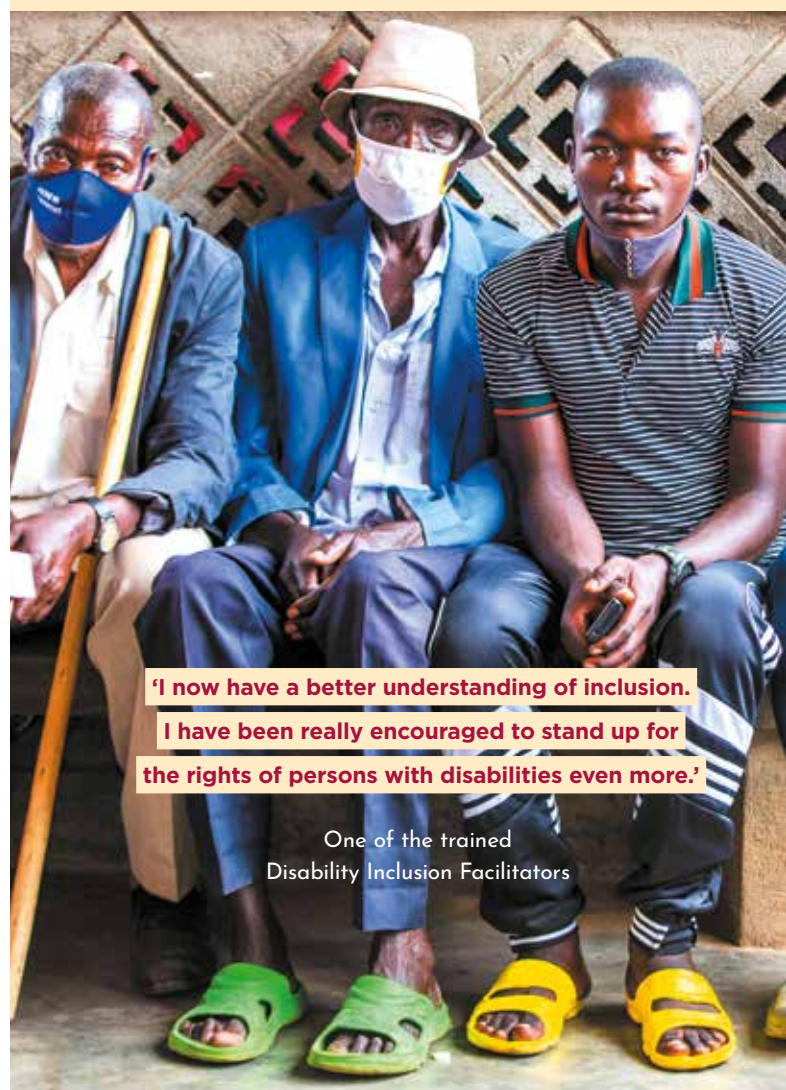
Additionally, awareness campaigns have been conducted via radio, TV, newspapers and flyers, self-help groups for persons with disabilities have been started, and an academy for inclusion has been established. 28 young persons with disabilities were trained as inclusion promoters and they will provide training to groups of persons with disabilities, so that more attention is paid to inclusion in local communities. We look forward to even more concrete results in the second year of *We are Able!*

Lobby and advocacy in the Netherlands

As part of the *We are Able!* project and together with the *Dutch Coalition on Disability and Development (DCDD)*, we also actively engaged in several Lobby and Advocacy activities in the Netherlands aiming to a more inclusive policy on development aid and food security. You can read more about this on page 24.

'We used to exclude persons with disabilities, but that is now changing!'

Unwittingly, the farmers' union in Yumbe (Uganda) was excluding farmers with disabilities. They assumed that persons with disabilities could not participate in agricultural activities. This attitude changed after contact with one of our disability inclusion facilitators and an awareness training. 'For the past 20 years we did not represent persons with disabilities, but I am pleased that this is now changing,' said CEO Taban Ratib Moses. And there certainly have been changes. The bylaws have been amended and 144 persons with disabilities in the district are now represented by the farmers' union.



'I now have a better understanding of inclusion.
I have been really encouraged to stand up for
the rights of persons with disabilities even more.'

One of the trained
Disability Inclusion Facilitators

Every Life Matters

People living in Mozambique, Rwanda and Ethiopia have limited access to quality healthcare, and this is even more so the case for persons with disabilities. They face all sorts of barriers, from physical access to buildings to difficulty communicating with healthcare workers to discrimination. For our *Every Life Matters* project, we work via our partner organisations (*UPHLS, ECDD and COMUSANAS*) towards inclusive and appropriate healthcare.

Together with health centres in these countries, we design, test and improve health care services to make them more inclusive, and we encourage collaboration between local healthcare providers, disability organisations and specialised institutions. During the project's first phase (2017-2020), the attitude of healthcare workers towards persons with disabilities improved significantly. That is why we now also focus on removing barriers on the supply side within healthcare. As SeeYou, we want to have a bigger impact. For this, we have decided to focus on fewer countries. That is why we concluded this project in Mozambique in 2021, and nine new healthcare locations were opened in Rwanda and Ethiopia.

Figures


More than **10,900 persons** with disabilities – including over **2,300 children** – used the healthcare facilities.

221 healthcare workers in Ethiopia and Rwanda received training on how to provide better care for persons with disabilities.



Healthcare workers learn sign language.





'Persons with disabilities do not have to hide away'

'The position of persons with disabilities here in Ethiopia is terrible. People insult us in the street. And my family was so ashamed of me that they did not want to send me to school. It wasn't until I took part in a training course that I learned that I could fight against my negative thoughts about this and about myself. That training helped me to change my life. I now realise that I am able to work or go to school!'

My dream is to help other persons with disabilities. I would be able to tell them that they do not have to be ashamed of their disability and that they don't need to hide away because of it. That is why I am also pleased that our hospital has become more accessible for persons with disabilities. I didn't use to be able to go there and there was not a lot of knowledge about persons with disabilities. But thankfully that has changed.'

Nikist Magas (20),
Patient in Sodo, Ethiopia



4 Our fundraising and communication

Active in the Netherlands

We would not be able to do the work we do if it were not for our sponsors, donors, ambassadors and colleagues in the Netherlands. Fortunately, they were also actively involved in many ways during 2021!

One year of SeeYou

1 January 2021: the first day of SeeYou! A new name for an organisation that has supported persons with disabilities in developing countries for almost 40 years. To make donors and partners aware of our new name, we sent out letters and received huge support in return: they approved of the choice of name, the change of strategy, and our Christian identity. It confirmed what we already felt: that our new name is touching, reinforcing that we see each other and that everyone belongs. We will never forget the moment when Klarinne, our blind volunteer, said with tears in her eyes that the new name makes her feel seen.

Publicity and growth

Thanks to our new name, we received a lot of publicity in 2021 and the Christian community in the Netherlands quickly got to know us. We were interviewed by the Nederlands Dagblad, the Reformatorisch Dagblad, the Gezinsgids and Groot Nieuws Radio. Thanks to all this media attention, major online campaigns and our events, we raised more funds than we had originally budgeted for. Thanks to 6 new funds, 22 new companies and no fewer than 1,138 new donors, we were able to provide more financing for our projects. It shows us that donors remain committed to us, and this fills us with confidence!

Grateful!

We are grateful for every donation from foundations, equity funds, companies, churches and individuals. Despite the coronavirus pandemic, we can look back on a fruitful year, during which we had many in-person conversations with individuals and large donors, and we saw how committed our supporters are. We also saw how important it is to people to be committed to helping persons with disabilities in developing countries.

Churches set to work

In 2021, 192 churches supported us through donations. As a 'thank you', together with a deaf pastor, an ambassador with a visual impairment, and a Member of Parliament, we produced the free Bible study package *Onbeperkt Welkom* (Welcome Without Limits). It includes a sermon outline, activity ideas for a family afternoon, Bible studies, personal stories, and challenges. 15 churches actively started working on this and more than 900 people have already requested the booklet - in print or braille.

Some of the comments we received on our new name

'It brings together your history of and focus on inclusion.'

'Fresh and modern.'

'Your name says a lot in a very simple way.'

'You belong here completely! Nobody is excluded.'



Some of the materials in the *Onbeperkt welkom* package.

Musical ambassadors

Our committed SeeYou ambassadors continued to use their musical talents for us in 2021. For example, organist and pianist Tjaco van der Weerd gave several concerts: on his birthday, during his holidays and at Christmas. Our own SeeYou song, *Samen Lopen* (Walking Together), even made an appearance! It is a beautiful song about hope, written and sung by Lavi Frost and Tikva Joanne.

Focusing on inclusion in the Netherlands

We want persons with disabilities to be an integral part of society, wherever they are in the world. That is why we also lobby Dutch politicians for more focus on inclusion. For example, one of our employees, Lieke Scheewe, visited the House of Representatives to present them with two Sustainable Development Goals (SDGs) in braille and sign language. And, together with the *Dutch Coalition on Disability and Development* and the *We are Able!* Consortium, we also regularly consult with the Dutch Ministry of Foreign Trade and Development Cooperation to ensure that emergency aid and development aid also reaches persons with disabilities.

Concrete results: motion adopted

As part of sharing our knowledge, we provide Dutch MPs with useful information. In 2021, this resulted in a motion by the ChristenUnie and CDA, which received broad support, in which the House asks the Minister to make development cooperation policy inclusive for persons with disabilities.



Lieke presents the SDG to the House of Representatives.

Four highlights

- The TV show **EO Metterdaad** broadcast four episodes about our work with girls with disabilities in Rwanda. This fundraising campaign raised no less than €120,000.
- **The Justice Conference** took place on 30 October, and we were a cooperating partner. During this online event speakers and artists from the Netherlands and abroad shared about their own quest for justice.
- On Dutch Thanksgiving (the first Wednesday in November), we held a **'thankathon'**. Staff visited donors to deliver chocolate and a handwritten note to thank them personally for their support.
- Our very own children's book **Feestje!** (Party time!) was published on *World Sight Day* (14 October). A fun and colourful picture book, illustrated by our director, about living with a disability, helping each other, and celebrating together.

17 goals for a better world

The SDGs (or Sustainable Development Goals) form a common agenda for a resilient, sustainable world with less inequality and less poverty.

193 countries and more than **1300 Dutch organisations** are committed to achieving these **17 goals** by 2030. We are too!

Because the common thread of 'leave no one behind' is exactly what SeeYou stands for.

A portrait of Fred Hissink, a man with white hair and a goatee, wearing a blue patterned shirt and a dark jacket. He is standing outdoors with green foliage in the background.

Through our donor's eyes

'I have a visual impairment myself and because of that I feel very engaged with SeeYou's work. Here in the Netherlands, access to facilities and services is all arranged for me. But in Africa or Asia, a child with a visual impairment barely has a future. They cannot participate in school, so they are left to their own devices. Unless someone helps them. That is why SeeYou's assistance is so important. And you do such a fantastic job!'

Fred Hissink,
Donor



5 Partnerships

Reaching our ambitious goals together

We always join forces with other local and international organisations because we achieve more together through equality, appreciation for their work, and shared knowledge and expertise.

Equal partners

We partner with local organisations for all our projects. They are the ones who best understand the local context, communities and culture, and have the specific expertise needed in the field of (eye) care, education or livelihood. Depending on the project, we also work with local schools, churches or businesses.

We promote cooperation between local partners

Our three strategic themes - *Inclusive Eye Health*, *Disability-Inclusive Development and Disability Rights* - are increasingly coming together in our partnerships. This calls for more mutual cooperation between the various local partners, each contributing from their own knowledge and field of expertise. For example, partners in Rwanda work together with government clinics. One provides the eye tests, check-ups and treatment in a health clinic and the other organisation then mobilises the persons with disabilities to participate more actively in their communities. We will continue to encourage this type of collaboration so that our projects have a broader impact.

You can find an
overview of all our
partner organisations on
the next 2 pages.

We are Able! Consortium

In *We Are Able!* we work together with five other aid organisations from the Netherlands and Central Africa: ZOA, *The Leprosy Mission*, *VNG International*, *African Disability Forum*, and *The Hague Academy for Local Governance*. This five-year project is financed by the Dutch Ministry of Foreign Affairs. Together with persons with disabilities, their advocacy groups, and local governments, we are committed to more inclusive services at various levels – national, European and international.

Sharing and gaining expertise

We are eager to share our experience and expertise with other development organisations - in project countries and as part of our consulting role in the Netherlands. By contributing our inclusion expertise to other organisations' programmes, we can reach many children and adults with disabilities - at a relatively low cost. We choose to work with organisations with a vision and conviction that are similar to ours, that we already work with, and that are located in our project countries, such as *Light for the World*, *Woord en Daad*, and ZOA. In addition, we are strengthening the collaboration with organisations that offer specific expertise in the field of (visual) impairment, such as *Bartiméus* and *The Leprosy Mission*.

Inclusion Partner for Plan International Finland

In 2021 we completed a three-year trajectory during which we trained and advised Plan Finland staff in various African and Asian countries on inclusive working. For example, we looked at how they could adapt their *My Body My Future* project, so that they also reach persons with disabilities. It has been wonderful to see how this organisation is now actively involving persons with disabilities in their programmes.

The UN's Convention on the Rights of Persons with Disabilities

The *UN's Convention on the Rights of Persons with Disabilities* guarantees, protects and promotes the rights of persons with disabilities. The Convention is an important support for persons with disabilities to stand up for their rights. In our project areas, we support people and organisations, where possible, that call governments to account for their responsibility to comply with this Convention.

Networks we are a member of

Together we stand stronger. It is why we share our knowledge, but we also continue to learn about inclusion, eye care, business operations and fundraising, and we do that within different networks and sector associations. At the start of our new strategy, we (re)considered various networks and platforms and opted for a limited number of collaborations in order to be able to participate more meaningfully:

- **Partos**
A sector association for international development that unites more than 100 Dutch development NGOs.
- **Prisma**
An association of Christian organisations that are active in the field of development aid and diaconate.
- **Dutch Coalition on Disability and Development (DCDD)**
A Dutch network that focuses on advocacy, learning and exchange on the inclusion of persons with disabilities in developing countries.
- **EU-Cord**
European network that focuses on cooperation and advocacy in international cooperation. Within this network we pay specific attention to Lobby and Advocacy and Institutional Fundraising.
- **International Disability and Development Consortium (IDDC)**
An international platform for organisations working in the field of disability and inclusion.
- **International Agency for the Prevention of Blindness (IAPB)**
An international alliance of more than 150 members committed to global eye health.

Overview of partner organisations and related projects



The Netherlands

- **Dutch Coalition on Disability and Development**
- We are Able!



Sudan

- **Action on Disability and Development (ADD)**
- We are Able!



South Sudan

- **Light for the World South Sudan**
- We are Able!



Uganda

- **Light for the World Uganda**
- We are Able!



Rwanda

- **Kabgayi Eye Unit (KEU)**
- Inclusive Eye Health
- **Charity Hospital**
- Eye care for children
- **The Umbrella of Organizations of Persons with Disabilities in the fight against HIV&AIDS and for Health Promotion (UPHLS)**
- Every Life Matters
- **Light for the World Belgium**
- Inclusive Education
- **Umuryango Nyarwanda w'Abagore Bafite Ubumuga (UNABU)**
- Employable (starts in 2022)





Ethiopia

- **Grarbet Tehadiso Mahber (GTM)**
 - Inclusive Eye Health
- **Ethiopian Center for Disability and Development (ECDD)**
 - Every Life Matters
 - Employable III



Cambodia

- **People's Action for Inclusive Development (PAfID)**
 - Traffic Safety
 - Women with Disability
 - Communication for Advocacy
 - Job coaching for young people with disabilities

● The Netherlands

● Sudan

● South Sudan

● Ethiopia

● Uganda

● Rwanda

● Mozambique

● Cambodia

● Indonesia



Mozambique

- **Comusanas**
 - Every Life Matters



Indonesia

- **Pusat Rehabilitasi YAKKUM (PRY)**
 - Inclusive Villages



6 Our organisation

About SeeYou

A different name, a new strategy and new projects made 2021 an exciting year. At the same time, we were able to deepen existing projects and relationships with partner organisations and - despite the COVID-19 pandemic - we were able to spend time together.

Internal developments

New name, same mission

Our new multi-year strategy started in 2021. Since we now work in fewer countries, we were able to invest more in relationships with partner organisations and scale up existing projects. In addition, in close collaboration with local and international partners, we built up new projects such as *We are Able!* and *Inclusive Eye Health*.

The change of name, the result of saying goodbye to the international *Light for the World* family, drew attention to the relationship with our donors in the Netherlands. We actively approached our network to explain that we are still the same organisation that has been working on eye care and inclusion for nearly 40 years.

Because we work directly with local partner organisations or the national offices of international organisations, like ADD and *Light for the World*, as a Dutch organisation, we can now fully focus on our role as a catalyst towards partners and donors. For example, we share our expertise, through the experience of experts from our network, with governments and other development organisations.

Our Team

Strengthening team spirit

After several years of major changes, in 2021 there was also the peace and space to invest in ourselves and in mutual cooperation. Despite – or perhaps thanks to – the coronavirus pandemic, we invested on engaging at a personal level, for example by organising walks together. And we made time for various fun online moments to strengthen team spirit. The content of various short online inspiration sessions also ensured connection among the staff. In September, we invested in a two-day retreat that combined outdoor activities and annual planning.

Staff and volunteers

In 2021, the SeeYou team consisted of an average of 15.22 FTE (salaried employees). There were several staff changes, but all vacancies had been filled again by the end of the year, so the number of FTEs remained stable.

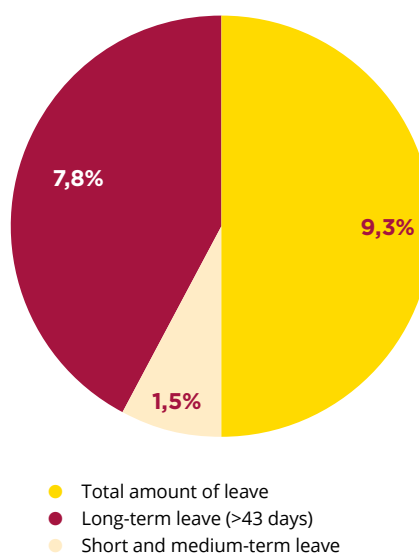
We were also supported by enthusiastic volunteers and interns. We invested in training and support for volun-

teers, through communication training, for example, and developed a new volunteer policy because we want to be mindful of how we treat them, just as we do with our target group and employees.



Sick leaves

This past year we saw a high rate of absences due to illness. This was due to one maternity leave and three employees with a long-term illness.





The SeeYou Team in 2021.

The employee satisfaction survey showed great results

- **100% score** for good relationships with colleagues.
- **81%** of employees have a (very) good relationship with their manager, the remaining **19%** are neutral.
- **Confidence** in the management team has **risen**; employees appreciate the openness and transparency and feel that there is room to contribute new ideas.

Employee representation

Within SeeYou we have a group of staff representatives, and the director met with them three times throughout 2021. Some of the topics covered included the design and outcome of the employee satisfaction survey, increasing job satisfaction, and the annual plan and budget. The board of directors also met with the staff representatives.

Redefining roles and pay grades

In 2020, because of the changes to the organisation, we made a start at rewriting job profiles. Last year we completed this process by redefining the management positions. Like other functions, these were also scaled down. This is in line with our policy to reduce our costs as a charitable organisation, but to reward employees in line with the current market.

Our board in 2021

Last year our management and board put their heart and soul into the running of our organisation.

The composition of the board on 31 December 2021

Name & function	Extraneous functions	Member of the board	Eligible for reappointment	Outgoing
Sander van Bellen, chairperson	Chief Financial and Risk Officer bij a.s.r. Inkomen	2018	2022-2024	2026
Job de Wit, secretary	Team leader ARAG, Real Estate unit	2019	2023-2025	2027
Jonathan Folmer, treasurer	Tax specialist HZW accountants and tax advisers	2015	2019 - 2023	2023
Stephan Bol	Manager Marketing & Communication Lelie Zorggroep	2018	2022 - 2024	2026
Annet Lukkien	Manager Partnerships Dorcas, Consultant Inclusion Matters	2018	2022-2024	2026
Jacqueline Kool	Independent writer, researcher and disability studies consultant	2018	2022-2024	December 2021
Erik Werkman	Coach, trusted advisor	2021	2025-2027	2029

Jacqueline Kool stepped down as a board member in December 2021. We are grateful for her input over the past four years. And we are pleased that her place has been taken over by Marlies van der Kroft, Disability and Development Consultant.

Governance model

As an organisation, we work with the board management model. The day-to-day management and tasks of policy preparation and policy implementation are in the hands of Director Dicky Nieuwenhuis. Her duties and powers are detailed in our management regulations.

You can find the Code of rules for directors (in Dutch) on our website.

Remuneration of the Board of Directors

The board of directors has determined the remuneration policy, the level of remuneration for executives and the level of remuneration for other positions. This policy is updated regularly. As a result of the reorganisation and the recalibration of our salary structure in 2020, our director and team leaders' salaries have been adjusted. For example, in 2021 the director's salary was adjusted from range 14 to range 12 of the Dutch Collective Labor Agreement for Social Work.

To determine the remuneration policy and establish salaries, we follow the Remuneration Regulations for Directors of Charitable Organisations (www.goededoelen-nederland.nl). This Regulation sets a maximum standard for the annual income with weighting criteria. Our board has weighted a so-called BSD score of 380 points for our director Dicky Nieuwenhuis, and according to this scheme, a maximum annual income of € 112,124. Her real annual income in 2021 - including holiday pay, year-end bonus and pension contribution - was € 99,656.

As a result, the annual income, the taxed allowances/additions, the employer's pension contribution and the other remunerations in the long term remained well within the

maximum amount specified in the Regulation. The amount and composition of the remuneration are disclosed in the financial statements in the notes to the statement of income and expenditure.

Meetings and decision-making in 2021

The board met five times in 2021 and reached decisions on:

- New classification of director position (from range 14 to 12, Dutch Collective Labor Agreement for Social Work)
- Approval of annual report and financial statements for 2020
- Approval of annual plan and budget for 2022
- Establishing policy for:
 - The Inclusive Eye Health, Disability Inclusive Development and Disability Rights programmes
 - Volunteer Policy
 - Integrity and safeguarding policy
 - Transparency and Anti-corruption policy
 - Stakeholder management
 - Risk management

Evaluation on behalf of the chairperson of the board

Our board carries out an annual self-evaluation. One of the conclusions was that the board of directors receives increasingly better information on the basis of which it can perform its supervisory role. One point for attention is the amount of information that the board of directors must regularly process in a short time. Additionally, the board, in consultation with the director, wants to make more targeted use of the various expertise of the members of the board in the preparation of a meeting. Finally, the board will evaluate the current governance model on the next strategic day.



We strive for quality

In 2021, our organisation became much more stable. Step by step we are developing new work processes that are consistent with our new strategy. The internal consultation and evaluation structure was examined and adjusted. We made a qualitative improvement to the financial and content-related management information. For example, this led to us now carrying out a structural (quarterly) risk analysis and we keep track of our project portfolio on a monthly basis. These adjustments mean that management and the board have better management information.

Quality management

Our quality management system is set up in accordance with the principles of the ISO 9001 standard and the sector-specific ISO standard Partos 9001. After an audit, which had to take place virtually due to the COVID-19 measures that were in place, we received a three-year extension for our ISO/Partos certificate in December 2021. Additionally, we invested internally in our quality management in various ways:

- *Internal audit*

Several processes were audited by internal auditors in order to monitor and improve the operation of our quality management system. Deviations and points for improvement were reported and followed up on.

- *New quality management handbook*

Our quality management handbook, with all the processes, procedures, work instructions and standard documents, was redesigned based on our new strategy and working method. We will finish rewriting the corresponding documents in 2022.

- *Customer satisfaction research*

In 2021, some of our colleagues carried out customer satisfaction surveys and surveys to gauge the satisfaction of donors with our communication and services. In the end, the result was a weighted average of 8.6 for our trustworthiness!

- *Functioning of quality management system*

In September, our management team discussed to what extent the quality management system is working. The conclusion was that it functions adequately, but there are a few points for improvement. These were laid down in action points.

Three recognised quality marks

Accreditations and certifications are how you can be sure that we contribute to a better world, manage every euro carefully, are accountable, and have ourselves audited independently.

- *Recognised as a Charity by The Netherlands Fundraising Regulator (CBF)*

Being a CBF Recognised Charity means that we meet the strict quality requirements as set out by the CBF's regulatory authority.

- *Classified as a Public Benefit Organisation (ANBI)*

SeeYou has been classified as a Public Benefit Organisation (ANBI) by the Dutch Tax Administration. As a result, donations to the organisation are tax deductible.

- *ISO 9001 and Partos 9001*

Our foundation is ISO 9001 and Partos 9001 certified. This certification concerns internal and external processes, and they are regularly tested and adjusted.



Complaints

In 2021, we registered six complaints. The questions or comments were related to fundraising. For example, frequency of mail, use of address and one case of an incorrect transaction. In every instance the complaint was resolved satisfactorily.

Integrity and safeguarding

Integrity and safeguarding are high on our agenda. We know from experience – and from countless studies – that our target audience is at a significantly higher risk of abuse than persons without disabilities, so safety and an open culture are crucial.

New integrity and safeguarding policy

Now that we work directly with local partner organisations in Africa and Asia instead of through an international organisation, we must also ensure that our partners have a good integrity and safeguarding policy regarding the people we support with our work. We have laid down the distinction between our direct and indirect responsibility towards stakeholders and our target group and the ethical conduct that we demand of ourselves and our partners in a new integrity and safeguarding policy.

You can find our integrity and safeguarding policy on our website.

In 2021, we introduced this policy and discussed it with the team. As part of our preventive measures, we continuously discuss internally the importance of acting with integrity and concrete moral dilemmas. In 2022, we will also continue to discuss with partner organisations how they give concrete form to the integrity and safeguarding policy in their programmes.

What will you find in our integrity and safeguarding policy?

- Our statement of integrity
- Our code of conduct
- Our prevention policy
- Our reporting system
- References to underlying provisions: Transparency & Anti-Corruption Policy, Regulations for Confidants, Whistle-blower Policy, and Complaints Procedure

Code of Conduct

Our code of conduct is founded on our core values: every person is valuable, there is room for everyone, love for one's neighbour, and righteousness. All our employees and volunteers are asked to sign this code of conduct and it forms the basis of all our actions. We also endorse the 2019 Partos Code of Conduct with guidelines on cooperation with civil society organisations in project countries, setting up a professional organisation, and agreements on communication and fundraising.

We always work with the financial resources that are entrusted to us by others - donors, funds, foundations. We follow the guidelines expressed in our Transparency & Anti-Corruption Policy to minimise the risk of misuse of these resources.

Corporate Social Responsibility

We have drawn up a new CSR policy statement, based on three principles:

• *Working fairly and honestly*

The previous sections on Quality and Integrity describe how we shape this.

• *Respect for our stakeholder, our work and our organisation*

In addition to regular satisfaction surveys, the various stakeholders are consulted annually on strategic decisions. This includes volunteers, ambassadors, family of the founders, involved donors, representatives of equity funds, and strategic partners in our project countries and in the Netherlands.

• *Respect for society and the environment*

We are committed to protecting the environment and we want to conserve natural resources. That is why we choose to pay a CO₂ compensation for our air travel by making a donation to the A Rocha foundation, as was the case with our project visit to Rwanda last year. In addition, the second year of – mandatory – working from home resulted in lower CO₂ emissions from commuting and less paper consumption.

Risk management

Our work often involves risks and uncertainties. Through risk management, we prevent risks from becoming reality and limit any potential impact they may have. With an internal risk register, a quarterly risk analysis by the management team, monitoring by the board and sound policy - on project expenditure, reporting, monitoring, internal monitoring, and integrity - we do as much as possible to manage risk in a structured way.

We see five main potential risks for the next five years.

1. Uncertain external conditions as a result of the pandemic and political unrest

Probability: high

Potential impact: high

The past couple of years have shown us how quickly the world can be gripped by a virus or conflict that extends far beyond national borders. Our target group was hit hard by coronavirus-induced lockdowns: healthcare, education and livelihood for persons with disabilities became even more inaccessible. And at the time of writing this annual report, it is still unclear how much impact the conflict in Ukraine will have on our projects, for example because of grain shortages, or on donor's giving behaviour.

Our approach:

- continue to invest in projects that promote economic independence and food security
- ask governments to make COVID-19 emergency aid inclusive for persons with disabilities
- extra emergency response campaigns (where necessary)

2. Loss of funding

Probability: middle-high

Potential impact: high

Our approach:

- commit to pursuing our strategy for revenue growth
- monitor income development
- invest in attracting new donors
- allocate expenses only if income is guaranteed

3. Damage to our reputation

Probability: low

Potential impact: high

Negative publicity, due to bad results, fraud, or a case of integrity violation, could have a huge impact on our organisation's image.

Our approach:

- a professional way of working with clear management and organisational structure and reporting channels
- have the quality and accordance with certifications of our organisation tested by external parties, such as CBF and ISO
- policy on quality assurance and integrity

4. Violation of integrity and fraud

Probability: low

Potential impact: high

Our approach:

- updated integrity and safeguarding policy
- maintain an ongoing internal dialogue about integrity and safeguarding within our organisation
- have internal processes in place that are aimed at preventing fraud, which are monitored both internally and externally

5. Capacity of strategic partners in project countries

Probability: low

Potential impact: high

Because we choose to work with partner organisations in project countries, we are more dependent on the quality they deliver.

Our approach:

- structured contact moments with local partners
- clear agreements with partners on monitoring, evaluation and quality indicators



A young boy with dark hair, wearing a blue denim shirt and blue shorts, is walking in a school hallway. He has a prosthetic leg on his right side, which is white and black. He is looking down at his leg. The hallway has a red floor and white walls. Other students are visible in the background, some sitting on a bench and others standing. A yellow banner with a textured pattern is at the bottom of the image, containing the chapter title.

7 Learning & looking ahead

Evaluating takes us further

We continuously reflect on and evaluate our work, so that we continue to grow and develop even better projects.

Looking back at COVID-19

One positive consequence of the recent coronavirus pandemic was the accelerated learning curve in digital skills. We saw this among our own employees and our partners, and in both cases, it made online contact easier. Traveling to our project countries remains indispensable to get a better picture of the impact of our projects and to build good relationships. Additionally, partner organisations greatly appreciate our visits, and it is a recognition of their work if they can proudly show what they have achieved.

Fortunately, a visit to one of our project countries was once again possible in 2021. Our Director Dicky Nieuwenhuis and Programme Team Leader Jasper Oei visited our projects and partner organisations in Rwanda. They brought back inspiring stories, a better understanding of the local context, and affirmation of the direct collaboration with local partners. *For more information about our projects in Rwanda, turn back to page 12.*

Even better monitoring and evaluation

Last year we further developed our Monitoring and Evaluation Framework so that every project reports back on the most important indicators. This gives us even better insight into the number of people we reach with our work and our creative impact analysis. For example, we can better monitor how many persons with disabilities were helped with eye problems. The indicators were discussed with the local partners, in order to test their applicability against the practice and the capacity of the local organisations.

**In the following pages you will read
about what we learned during the last year
and what our plans are for the future.**

Shege from Ethiopia received help for her eyes.





What we learned in 2021

Strategic learning points

- Our clear strategy, which is supported by everyone in the organisation and which we can explain well to donors and partners, brings peace and clarity.
- We can still achieve great results with limited capacity, as long as we really use that capacity in a targeted manner. We saw this reflected in our lobbying results.
- Monitoring projects and having a clear project information system in place strengthens our work. We will need to invest more into this in 2022.

Project-based learning points

- Collaborating directly with local partners was an important choice in our new strategy. After a year of working in this way, we notice that it puts us in a better position to connect partners and stimulate collaboration.
- Within the Employable programme, finding training places for persons with disabilities that match the requirements or possibilities takes a lot of time. If we were to consult with the companies and organisations involved, such as employment offices, earlier on in a project, it would increase the chances of success.
- We are delighted that the international cooperation programme We are Able! has started. One consideration, however, is that the advocacy groups we aim to strengthen through this programme often receive requests from members for financial support. The requests concern immediate needs such as medical care or education. By giving our partner organisations the financial scope to provide this support, we encourage collaboration with advocacy groups.

Internal learning points

- Employees' job satisfaction is related to attention to clear internal agreements and a well-functioning information system, as well as space for spontaneous ideas.
- Now that flexible working is here to stay and our staff being able to work from home up to 50% of the time, we notice that it is crucial to make time for more informal ways of contact.
- We can get even more out of our employee satisfaction survey if we discuss the results internally in a structured manner.

Planning for 2022

Looking ahead to 2022, we will continue to deliver inclusive (eye) care, inclusive education and livelihood, and continue to champion equal rights for persons with disabilities in Africa and Asia. Below you will find our concrete goals for 2022.

The core: equal access to healthcare, education and work

- Reach 9,010 children and adults with high-quality eye care, rehabilitation, and preventive measures
- Provide 472 children and young people with disabilities with access to inclusive education
- Help 1,967 persons with disabilities find work

Strengthening each other through collaboration

- Through the *We are Able!* Consortium in Uganda, South Sudan and Sudan, we will continue to strengthen local interest representatives of persons with disabilities to stand up for food security. And we will share this knowledge with Dutch and international policymakers.
- We will continue to exchange and develop our expertise on early diagnosis of children with a impairment and the inclusion of persons with a impairment with local partners in project countries and the *Bartiméus Fund*.
- We are going to deepen our role as an inclusion partner for *Word and Deed*, *ZOA*, *Dorcas* and *The Leprosy Mission*.

Continue to grow in quantity, quality and integrity

Because of our – relatively – new name we want to continue to work on our brand awareness in the coming year. And we will strive towards growth in various areas. From increased income, approved funds and programme expansion to increased stakeholder satisfaction and growth on a personal and professional level. In this way we will stimulate independence, entrepreneurship and collaboration in our team.

In addition, we want to deepen our integrity policy by internally discussing moral dilemmas and having exchanges with partner organisations on how we can prevent and tackle cross-border treaties.



8 Finances

Annual figures for 2021

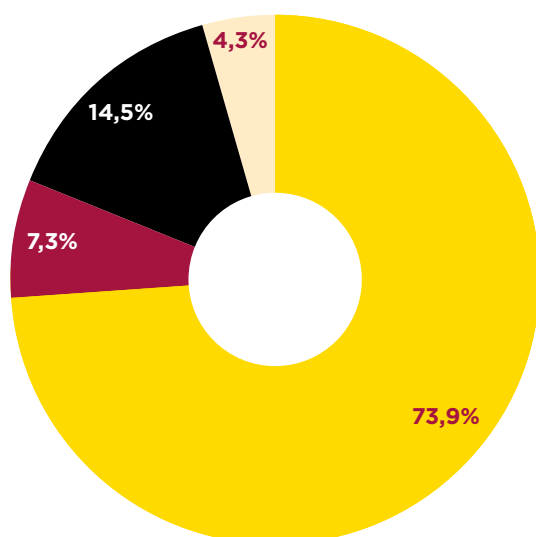
Thanks to the contributions from funds, governments and donors, we were able to make a difference in thousands of lives in 2021 – also in times of corona. In this chapter you will find an explanation of the most important results and the main points of our financial policy.

Financial results 2021

Over 81% of our costs went to implementing our mission. We spent a total of over 2.7 million euros on projects in our project countries. Our total spending was higher than our income, so over € 500,000 was financed from our reserves.

Spending and expenses

(in percentages of the total spending and expenses)



- (Eye) care and inclusion for persons with disabilities in project countries
- Awareness raising and education
- Fundraising
- Management and administration

In 2021, the spending and expenses amounted to a total of € 3,765,733. This amount was distributed as follows:

Towards our mission

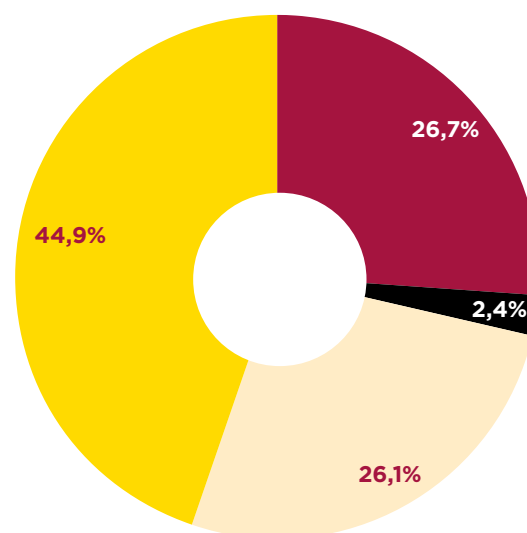
	€
(Eye)care and inclusion for persons with disabilities on project countries	2,781,372
Raising awareness and education	274,625

Other expenses

Fundraising	546,122
Management and administration	163,614
Total	3,765,733

Income

(in percentages of the total income)



- Income from other not-for-profit organisations
- Income from private individuals
- Income from companies
- Subsidies from governments
- Other income

In 2021, we received a total income of € 3,386,830. We received this amount from the following sources, as follows:

Source of income

	€
Income from private individuals	901,495
Income from companies	79,700
Subsidies from governments	884,006
Income from other not-for-profit organisations	1,520,177
Other sources of income	1,452
Total	3,386,830



Income

In 2021, we were very grateful to receive a total of € 3,386,830.

In a year in which our organisation changed name, our goal was to secure and increase our brand awareness. And, related to this, to maintain or even increase the proceeds from private donors. We are pleased that both objectives have been achieved. We received more donations from private individuals than we had budgeted.

However, the total income was lower than predicted. This had to do with the delayed start of two programmes financed by institutional funds; *We are Able!* and *Employable*. As a result, revenues from government subsidies lagged behind the budget. *We Are Able!*, a five-year project in Uganda, Sudan and South Sudan, financed by the Dutch Ministry of Foreign Affairs, started in 2021, but took off at a slower pace than originally planned. Due to the coronavirus pandemic and the political tensions in Sudan, there were delays in implementing the programme, which resulted in lower proceeds related to expenditure.

Income from other not-for-profit organisations remained in line with the estimated budget, with the exception of the segment Other donors. One of these donors finances the *Employable* project, which has a budget of over € 500,000. This project also suffered from the effects of COVID-19, which slowed down implementation and resulted in lower proceeds related to expenditure. We

are pleased that, despite the delay, this donor is still greatly appreciative of the projects and we expect that implementation will be fully operational again in 2022. The income we receive is largely incidental in nature. 22% of the donations from private individuals can be called structural (commitments for >1 year or donors who have set up a standing order). The income from other not-for-profit organisations mainly relates to project contributions on an annual basis. *The We Are Able!* project, which runs from 2021 to 2025, falls under government subsidies.

Expenses

In 2021, our total expenditure was € 3,765,733. 81.2% of that was spent on the organisation's objective. 73.9% of our spending went to our projects in Africa and Asia for inclusive eye care, access to healthcare, education and livelihood, and strengthening the rights of persons with disabilities. And we spent 7.3% on raising awareness and education about the need for inclusive development in development cooperation.

In our new strategy we have set ourselves the goal that by 2024 at least 85% of our expenses are spent on implementing our mission. Because the total project expenditure was lower than budgeted due to the consequences of COVID-19 and political tensions in some work areas, this percentage was slightly lower in 2021. But there was increase from 80.5% in 2020 to 81.2% in 2021, so we are moving in the right direction.

We had higher expenses than budgeted for a number of items, such as fundraising. This has to do with the challenge of strengthening the organisation's new name and position. The board decided to release resources for this from a special-purpose reserve in mid-2020. Part of the high one-off costs for fundraising and communication were also charged to this reserve in 2021.

Personnel costs remained below budget and were lower than in 2020 because of the strategic choice to structurally spend more resources in our project countries in Africa and Asia. Controlling the costs means a more limited staffing internally. We are therefore grateful to all our employees and volunteers that they carry out their work with conviction and commitment.

Result analysis

We closed 2021 with a net negative income of € 393,380. This was not in line with the budget, in which we estimated a deficit of € 147,838, motivated by the desire to continue our projects, despite expected lower yields. Unfortunately, we were faced with deferred project expenses (€ 116,000) because of handing over two projects to *Light for the World International* in 2020. And by focusing on the campaign for our new name and the associated fundraising, costs for fundraising and communication (€ 130,000) were brought forward.

€ 113,719 was added to the Earmarked Funds. This concerns gifts that are designated for a specific project and have not yet been spent. The proceeds were received throughout the year. The relatively large amounts that we received towards the end of the year could no longer be fully spent in that same year. The total result was partly charged to the Reserve for mission implementation 2021-2024 (€ 365,861). The remaining loss of € 141,238 was deducted from the Continuity reserve.

Reserve policy

Continuity reserve

The continuity reserve enables us to cover short-term risks and ensure that we can continue to meet all obligations in the future. We set € 1,400,000 as a responsible maximum level (with a € 100,000 margin). At the end of 2021, after allocation of profits and losses, the continuity reserve was € 1,271,687.

The sector association *Goede Doelen Nederland* recommends a maximum reserve of one and a half times the organisation's annual costs. Our continuity reserve remains below that. Having this figure in reserve means we have sufficient capacity to absorb significant setbacks, in line with the risk analysis. At the same time, applying an upper limit to the reserve ensures that we invest our resources as much as possible in eye care and inclusive development in our project countries.

Earmarked funds

As well as our continuity reserve, we have also set up the following funds that are earmarked for specific purposes. Earmarked funds by end of 2021:

- Emergency aid reserve: € 100,000
- Mission implementation 21-24 reserve: € 465,394

Emergency aid reserve

The countries where we work with our partners are regularly affected by natural disasters, conflicts or other unexpected emergencies, such as the coronavirus pandemic. We want to be able to provide emergency aid in those situations, provided that our strategic local or international partners have sufficient capacity to adequately provide this aid. In order to be able to react quickly in emergency situations, a reserve has been set up that allows us to start up and (pre-)finance activities immediately, regardless of fundraising. Any funds raised for this emergency aid then flow back into the reserve until it once again is at the level it was before the loan.

Mission implementation 21-24 reserve

This reserve was formed in 2019 thanks to a legacy, and it is intended for the design and roll-out of our new strategy in our project countries in Africa and Asia, and the support that is required from the Netherlands. The board established the content frameworks for this in 2020. In summary, the reserve is to be used between 2021 and 2024 to:

- Invest in the organisation to structurally increase the resource acquisition (own fundraising) by an average of 5% per year, which makes structurally higher investment possible in our projects in Asia and Africa.
- Reach a greater number of children and adults with a disability in our project countries and consequently have a greater impact on the lives of these people.

Progress and results are monitored by the board on the basis of concrete indicators. An annual evaluation will be carried out to determine whether the investment from the reserve is having the desired effect or whether it requires adjustment.

For the year 2021, € 147,838 was withdrawn with the option of increasing this to € 225,000. The expenditure charged to this reserve in 2021 was higher than planned. Because costs for fundraising and communication were brought forward, € 365,861 was spent from this reserve in 2021. In the coming years, the spending schedule will be adjusted downwards to correct for the extra spending in 2021. This will be adjusted in the multi-year budget and will serve as a framework for drawing up future annual plans and budgets. Using the available resources as effectively as possible is always the most important consideration. This reserve will be completely used up by 2024.

Standard percentages

We want all the donations we receive to contribute to an inclusive world and quality eye care. In order to do our work well and professionally, it is necessary to invest in fundraising and quality improvement. We are committed to keeping the cost percentages below the benchmark set by *Goede Doelen Nederland*. Table 2 shows the percentages achieved compared to the benchmark for small fundraising institutions (< € 5 million). The overview shows that in 2021 we exceeded our target spending standard (90.2%, the standard is 85%). Our cost percentage for Cost of Management and Administration has been lower than the benchmark for years. And the fundraising rate has also decreased in 2021. Additional costs were incurred in 2021 and 2020 because of the name change and implementation of the new strategy.

Budget for 2022

In the budget for 2022 we show our ambition, with an estimated income of almost 4 million euros. This is thanks to the growth of our project portfolio, which is financed by private donations, foundations, and institutional funds. Together with our partners, we are active in seven countries in the field of (eye) care and inclusion and rights for persons with disabilities. We are also expressly striving to control costs and we expect to see growth in fundraising. This will lead to a positive operational result in 2022. And that would be a positive development after years of deficit. Table 3 shows that we expect spending on objectives to remain in line with the current trend. On balance,

the cost percentages (Fundraising, Management and Administration) show a downward trend.

The budget for 2022 is included in the appendix to the 2021 financial statements and can be found on page 78.

Multi-year budget 2021-2024

In order to properly and financially support our multi-year strategy (see page XX), we restructured in 2020. As a result, our costs in the Netherlands have been significantly reduced. In combination with a growth strategy (particularly regarding private donations), we want to break through the operating deficits of the previous strategy period and devote more resources to our projects. In the 2022 budget we see an upward trend and a modest positive result. We aim to continue this development. In 2022, we will evaluate the principles of the multi-year budget and adjust and adapt them where necessary to changing internal and external developments.

Children with eye diseases are treated in the KEU hospital in Rwanda.



	Three-year average	Total 2021	Total 2020	Total 2019	Benchmark 2019*
Target percentage of income					
Spending on objective/total income	80,7%	90,2%	92,9%	58,9%	
Target percentage of expenses					
Spending on objective/total expenses	81,3%	81,2%	80,5%	82,1%	80,0%
Percentage of income for fundraising					
Fundraising costs/sum of acquired income	14,1%	16,1%	16,5%	9,5%	12,0%
Management and administration costs					
Management and administration costs/total expenses	4,6%	4,3%	4,9%	4,7%	8,0%

Table 1. SeeYou figures compared to Benchmark 2019

*Benchmark Facts & Figures Charitable Organisations 2019, small organisations category (< € 5 million), Goede Doelen Nederland

	Three-year average	Budget 2022	Benchmark 2019*
Target percentage of income			
Spending on objective/total income	80,7%	79,5%	
Target percentage of expenses			
Spending on objective/total expenses	81,3%	82,1%	80%
Percentage of income for fundraising			
Fundraising costs/sum of acquired income	14,1%	12,9%	12,0%
Management and administration costs			
Management and administration costs/total expenses	4,6%	4,6%	8,0%

Table 2. SeeYou budget for 2022 compared to Benchmark 2019

*Benchmark Facts & Figures Charitable Organisations 2019, small organisations category (< € 5 million), Goede Doelen Nederland



9 Financial statements

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9.1 Balance sheet on 31 December (after allocation of profits and/or losses)

Assets		31-12-2021	31-12-2020
		€	€
Fixed assets			
Tangible assets	9.7.1		
Buildings		54,872	60,499
Inventory and IT		58,938	67,972
Vehicles		-	-
		113,810	148,741
Financial assets	9.7.2		
Participating interests		-	-
		-	-
Current assets			
Receivables	9.7.3		
Project contributions to be received		232,398	246,230
Prepaid project contributions		191,418	-
To be claimed inheritance		48,239	103,823
Other receivables and assets		14,644	5,317
		486,699	355,370
Liquid funds	9.7.4	2,603,973	3,180,183
Total assets		3,204,482	3,684,024

Liabilities		31-12-2021	31-12-2020
		€	€
Reserves and funds	9.7.5		
Reserves			
Continuity reserve		1,271,687	1,412,925
Emergency aid reserve		100,000	100,000
Operation coverage reserve		-	-
Mission implementation 2021-2024 reserve		465,394	831,255
		1,837,081	2,344,180
Funds			
Allocated funds		208,008	94,289
Provisions	9.7.6		
Benefits obligation		336,863	352,037
Current liabilities	9.7.7		
Project obligations		598,143	635,491
Taxes and social security charges		61,245	64,615
Other short-term liabilities staff		89,806	106,210
Other short-term liabilities		73,336	87,202
		822,530	893,518
Total liabilities		3,204,482	3,684,024

9.2 State of income and expenses

Income		Actual 2021	Budget 2021	Actual 2020
		€	€	€
Income from private donations	9.8.1	901,495	893,500	1,063,821
Income from companies	9.8.2	79,700	46,200	52,370
Subsidies from governments	9.8.3	884,006	1,177,992	179,768
Income from associated not-for-profit organisations	9.8.4	-	-	492,417
Income from other not-for-profit organisations	9.8.5	1,520,177	1,860,265	1,392,984
Sum of income raised		3,385,378	3,977,957	3,181,360
Income in return for the provision of services	9.8.6	-	-	9,293
Other income	9.8.7	1,452	4,500	549
Total income		3,386,830	3,982,457	3,191,202
Expenses				
		€	€	€
Spent on objectives				
(Eye)care and inclusion of people with a disability in project countries	9.5	2,781,372	3,250,858	2,802,226
Awareness raising and education	9.5	274,625	238,713	162,494
		3,055,997	3,489,571	2,964,720
Fundraising				
Fundraising costs	9.5	546,122	467,760	537,703
Management and administration				
Management and administration costs	9.5	163,614	164,909	180,703
Sum of expenses		3,765,733	4,122,240	3,683,126
Balance before financial income and expenses		-378,903	-139,783	-491,924
Balance financial income and expenses	9.9.8	-14,477	-8,055	-15,048
Profit/loss		-393,380	-147,838	-506,972

9.3 Allocation of profits and/or losses

Income	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Allocation of result reserves			
Continuity reserve	-141,238		-87,075
Emergency aid reserve	-	-	
Operation coverage reserve	-	-	-300,000
Mission implementation 2021-2024 reserve	-365,861	-147,838	-165,000
	-507,099	-147,838	-552,075
Allocation of result funds			
Allocated funds	113,719	-	45,103
Total	-393,380	-147,838	-506,972

9.4 Cash flow statement

	2021		2020	
	€		€	
Cash flow from operational activities				
Total income	3,386,830		3,191,202	
Total expenses	3,765,733		3,683,126	
Operating result		-378,903		-491,924
<i>Adjustments for:</i>				
Depreciation	42,179		41,926	
Change in provisions	-15,174		-8,245	
		27,005		33,681
<i>Changes in operating capital</i>				
Receivables	-131,329		2,031,138	
Short-term liabilities	-70,988		392,631	
		-202,317		2,423,769
Cash flow from business operations		-554,215		1,965,526
Interest received	-		-	
Interest paid	-		-	
Financial income and expenses	-14,477		-15,048	
		-14,477		-15,048
Total cash flow from operational activities		-568,692		1,950,478
Cash flow from investment activities				
Investments in other fixed assets				
Investment in material and financial fixed assets	-7,518		-21,580	
Disposal of material and financial fixed assets	-		25,000	
Total cash flow from investment activities		-7,518		3,420
Increase/decrease in cash		-576,210		1,953,898
Liquid funds on 31-12		2,603,973		3,180,183
Liquid fundss on 1-1		3,180,183		1,226,285
Increase/decrease in cash		-576,210		1,953,898

The cash flow statement has been prepared using the indirect method.



A nurse with the mobile eye care team in Ethiopia carries out eye tests.

9.5 Overview of expenses

Allocation		Objective		
Expenses		(Eye) care and inclusion for people with disabilities in project countries	Awareness raising and education	
		€	€	
Subsidies and contributions	9.9.1	1,963,300	-	
Publicity and communication	9.9.2	-	206,452	
Direct fundraising costs	9.9.3	-	-	
Personnel costs	9.9.4	700,699	58,392	
Housing costs	9.9.5	15,219	1,268	
Office and general expenses	9.9.6	76,846	6,404	
Depreciations	9.9.7	25,308	2,109	
Total expenses 2021		2,781,372	274,625	
Budget 2021		3,250,858	238,713	
Total 2021		2,802,226	162,494	

Target spending percentage of incomeSpending on objective/total *income***Target spending percentage of expenses**Spending on objective/total *expenses***Percentage of income for fundraising**Fundraising costs/sum of acquired *income***Management and administration costs**Management and administration costs/total *expenses*

Fundraising, management and administration					
	Fundraising	Management and administration	Total 2021	Budget 2021	Total 2020
	€	€	€	€	€
	-	-	1,963,300	2,411,316	1,898,712
	-	-	206,452	170,000	87,202
	232,527	-	232,527	151,685	191,356
	268,602	140,140	1,167,833	1,206,351	1,220,125
	5,834	3,044	25,365	27,739	21,967
	29,458	15,369	128,077	114,019	221,838
	9,701	5,061	42,179	41,130	41,926
	546,122	163,614	3,765,733	4,122,240	3,683,126
	467,760	164,909		4,122,240	
	537,703	180,703			3,683,126

	Total 2021	Budget 2021	Total 2020
	90,2%	87,6%	92,9%
	81,2%	84,7%	80,5%
	16,1%	11,7%	16,8%
	4,3%	4,0%	4,9%

9.6 Accounting policies

General accounting policies

These annual financial statements have been prepared in accordance with Guideline 650 for Fundraising Organisations as set out in the Dutch Guidelines for Annual Reporting. The purpose of this Guideline is to provide insight into the costs of the organisation and how funds are spent in relation to the purpose for which the funds were collected. The annual financial statement is in euros.

Comparative figures

The comparative figures for 2020 have been adjusted where relevant to allow comparability with the year under review.

Consolidation

The board of the SeeYou Foundation is also the board of the *Open Oog Foundation*. The annual financial statements of the SeeYou Foundation do not include consolidated figures that include the result and the equity of the *Open Oog Foundation*, because the significance of this foundation in general is negligible.

Valuation principles

General valuation principles

Unless stated otherwise, assets and liabilities are stated at their amortised cost.

Currency conversion

A transaction in a foreign currency is valued on initial recognition at the functional exchange rate on the date of the transaction. Monetary balance sheet items in foreign currency are converted at the functional exchange rate on the balance sheet date.

Exchange differences arising during the settlement or conversion of monetary items in foreign currency are included in the statement of income and expenses.

Tangible assets

The tangible assets that are necessary for carrying out the organisation's objective and business operations are valued at their acquisition price minus a depreciation determined based on the estimated useful life, taking into account any residual value. The depreciation amounts to a percentage of this acquisition price.

Receivables, liquid funds, debts and accrued assets and liabilities

The receivables, liquid assets, debts and accrued assets and liabilities are stated at amortised cost; valuation shall

be deducted from a provision for irrecoverable debts, based on an individual assessment of the receivables. Project obligations are included based on a decision to that effect, which is made known in writing to the recipient of the subsidy and are charged to the financial year in which the project activities must be carried out by the partner implementing the project.

Reserves and funds

Reserves constitute money that the Foundation is free to use. Designated reserves may be earmarked by the board to be used for a specific purpose.

Funds concern money that must be spent within the context of the purpose for which it was made available. This concerns the unspent part of earmarked donations and other funds included under income.

Provisions

Provisions are listed when it is probable or certain that a liability will arise, but it is not known exactly when the outflow of funds will be needed or how much they will be.

Accounting principles for determination of results

General accounting principles for determination of results

Profit is determined as the difference between the income and all related costs and other expenses attributable to the reporting year, with due observance of the aforementioned accounting principles.

Income

Income consists of all the returns attributable to the reporting year.

Legacies should be included in the reporting year in which the size of the estate can be reliably determined, i.e., if payment has been announced. Advances are recognised in the financial year in which they are received. In-kind donations are valued at fair market value.

Expenses

Financial income and expenses relate to interest income and expenses relating to the reporting period.

Employee benefits

Salaries and social security contributions are allocated to the reporting period in which they are due, in accordance with the employment contracts.

The Foundation has promised its staff a pension based on average pay. The pension scheme is managed by the

industry pension fund Pensioenfonds Zorg en Welzijn. The premiums due for the financial year are recognised as costs.

Premiums that have not yet been paid by the balance sheet date are listed as a liability. The risks of price indexation and investment return may lead to an adjustment of future contributions to Pensioenfonds Zorg en Welzijn.

These risks are not reflected in a provision included in the balance sheet. In the event of a deficit at Pensioenfonds Zorg en Welzijn, the foundation has no obligation to make additional contributions other than future higher premiums.

There is currently a shortfall in the Pensioenfonds Zorg en Welzijn. At the end of 2021 the pension fund had a funding ratio of %106.6 (2020: 92.6). The required funding ratio it needs to achieve is 121.4%. Pensioenfonds Zorg en Welzijn has submitted a recovery plan to De Nederlandsche Bank (DNB). It states that the funding ratio should be back to the required level in 2027. To this end, Pensioenfonds Zorg en Welzijn has increased the premium during the recovery period and pension payments are not increased in full. The recovery plan is updated every year and submitted to De Nederlandsche Bank for approval.

Cost allocation

Staff costs, rent costs, office and general costs, and depreciations are divided between carrying out the objective, fundraising, and management and administration.

9.7 Notes to the balance sheet

Assets - Fixed assets**9.7.1 Tangible assets**

Changes to the fixed tangible assets have been summarised in the following table:

	Buildings	Inventory and IT	Vehicles	Total
	€	€	€	€
<i>Situation as at 1 January 2021</i>				
Purchase value	187,593	300,370	9,810	497,773
Accumulated depreciation	-127,094	-212,398	-9,810	-349,302
	60,499	87,972	-	148,471
<i>Changes in fiscal year 2021</i>				
Investments	-	7,518	-	7,518
Depreciations	-5,627	-36,552	-	-42,179
Disposals	-	-	-	-
Cost of Disposals	-	-	-	-
	-5,627	-29,034	-	-34,661
<i>Situation as at 31 December 2021</i>				
Purchase value	187,593	307,888	9,810	505,291
Accumulated depreciation	-132,721	-248,950	-9,810	-391,481
	54,872	58,938	-	113,810

Depreciations are calculated based on the following annual depreciation percentages:

Buildings (including land)	3%
Inventory and IT	10%-25%
Vehicles	20%

9.7.2 Financial fixed assets

Lapsed.

Current assets

9.7.3 Receivables

	2021	2020
	€	€
Project contributions to be received	232,398	246,230
Prepaid project contributions	191,418	-
Legacies to be received	48,239	103,823
Other receivables		
Contributions to be received	11,846	4,046
Accrued interest	-	6
Prepaid contributions	2,798	1,265
Other receivables		-
Total other receivables	14,664	5,317
Balance at 31 December	486,699	355,370

A provision for ineligibility is not considered necessary.

9.7.4 Liquid funds

	2021	2020
	€	€
Cash	1,016	890
Bank Account – current accounts	932,187	1,029,869
Bank Account – US dollars	82,684	28,844
Bank Account – savings	1,588,086	2,120,580
Balance on 31 December	2,603,973	3,180,183

The liquid funds are freely available.

The Bank Account in US dollars is valued according to the exchange rate on the balance date.

Liabilities

9.7.5 Reserves and funds

	31-12-2021	31-12-2020
	€	€
Reserves		
Continuity reserve	1,271,687	1,412,925
Emergency aid reserve	100,000	100,000
Mission implementation 2021-2024 reserve	465,394	831,255
Total	1,837,081	2,344,180

<i>The movement can be displayed as follows:</i>	Balance at 1-Jan	Allocation of profits and/or losses	Other changes	Balance at 31-Dec
Continuity reserve	1,412,925	-141,238	-	1,271,687
Emergency aid reserve	100,000	-	-	100,000
Mission implementation 2021-2024 reserve	831,255	-365,861	-	465,394
Total	2,344,180	-507,099	-	1,837,081

	2021	2020
	€	€
Continuity reserve		
Balance on 1 January	1,412,925	1,500,000
Change according to allocation of profits and/or losses	-141,238	-87,075
Balance on 31 December	1,271,687	1,412,925

The continuity reserve was formed to cover short-term risks and to ensure that all obligations can also be met in the future. We set € 1,400,000 as a responsible maximum level (with a € 100,000 margin). At the end of 2021, after allocation of profits and losses, the continuity reserve was € 1,271,687. That is just under the 1,300,000 range. We expect to achieve a positive result in 2022 (see Budget 2022 in the Appendix). After structural losses in 2020, we have revised our policy and strategy. The corresponding goals and results are to be close to balance or in surplus, so that financial continuity is guaranteed and spending in our project countries grows. This transition is not yet complete. It is therefore necessary to have sufficient reserves to be able to cover the risks sufficiently.

The sector association *Goede Doelen Nederland* recommends a maximum reserve of one and a half times the organisation's annual costs. SeeYou's reserve remains under that amount. On the one hand, having this figure in reserve means we have sufficient capacity to absorb significant setbacks, in line with the risk analysis. At the same time, applying an upper limit to the reserve ensures that we invest our resources as much as possible in (eye) care and inclusive development in our project countries.

Earmarked reserves

Alongside as our continuity reserve, SeeYou has also set up the following earmarked reserves:

Earmarked reserves at the end of 2021:

- Emergency aid reserve: € 100,000
- Mission implementation 21-24 reserve: € 465,394

Emergency aid reserve	2021	2020
	€	€
Emergency aid reserve		
Balance on 1 January	100,000	100,000
Change according to allocation of profits and/or losses	-	-
Balance on 31 December	100,000	100,000

The countries where we work with strategic partners are regularly affected by natural disasters, conflicts or other unexpected emergencies, such as the coronavirus pandemic. We want to be able to provide emergency aid in those situations, provided that our local or international partners have the capacity to adequately provide this aid. In order to be able to react quickly in emergency situations, a reserve has been set up that allows us to start up and (pre-)finance first activities immediately, regardless of fundraising. Any funds raised for this emergency aid then flow back into the reserve until it once again is at the level it was before the loan. As a result, in the event of a new emergency response, money can again be quickly released and used for the benefit of victims of natural disasters, conflicts or other unexpected emergencies.

There was no need to call on this reserve in 2021.

Mission implementation 21-24 reserve	2021	2020
	€	€
Mission implementation 2021-2024 reserve		
Balance on 1 January	831,255	996,255
Change according to allocation of profits and/or losses	-365,861	-165,000
Balance on 31 December	465,394	831,255

The mission implementation 21-24 reserve was formed in 2019 thanks to a legacy, and it is intended for the design and roll-out of our new strategy in our project countries in Africa and Asia, and the support that is required from the Netherlands. The board established the content frameworks for this in 2020. In summary, the reserve is to be used between 2021 and 2024 to:

- Invest in the organisation to structurally increase fundraising by an average of 5% per year, which makes structurally higher investment possible in our projects in Asia and Africa.
- Reaching a greater number of children and adults with a disability in Asia and Africa and thus having a greater impact on the lives of people with a visual impairment or other disability.

Progress and results are monitored by the board based on concrete indicators. An annual evaluation will be carried out to determine whether the investment from the reserve is having the desired effect or whether it requires adjustment.

For the year 2021, € 147,838 was withdrawn with the option of increasing this to € 225,000. Over the course of 2021, costs for Fundraising and awareness raising, in combination with strengthening our brand awareness for 2022, were brought forward. This has created conditions to strengthen our positioning in order to enable the intended retention and growth of income. As a result, the reserve decreased faster than the budget initially anticipated.

The use of this reserve is further set out in the multi-year budget. In the coming years, when the annual plan and budget are drawn up, it will be examined annually how the available resources can be used as effectively as possible. This reserve will be completely invested by 2024.

Earmarked funds

	2021	2020
	€	€
Earmarked funds		
Balance on 1 January	94,289	49,186
Change according to allocation of profits and/or losses	113,719	45,103
Balance on 31 December	208,008	94,289

Explanation

The organisation receives funds during the year. It is therefore not always possible to spend the funds that we receive in the same financial year. The COVID-19 pandemic also delayed project spending. Earmarked resources that are still to be spent are accounted for in the earmarked funds.

9.7.6 Provisions

	2021	2020
	€	€
Income payment obligation		
Balance on 1 January	352,037	360,282
Endowment	9,617	14,458
Payments	-24,791	-22,703
Balance on 31 December	336,863	352,037

Explanation

This provision was formed as a result of an inheritance received. The SeeYou Foundation has undertaken to pay out money to the heirs of this estate. The payment is subject to various conditions, including indexation based on the Consumer Price Index. The provision is based on an actuarial calculation. The actuarial interest rate in 2021 was 0.997% (2020: 1.743%) based on the mortality table (male and female mortality between 2014-2019) method SRA.

9.7.7 Current liabilities

	2021	2020
	€	€
Debts related to projects		
Project obligations	192,440	44,519
Amount still to be settled with implementing partners	28,572	
Amount received in advance from donors for ongoing projects	237,819	
Amount received in advance for projects still to be started	138,312	590,972
	598,143	635,491
Taxes and social security contributions		
Payroll tax and social security contributions to be paid	58,501	63,551
Pension contribution to be paid	2,744	1,064
Balance on 31 December	61,245	64,615
Other current liabilities staff		
Provision for holiday pay	36,331	37,017
Provision for holiday days	52,312	69,193
Other staff liabilities	1,163	-
	89,806	106,210
Other liabilities		
Accounts payable	71,374	84,088
Other current liabilities	1,962	3,114
	73,336	87,202
Balance on 31 December	822,530	893,518

9.7.8 Rights and obligations not included in the balance sheet

Multi-year financial obligations

An annual lease has been signed for our office space. The total of the lease instalments that expire after the balance sheet date amounts to approximately € 10,270.

9.7.9 Events after the balance sheet date

COVID-19 pandemic

The coronavirus pandemic still held the world in its grip in 2021, which majorly affected society in the Netherlands and in the countries where we work. Some projects were temporarily put on hold, and where necessary replaced by other project activities, appropriate to the current situation. Other projects have been delayed. We take into account that although contagion rates have fallen drastically, negative effects may still be noticeable during 2022.

Ukraine

The war and crisis in Ukraine erupted in full force in 2022. The consequent effects are becoming increasingly noticeable - in the Netherlands, but also in our project countries in Africa and Asia. We are taking into account that this crisis can also have an effect on income or on costs and project costs. A clear example of this is the increase in energy and fuel costs and food prices.



9.8 Notes to the income statement

Income	Actual 2021	Budget 2021	Actual 2020
	€	€	€
9.8.1 Income from individuals			
Private individuals	510,795	528,500	496,027
Major donors	325,000	290,000	340,000
Legacies and estates	65,700	75,000	227,794
	901,495	893,500	1,063,821
9.8.2 Income from companies			
Companies	67,949	27,450	35,826
Opticians	11,751	18,750	16,544
	79,700	46,200	52,370
9.8.3 Subsidies from governments			
Dutch Ministry of Foreign Affairs: We Are Able!	778,105	1,177,992	-
Dutch Ministry of Foreign Affairs in cooperation with ICCO			76,287
Finish Ministry of Foreign Affairs in cooperation with Plan Finland	105,901		89,662
Other		-	13,819
	884,006	1,177,992	179,768
9.8.4 Income from associated not-for-profit organizations			
Light for the World International	-	-	492,417
	-	-	492,417
9.8.5 Income from other not-for-profit organisations			
Funds and foundations	842,350	983,463	895,950
De Lichtboei foundation	143,921		100,000
Charitable trusts	18,215	20,375	215,818
Churches	64,550	74,000	73,044
Schools	-	-	1,328
EO Metterdaad	5,125	60,000	10,250
Other donations	446,016	722,427	96,594
	1,520,177	1,860,265	1,392,984

Income (continued)	Actual 2021	Budget 2021	Actual 2020
	€	€	€
9.8.6 Income in return for the provision of services			
Training and advice	-	-	9,293
			9,293
9.8.7 Other income			
Miscellaneous	1,454	1,454	549
	1,454	1,454	549

SeeYou's income is largely incidental in nature. About 22% of the Donations from Private Individuals can be called structural (commitments for >1 year or donors who have set up a standing order). The income from other non-profit organisations mainly relates to project contributions on an annual basis. *We Are Able!* has been listed under *Government subsidies*. This project will run from 2021 to 2025.

9.9 Notes to the expenses

Expenses	Actual 2021	Budget 2021	Actual 2020
	€	€	€
9.9.1 Subsidies and contributions for project implementation by partners			
Project completed/in progress:			
Projects by partners in Africa	2,004,739	2,464,657	1,145,271
Projects by partners in Asia	337,521	303,697	446,495
Projects by partners in the Netherlands	132,753	147,405	214,003
Other projects (COVID-19 projects)	4,200	-	91,977
	2,479,267	2,915,759	1,897,746
Exchange rate fluctuation project payments	2,350	-	966
Total project costs	2,481,617	2,915,759	1,898,712
9.9.8 Allocated project costs			
Salary costs allocated to projects	-327,619	-244,815	0
Organisation costs allocated to projects	-190,698	-259,628	0
	-518,317	-504,443	-
Net Subsidies and contributions to partner for completed projects	1,963,300	2,411,316	1,898,712

Expenses (continued)	Actual 2021	Budget 2021	Actual 2020
	€	€	€
Africa	2,004,793	2,464,657	1,145,271
Africa region	418,186	413,850	252,493
DR Congo			40,000
Ethiopia	472,765	838,320	122,325
Kenya	125,812	20,000	431,419
Mozambique			144,321
Rwanda	254,999	125,000	
Uganda	332,071	431,719	54,713
South Sudan	117,778	231,009	100,000
Sudan	283,182	404,759	
Asia	337,521	303,697	446,495
Cambodia	302,772	284,947	413,591
Indonesia	34,749	18,750	32,904
Global (COVID-19 projects)	4,200		91,977
The Netherlands	132,753	147,405	214,003
End total	2,479,268	2,915,759	1,897,746

In the table above, the *Every Life Matters* and *My Body My Future* programmes are classified under **Africa region**. Both programmes are carried out in various countries.

Africa region	418,186	413,850	252,493
Every Life Matters	301,175	300,000	194,963
My Body My Future	117,011	113,850	57,529

9.9.2 Publicity and communication			
Awareness raising and education	26,133	30,000	32,050
Publicity	140,395	115,000	46,128
Miscellaneous	39,924	25,000	9,024

Total publicity and communication	206,452	170,000	87,202
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9.9.3 Direct fundraising costs			
Mailing and marketing	156,500	105,000	106,956
Miscellaneous fundraising costs	76,027	46,685	84,400

Total direct fundraising costs	232,527	151,685	191,356
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Expenses (continued)	Actual 2021	Budget 2021	Actual 2020
	€	€	€
9.9.4 Staff costs			
Salaries	773,539	864,544	809,649
Social benefits	141,527	134,964	152,720
Pensions	89,276	89,423	77,077
Sick leave insurance	30,336	39,000	38,841
Travel costs	18,195	18,408	18,410
International travel costs	5,568	15,000	13,366
Recruitment and hiring	13,122	-	-
Training and development	17,549	10,000	
Hiring External Expertise	68,069	14,500	
Other staff costs	10,652	20,512	110,062
Total staff costs	1,167,833	1,206,351	1,220,125

The average number of employees (in FTE) during the fiscal year 2021 was 15.22 (2020: 14.93).

The board does not receive any remuneration for their work. No loans, advances or guarantees were provided to board members during the year under review.

9.9.5 Rental costs			
Rent for Vendelier 15 Veenendaal space	10,267	10,380	10,267
Water and energy costs	4,327	4,984	4,779
Other rental costs	10,771	12,375	6,921
Total rental costs	25,365	27,739	21,967

Expenses (continued)	Actual 2021	Budget 2021	Actual 2020
	€	€	€
9.9.6 Office and general costs			
IT costs	43,874	43,985	36,703
Advice and support	-	-	58,517
Bank fees	11,731	9,500	9,034
Accountant fees	30,123	21,000	27,289
Other	42,349	39,534	54,333
Totaal office and general costs	128,077	114,019	221,838
9.9.7 Depreciation costs			
Buildings	5,627	5,630	5,630
Inventory and IT	36,552	35,500	35,500
Vehicles	-	-	-
Total depreciation costs	42,179	114,019	41,926
9.9.8 Financial income and expenses	14,477	-8,055	-15,048

Salaries	Actual 2021	
Ms D. J. Nieuwenhuis		
Role: director		
Contract		
Type (duration)	indefinite	
Hours per week	36	
Part time percentage	100	
Period	from 1-Jan to 31-Dec	
Annual salary		
	€	
Gross salary	77,056	
Holiday pay	6,027	
End-of-year bonus	6,896	
Length of service bonus not taken Holiday days	-	
Annual income		89,979
Taxable allowances		-
Pension expenses		9,677
Pension compensation		-
Other long-term remuneration		-
Benefits upon termination of employment		-
Total salary 2021		99,656
Total salary 2020		96,995

Director's salary

The director's annual salary (as an employee) remains below the maximum of € 112,124 (1 FTE/12 months), which is in line with the BSD score of 380 points according to the regulation on salaries for directors of charity organisations. The total salary (including annual income, taxable allowances, pension expenses, pension compensation and other long-term remunerations) also remain below the regulated maximum.

For a more detailed explanation of the organisation's management and guidelines for the director's salary, please turn to Chapter 8 of the Annual Report 2021.

Note:

According to the Regulation on salaries for directors of charity organisations an annual income includes:

- * Gross salary
- * Holiday pay
- * Fixed end of year bonus

Other possible benefits such as a length of service bonus or remuneration for holiday days not taken.

N.B. When calculating the annual income, employer contributions (i.e., pension costs) are not taken into account.

9.10 Comparative analysis

		Actual 2021	Budget 2021	Difference 2021	Actual 2020
	ref.	€	€	€	€
Income					
Income from individuals	9.8.1	901,495	893,500	7,995	1,063,821
Income from companies	9.8.2	79,700	46,200	33,500	52,370
Subsidies from governments	9.8.3	884,006	1,177,992	-293,986	179,768
Income from associated not-for-profit organisations	9.8.4	-	-	-	492,417
Income from other not-for-profit organisations	9.8.5	1,520,177	1,860,265	-340,088	1,392,984
Income in return for the provision of services	9.8.6	-	-	-	9,293
Other income	9.8.7	1,454	4,500	-3,046	549
Total income		3,386,83	3,982,457	-595,625	3,191,202
Expenses					
Subsidies and contributions	9.9.1	1,963,300	2,411,316	-448,016	1,898,712
Publicity and communication	9.9.2	206,452	170,000	36,452	87,202
Direct fundraising costs	9.9.3	232,527	151,685	80,842	191,356
Staff costs	9.9.4	1,167,833	1,206,351	-38,518	1,220,125
Rental costs	9.9.5	25,365	27,739	-2,374	21,967
Office and general costs	9.9.6	128,077	114,019	14,058	221,838
Depreciations	9.9.7	42,179	41,130	1,049	41,926
Sum of expenses		3,765,733		-356,507	3,683,126
Balance of financial income and expenses	9.9.8	14,477	-8,055	22,532	-15,048
Surplus (deficit)		-393,378	-147,838	-216,586	-506,972

Income

SeeYou's income in 2021 was € 3,386,830 in total. This is lower than what was budgeted.

In a year in which our foundation changed name, our goal and challenge was to secure and increase our brand awareness. And, related to that, to maintain and possibly grow the proceeds from fundraising. We are very pleased that both objectives have been achieved. *Income from private individuals* is slightly higher than what was budgeted. And our supporters appreciated our new name, as was apparent from all the positive reactions we received.

Income from government subsidies lagged behind the budget. This mainly concerns the We Are Able! project. This five-year project started in Uganda, Sudan and South Sudan in 2021, but was off to a slower start than originally planned. The coronavirus pandemic and political tensions in Sudan led to delays in implementing the programme. As a result, revenues linked to expenditure were also lower.

Income from other non-profit organisations remained in line with the estimated budget, with the exception of *Other donors*. One of these donors financed the Employable project, for which there was a budget of over € 500,000. But this project also suffered from the impact and consequences of COVID-19, delaying its start. As a result, revenue linked to expenditure was also lower. Nevertheless, the donor's appreciation for the projects is still high and we expect that implementation will be fully back to normal in 2022.

Expenses

In 2021, 81.2% of the total expenses (€ 3,765,733) was spent on the organisation's objective: 73.9% on projects for inclusive development, strengthening the rights of people with disabilities and eye care worldwide; 7.3% on awareness-raising and educational activities on the need for inclusive development in development cooperation. The total expenses were lower than budgeted, partly due to the consequences of COVID-19 and political tensions in some of the areas we work in.

At the same time, we saw higher costs than budgeted for a number of items - fundraising costs in particular. This has to do with the challenge of strengthening the organisation's new name and position. The board decided to release resources for this from the earmarked funds in mid-2020. Part of the high one-off costs for fundraising and communication were also charged to this reserve in 2021.

Staff costs remained below budget and are also lower than they were in 2020. This has to do with the strategic choice to structurally spend more resources in our project countries in Africa and Asia. The organisation's costs (salaries, accommodation, office and general costs, depreciation) remained within the budget.

10.0 Other information

Signing of the annual financial statements 2021

Adoption and approval of the annual financial statements

Adoption and approval of the annual financial statements

The annual financial statements were drawn up on 24 May 2022

The Director of the SeeYou Foundation approved the annual financial statements on 24 May 2022

Events after the balance sheet date

Explained under 9.7.9

Signatures of the director and board of directors on 24 May 2022

Mrs. D.J. Nieuwenhuis, director

Mr. S.R. van Bellen, Chairperson

Mr. J. Th. de Wit, Secretary

Mr. T.J.P. Folmer, Treasurer

Mrs. A. N. Lukkien, Member

Mr. S. Bol, Member

Mr. H. R. Werkman, Member

Ms. M. van der Kroft, Member



Stichting SeeYou
Postbus 672
3900 AR VEENENDAAL

INDEPENDENT AUDITOR'S REPORT

To: The Board of Stichting SeeYou

A. Report on the audit of the financial statements 2021 included in the annual report

Our opinion

We have audited the financial statements 2021 of Stichting SeeYou.

In our opinion the accompanying financial statements 2021 give a true and fair view of the financial position of Stichting SeeYou as of 31 December 2021, and of its result for 2021 in accordance with Directive RJ 650 'Fundraising Organizations'.

The financial statements comprise:

- the balance sheet as of 31 December 2021, with a balance total of € 3,204,482;
- the income and expenditure statement for 2021, with a result of negative € 393,380; and
- the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting SeeYou, Veenendaal, in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the Verordening inzake de Onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the Verordening Gedrags- en Beroepsregels Accountants (VGBA, Dutch Code of Ethics).

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

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

In addition to the financial statements and our auditor's report thereon, the annual report contains other information.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements and contains all the information regarding the management report and the other information as required by Directive RJ 650 'Fundraising Organizations'.

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

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

The board is responsible for the preparation of the management report and other information in accordance with Directive RJ 650 'Fundraising Organizations'.

C. Description of responsibilities regarding the financial statements

Responsibilities of the board for the financial statements

The board is responsible for the preparation and fair presentation of the financial statements in accordance with Directive RJ 650 'Fundraising Organizations'. Furthermore, the board is responsible for such internal control as the board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the board is responsible for assessing the ability of the entity to continue as a going concern. Based on the financial reporting framework mentioned, the board should prepare the financial statements using the going concern basis of accounting unless the board either intends to liquidate the entity or to cease operations or has no realistic alternative but to do so. The board should disclose events and circumstances that may cast significant doubt on the ability of the entity to continue as a going concern in the financial statements.

Our responsibilities for the audit of the financial statements

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 errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

A more detailed description of our responsibilities is written down in the annex of this opinion.

Was signed Amersfoort, 24 May 2022.

WITH accountants B.V.
Drs. J. Snoei RA

Annex

**Annex by our report on the audit of the financial statements 2021 of Stichting SeeYou**

In addition to our opinion, we herewith describe our responsibilities for the audit on the financial statements.

We have exercised professional judgement and have maintained professional skepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control of the entity;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board;
- concluding on the appropriateness of use of the board regarding 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 ability of the entity to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an entity to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Appendix budget 2022

Budget	Budget 2022	Actual 2021	Budget 2021
	€	€	€
Income			
Income from individuals	988,500	901,495	893,500
Income from companies	40,500	79,700	46,200
Subsidies from governments	1,143,446	884,006	1,177,992
Income from associated not-for-profit organisations		-	-
Income from other not-for-profit organisations	1,743,250	1,520,177	1,860,265
Sum of income raised	3,915,696	3,385,378	3,977,957
Income in return for the provision of services	-	-	-
Other income	750	1,454	4,500
Total income	3.916,446	3.386.832	3.982.457
Expenses			
Spent on objectives			
Inclusion of people with a disability in project countries	2,872,368	2,781,372	3,250,858
Awareness raising and education	242,050	274,625	238,713
	3,114,418	3,055,997	3,489,571
Fundraising			
Fundraising costs	504,426	546,122	467,760
Management and administration			
Management and administration costs	172,919	163,614	164,909
Sum of expenses	3,791,763	3,765,733	4,122,240
Balance of financial income and expenses	124,683	-378,901	-139,783
Balance financial income and expenses	-8,055	-14,477	-147,838
Surplus (deficit)	116,628	-393,378	-108,665

Budget	Budget 2022	Actual 2021	Budget 2021
Target percentage of income Spending on objective/total <i>income</i>	79,5%	90,2%	87,6%
Target percentage of expenses Spending on objective/total <i>expenses</i>	82,1%	81,2%	84,7%
Percentage of income for fundraising Fundraising costs/sum of acquired <i>income</i>	12,9%	16,1%	11,7%
Management and administration costs Management and administration costs/total <i>expenses</i>	4,6%	4,3%	4,0%

