

Annual report

2025



Help a
CHILD





INDEX

Foreword	5
Director's report	7
Aim, mission, vision	7
Impact in 2025	8
Theme: setting sails	8
Risks and mitigation	10
Finance	12
Governance	14
Communication with stakeholders	17
Environmental, Social, and Governance	21
Expectations for 2026	22
Expectations beyond 2026	23
Financial statements	24
Balance sheet	24
Statement of income and expenditure	25
Cash flow statement	26
Accounting principles	27
Notes to the balance sheet	31
Off-balance sheet items	37
Notes to the statement of income and expenditure	38
Other information	47
Independent auditor's report	48
Appendix	52
Colophon	53



Setting sail

For a better tomorrow for children in need

For almost 60 years, the driving force behind Help a Child's work has been the commitment to creating a better tomorrow for children in need. Although methods may have changed over the years, our commitment and drive have remained the same.

The year 2025 marked the start of our new strategic period, which runs from 2025 to 2028. In a world that sometimes resembles a rough ocean with high waves, storms and strong currents, it is difficult to make plans, as circumstances can change rapidly. So, rather than drawing up a plan, we have formulated a compass for the coming years to guide us as we navigate these high waves and strong currents. With this compass in hand, we started our new strategic journey in 2025.

For example, in Rwanda, we launched a new five-year programme called Turakura, which focuses on children in ECD centres as the main target group. A good start for children is invaluable for a better tomorrow! We help their parents shape a better tomorrow for their children by providing parenting training and teaching better agricultural techniques to improve income, as well as climate adaptation methods to increase resilience to the effects of climate change.


In the Netherlands, we are working towards a better future for children in need by revising our sponsorship model. We have stopped publishing photographs of sponsored children on our website and introduced an alternative support model that no longer involves direct contact between supporters in the Netherlands and the children they sponsor.

As on the high seas, also on land we sometimes experience headwinds. In 2025, we intensively explored a possible merger with Dorcas. Based on shared values and the desire to make a greater impact together for children and people in need, we investigated how we could join forces. However, in October 2025, we decided not to continue this process. This was a disappointing, but necessary decision.

Still, looking back at 2025, we are grateful that we were able to work towards a better tomorrow for children in need. At the same time, despite the daily challenges we face, we remain determined to do even more. We are also thankful that we do not have to do it alone. We are thankful that our Lord is in charge of this world. We are thankful for the many blessings we received in 2025, too. We trust that He will continue to bless our efforts.

Andries Schuttinga
CEO



 **We are proud to share the impact we made in 2025. Scan this QR code to watch the animated video.**



Director's report

Aim, mission, vision

Help a Child is a Christian international relief and development organisation that was established in the Netherlands in 1968. Our mission is to provide a future for children in need, their families, and their entire community. By empowering vulnerable communities, we help them make sustainable improvements to their living conditions and unlock opportunities for the future.

Help a Child operates in regions where poverty is widespread and in disaster- or conflict-afflicted areas where children and families are especially vulnerable. Working in cooperation with various Dutch, international, and local organisations, we are pursuing our mission in India, Kenya, Malawi, Burundi, Rwanda, the Democratic Republic of Congo (DRC), Somalia, South Sudan, and Uganda.

Together with expert organisations, charitable trusts, and institutional donors, Help a Child develops innovative programmes across thematic areas, including Early Childhood Development (ECD) and Child Protection. Help a Child is supported by a broad-based constituency comprising individuals, churches, charitable foundations, businesses, and schools.

Our mission

Help a Child provides a future for children in need, their families, and their entire community.

Our vision

As a Christian non-profit organisation, Help a Child wants every child – regardless of their social, political, religious, ethnic, or economic background – to have a life of dignity, with love and with a promising future.

Our guiding principles

Sustainable impact

Help a Child creates sustainable impact for children. We want to support children living in poverty and crises to have a better future. We achieve this by empowering our target groups, enabling them to independently enhance their living conditions and increase their resilience and coping mechanisms to deal with the crises they face.

Empowering people

As a Christian organisation, we believe that every human being and every child is uniquely created in the image of God. All our efforts must result in people who have the strength and perspective to improve their own situation and the confidence to develop within their own context.

Holistic care

Help a Child understands that poverty and crises are multidimensional, and that is why we believe in holistic approaches. Providing children with a better future is a comprehensive goal, encompassing multiple domains. We support children to be Healthy & Strong, Educated for Life, and Social & Emotionally Developed, and live with Hope & Dignity. As an organisation, we focus on what we do best and cooperate with other actors to achieve the rest.

Engaging our constituency

Our reason to exist is children in need; our right to exist is our constituency. Engaging people in the Netherlands in our work is crucial in a world in which we are connected as brothers and sisters. As an organisation, we feel the obligation, due to our shared values of compassion and love, to create awareness and serve as a bridge between families in the Netherlands and families in need worldwide.

Our motivation

We believe that the motivation with which we do our work makes a difference. As Help a Child colleagues, we are inspired to love, called to justice, moved to mercy, invited to reconciliation, motivated to stewardship, and dependent on God. These Christian principles inspire us to give our best in all circumstances.

Legal structure

Help a Child ('Red een Kind' in Dutch) was established as a charitable foundation in 1968 and is located at Koggelaan 21, Zwolle, the Netherlands. The foundation is registered with the Chamber of Commerce under the number 41022454. The Netherlands Tax and Customs Administration recognizes Help a Child as a Public Benefit Organisation (ANBI), the Dutch equivalent of registered charity status.

Impact in 2025

The year 2025 marks the start of our new strategic period, which runs from 2025 to 2028. Alongside this Annual Report, we have produced an Impact Report focusing on the impact we achieved in 2025. You can find the impact report here.



In a world that sometimes resembles a rough ocean with high waves, storms and strong currents, it is difficult to make plans, as circumstances can change rapidly. So, rather than drawing up a plan, we have formulated a compass for the coming years to guide us as we navigate these high waves and strong currents. When we set sail, these were our goals for the first year of our new strategic period.

Theme: setting sail

In the first year of the new 2025–2028 strategy period, our aim is to get off to a strong start. During this period, our aim is to achieve results by focusing on the following four key areas:

1. Creating more impact for more children in need
2. Strengthening our local allies
3. Helping children who need our help the most
4. Being a bridge between two worlds.

In this first year, we are committed to keeping our maps up to date and to having a clear direction for the course we want to follow as we continue our journey over the next four years.

1. Creating more impact for more children in need

- We will develop a position paper that clearly defines the concept of focusing on the young child. This will guide us in the years to come.
- A review of the current strategic innovation and scale-up policy will be conducted, with any necessary adaptations made.
- We will follow up on the outcomes from the project location climate quick scans and implement solutions to the location-specific issues.
- We want to make sure that we have a good overview of the increasing and specific demands of a larger and more diversified funding stream. Following this, we must develop a strategy to attract match funding.

- We are seeking to formalise our strategic cooperation with KLIMREK Foundation and initiate investment in legacy capacity.

Reflection

- + We achieved most of the objectives we set out to achieve here. We have developed a position paper on Focus on the young child that will help us make the right choices. Our innovation strategy has been reviewed and is now a much more integral part of our organisational structure. As you will see in our Impact Report, we have implemented local climate adaptation measures, and set ourselves CO₂ reduction targets based on a baseline report. We have created a better overview of our expanding, diversified funding streams. However, it remains challenging to attract match funding as our success in attracting institutional funding increases. We have invested in legacy capacity, and we have formalised our strategic cooperation with KLIMREK Foundation which is now called Kringloop voor Red een Kind Foundation.

2. Strengthening our local allies

- Together with our partners, we aim to design a tailored capacity-strengthening plan for each partner and develop a policy on our contribution to their financial sustainability.
- We also intend to implement the planned restructuring in the country offices.
- We also aim to develop an approach to the structural involvement of local government.
- We want to produce a position paper on child involvement in our work.


Reflection

- +/- This objective has produced mixed results. We have successfully implemented the restructuring of our country offices and their cooperation with the global office, which has been a great improvement in our internal workflows. We have invested in our relationship with our partners by holding biannual CEO roundtable meetings and discussing the outcomes of a partnership survey. Unfortunately, we had to prioritise our available capacity this year and decided not to work on the last two goals.

3. Helping children who need our help the most

- We want to conduct research into the wider organisational consequences of our strategic decision to move to fragile countries.
- We want to update our research on the entry and exit criteria for these countries.


Reflection

 This objective was also affected by a shift in priorities. Although we have completed most of the research on entry and exit criteria, we have not yet finished our investigation into a potential shift to more fragile countries and therefore have not yet reached any conclusions. This will be completed in the first half of 2026.

4. Being a bridge between two worlds

- We want to produce a position paper on raising awareness amongst our constituency and the wider Dutch public and turn this into an awareness-raising policy.
- Together with Kringloop voor Red een Kind Foundation, we intend to develop a strategy for engaging volunteers and customers.
- We want to implement the Turakura giving model in Rwanda.
- We want to review the effectiveness of the Emergency Fund giving model and adapt it if necessary.

Reflection


 Most of the goals have been achieved. We have produced a position paper on raising awareness and are using it to integrate this aspect into the rest of our work. Although we haven't formulated a formal strategy yet, we have invested quite a bit in engaging the volunteers at our charity shops. Furthermore, we have operationalised Turakura on both the programme and fundraising sides. Unfortunately, due to reprioritisation, we have not reviewed the Emergency Fund giving model. This has been postponed until 2026.

What will this mean for our organisation?

- Leadership development and empowerment training (Management Team and Country Directors), which focus on nurturing an agile and innovative culture.
- Invest in cross-cultural communication training for our staff.
- Continuing to invest in our ICT systems (Project Management, HR and the Management Information System) and process efficiency.

- Setting up a local ICT support system for our country offices.


Reflection

 Overall, we are satisfied with the results of these goals. We have invested heavily in leadership training which has improved our leadership capabilities. We have trained all staff in the Netherlands on cross-cultural communication and have conducted a successful online pilot training for our staff in Rwanda. We have finalised the implementation of our financial system and set up a management information system. Furthermore, we have identified several local staff members who could contribute to a more formal local ICT support system.

Strategic cooperation

- Creating more organisational scale through strategic cooperation with Dorcas.

Reflection

 Red een Kind and Dorcas have intensively explored the possibility of a merger in 2025. Based on shared values and the desire to make a greater impact together for children and people in need, we investigated how we could join forces. However, in October 2025, we decided not to continue this process. It had become apparent that a merger would be more difficult and far-reaching than anticipated at this time. We realised that the expected synergy and shared perspective would be less evident in the initial period than we had thought. This meant that the necessary momentum to make this merger a success was not there at that moment of time.

Our belief in cooperation with Dorcas and others within the sector remains as strong as ever. The decision not to proceed with the merger does not mean that our cooperation with them or with other organisations will end. Dorcas and Red een Kind already work successfully together in various areas, and we intend to continue and deepen this cooperation in the future where possible.

Risks and mitigation

In 2024, we worked on a so-called Compass document that is setting the course for the next ten years.

Based on this document, we formulated our new strategic plan for the 2025–2028 period. As part of the preparation of these two documents, we produced a megatrends analysis, analysed the trends in our sector, and carried out a SWOT analysis. This resulted in an extensive risk assessment exercise.

Financial risk acceptance within Help a Child is limited. As a non-governmental organisation that is largely funded by a faith-based constituency, we cannot allow ourselves to take significant risks.

This is the guiding principle of our financial policy, under which we operate a conservative investment strategy.

Each year, we identify the major strategic and operational risks and weaknesses faced by Help a Child. These are then presented to and discussed with the Management Team and the Supervisory Board, along with possible measures to counter them. In June 2025, we reviewed the extensive risk assessment exercise from the year before.

Strategic risks

For 2025, we reconfirmed the following strategic risks:

- Help a Child is a relatively small organisation, whereas donors seem to prefer contracting with larger NGOs. This may impact our ability to remain relevant to donors. On the other hand, being small also has the advantage of keeping us relatively flexible and better positioned for innovation. At the same time, a shake-up amongst INGOs is expected in the foreseeable future. To mitigate the risks, we are actively exploring and committing to strategic partnerships.
- It is challenging to continue to grow in the highly competitive market of NGOs appealing to private donors in the Netherlands. This is also linked to the reality of a shrinking Christian community. For this reason, we try constantly to find new means to engage with our constituency, and we are always exploring and implementing new giving models. We believe that our investment in strategic innovation and our focused approach give us a distinct advantage.
- The donor landscape is changing, and the pool of institutional funding is shrinking. Within our institutional funding portfolio, we are heavily dependent on the Dutch Ministry of Foreign Affairs and, more specifically, on the Dutch Relief Alliance. This makes us vulnerable in the long term when

it comes to safeguarding the continuous funding of our programmes. Our Institutional Fundraising strategy therefore emphasises the diversification of our portfolio with the aim of securing more funding from EU- and UN-related donors, for example. We continued to make good progress in this area in 2025.

- Development and humanitarian aid receives less priority, attention and financial support from governments and the general public in the Netherlands, but also in Western countries in general. To counter this, we want to give more priority to awareness raising as one of our objectives and to join forces with other charities and NGOs to influence policies.
- As we work closely with independent but affiliated parties (Help a Child Africa, Help a Child USA, and KLIMREK Foundation), it is becoming more important to guarantee strategic alignment. We have developed legal frameworks for cooperation and are investing in our relationships with affiliated parties to ensure organisational alignment. We have recently finalised a new collaboration agreement with the Kringloop voor Red een Kind Foundation, which will be signed in 2026.
- Other strategic risks include the shift of institutional funding towards countries in the Global South, and our ability to cope with additional overheads when becoming more dependent on institutional funding and the associated requirements. The former is being mitigated through decentralisation, continued capacity building at our country offices and forming more strategic partnerships at the country level. The latter is being mitigated by optimising our budgeting when raising funds from institutional donors. We consider the organisational consequences before submitting a proposal to a donor and incorporate these into our plan and budget.
- In general, child sponsorship as a funding model is under scrutiny because it can be associated with white saviourism and post-colonialism. On the one hand, we plan to communicate more strongly that the child ambassador model used by Help a Child is actually addressing some of this criticism, whilst on the other we are prioritising the diversification of income from our private constituency. At the end of 2024, we introduced a new giving model, which is implemented in Rwanda from 2025 onwards. First signs are positive that this will be a valuable addition to our current child sponsorship model.
- In India and in African countries, relevant external factors include political instability as well as the impact of climate change on these nations and on the participants in our programmes. In DRC in particular, our work was jeopardised by continued unrest in North Kivu in 2025, which even led to

relocations. We try to mitigate these risks by working in multiple countries and in multiple areas per country.

Operational risks

For 2025, we reconfirmed the following operational risks:

- We have identified operational risks, primarily in respect of compliance, fraud and corruption. We have various procedures and internal control mechanisms in place to mitigate these operational risks.
- We see a changing profile of private donors in the Netherlands, with new generations being less committed and the need to use other channels to reach new prospects. We try to counter this by continuously investing in lead acquisition, developing new giving models that fit in with these new generations of private donors, and being present on different channels such as social medias.
- Within our decentralised organisation, we see a risk of a lack of internal controls. To address this, we have invested in joint monitoring groups, known as Country Portfolio Teams, which meet monthly to discuss progress of implementing projects and quality.

Financial risks

For 2025, we reconfirmed the following financial risks:

- One specific financial risk relates to fluctuations in exchange rates. We try to mitigate this risk by applying natural hedging, conservative budgeting and regular monitoring. Help a Child allows partner contracts to be signed in local currencies with partners implementing community programmes. In the chain of partner organisations, we believe Help a Child is in a much better position to bear the risks of exchange rate fluctuations, as most of our implementing partner organisations have less means and financial capacity to manage the risks of exchange rate fluctuations. Help a Child has concluded contractual limitations related to exchange rate differences with partner organisations.



Finance

Balance sheet as at December 31, 2025

At the end of 2025, we were granted a large subsidy from the Dutch Relief Alliance for an Acute Response programme in DRC and Burundi. The cash was received in the first quarter of 2026, which led to a high receivable amount in the balance sheet at the end of 2025. At the same time, the related partner commitments were not paid in 2025, resulting in a relatively high amount of payables in respect of programmes.

In 2025, we implemented a lot of activities in our Child-Centred Community Development (CCCD) programmes for which we still had funds available. As a result, our special purpose funds significantly decreased and also our cash decreased by more than €700,000.

Besides the decrease of designated funds, our continuity reserve increased by more than €260,000. Based on the 2025 budget and an analysis of the major financial risks of Help a Child the preferred size of the continuity reserve was calculated at € 3,281,000. The current size of the continuity reserve is 73% of the preferred size. We aim to grow the continuity reserve to 100% in the coming years.

Finally, we faced a significant increase of subsidies received in advance. In 2025, we received a number of subsidies of which implementation started late in the year. For some of these subsidies, we received a large amount in advance in 2025, which will be used to finance these programmes in 2026.

Statement of income and expenditures 2025

In 2025, our income increased with more than 10% from €23.7 million (2024) to €26.1 million (2025). The main reason for this increase is the income received from government subsidies. We managed to diversify our donor portfolio in 2025, resulting in an increase of subsidies. Related to our lead role in a number of Joint Response programmes of the Dutch Relief Alliance (DRA), our income includes €8.2 million (2024: €7.2 million), which is directly distributed to our consortium members in South Sudan and in the Democratic Republic of Congo.

Income from individuals remained stable compared to 2024, but were lower than budget. Our ambitions for 2025 were too optimistic, but at the same time, we also faced challenges in available capacity to execute our marketing campaigns for individual private donors.

Balance sheet as at December 31, 2025

(amounts in €1,000)	December 31, 2025	December 31, 2024	December 31, 2023	December 31, 2022	December 31, 2021
ASSETS					
Intangible fixed assets	375	407	109	103	75
Tangible fixed assets	353	370	723	656	651
Financial fixed assets	351	525	587	319	228
Receivables and accrued items	4,142	1,471	1,843	1,133	1,680
Cash and cash equivalents	2,264	2,988	2,460	3,439	3,715
Total assets	7,485	5,761	5,722	5,650	6,349
LIABILITIES					
Continuity reserve	2,393	2,131	2,025	1,787	1,991
Special purpose reserves	79	98	150	510	611
Special purpose funds	291	1,383	1,731	1,577	1,625
Total reserves and funds	2,763	3,612	3,906	3,875	4,227
Long-term liabilities	-	-	-	4	8
Short-term liabilities	4,722	2,149	1,816	1,771	2,114
Total liabilities	7,485	5,761	5,722	5,650	6,349

Income from charity shops (income from related non-profit organisations) increased to nearly €800,000 in 2025, which exceeded budget.

Our total income exceeded budget with more than €2 million. As a result, we were also able to spend almost the same additional amount on objectives.

The expenditure on objectives as a percentage of our total income was 93.4% in 2025 (2025 budget: 92.3%; 2024 actuals: 91.6%); as a percentage of our total expenses, the expenditure on objectives was 90.3% in 2025 (2025 budget: 89.7%; 2024 actuals: 89.9%).

The costs of raising income as a percentage of raised income were 6.5% in 2025 (2025 budget: 7.2%; 2024 actuals: 6.9%).

Our expenses for management and administration were almost €90,000 higher than budget in 2025, due to out-of-pocket expenses made for the research of a possible merger with Dorcas.

Costs of management and administration as a percentage of total expenditure were 3.4% in 2025 (2025 budget: 3.4%; 2024 actuals: 3.2%).

In 2026, we expect to budget for a relatively stable income compared to 2025. Most of our government subsidies will be more or less continued in 2026. For private donations, we expect to budget for a moderate increase in income from individuals and businesses.

Statement of income and expenditures 2025

(amounts in €1,000)	2025	budget 2025	2024	2023	2022	2021
INCOME						
Income from individuals	6,825	7,371	6,742	6,904	6,736	6,557
Income from businesses	648	647	733	591	719	605
Income from government subsidies	15,847	13,310	13,506	5,341	5,205	5,821
Income from related non-profit organisations	795	725	576	229	248	251
Income from other non-profit organisations	1,898	2,030	1,835	1,743	1,898	1,391
Other income	100	5	290	26	35	-3
Total income	26,113	24,088	23,682	14,834	14,841	14,622
EXPENDITURE						
Expenditure on objectives	24,388	22,228	21,693	12,558	13,034	12,511
Costs raising income	1,682	1,728	1,643	1,515	1,346	1,319
Management and administration costs	926	837	781	740	745	638
Total expenditure	26,997	24,793	24,117	14,813	15,125	14,468
Balance	-884	-705	-435	21	-284	154
Net financial income and expenditure	69	40	110	47	-9	9
Net income and expenses	-815	-665	-325	68	-293	163

Governance

Management

In 2025, the Board of Directors of Help a Child consisted solely of the CEO, Andries Schuttinga. He manages the organisation in accordance with a set of regulations covering such matters as avoiding conflicts of interest and the adequate separation of duties.

The Board of Directors is responsible for the organisation's policy and its implementation. That policy is formulated and monitored by the Board of Directors in conjunction with the departmental managers. They jointly make up the Management Team (MT), which, in principle, meets once every two weeks.

In addition, strategic input from Country Directors is provided in their strategic consultation meetings with the MT held four times a year. The Board of Directors ensures that the Supervisory Board is provided promptly with all necessary information for the effective fulfilment of its stewardship role.

Supervisory Board

The Supervisory Board currently consists of five members. They also work in compliance with a set of regulations. These outline their relationship with the Board of Directors whilst also containing provisions to avoid conflicts of interest and ensure the separation of duties. Various advisory committees provide the Supervisory Board with information on specific policy areas, such as fundraising, programmes, finance, and, specifically, compliance with the CBF standards accreditation scheme for charities. At the end of 2025, the Supervisory Board decided to extend Mr Slingerland's term of office (in accordance with our rules of procedure) by a further year, as this ensures greater continuity whilst we welcome two new members in 2026.

Composition of the Board of Directors and Supervisory Board

As of 31 December 2025, the Board of Directors of Help a Child had one member:

A. M. Schuttinga, CEO

Other relevant positions: • Board Member of Help a Child US, Oregon WI (United States of America) • Member of the Supervisory Board of the Dutch Relief Alliance Subsidy Funds Management Foundation • Vice chair of the Administrative Council of EU-CORD, a network of European Christian organisations for relief and development • Treasurer of Werkgroep Landschap & Natuur Eelde, a local environmental foundation • Treasurer of Voedselbos Eelde-Paterswolde Coöperatie U.A., which manages a food forest • Member of the Supervisory Board of Noorderbasis school association, being a remunerated position.

As of 31 December 2025, the Supervisory Board comprised the following members:

A. Wittekoek, Chair (until December 2027, not available for reappointment) | Owner of Mates BV, an advice and coaching firm.

Other relevant positions: • Member of the Neuhofen Contact Committee (CCN) and, in that capacity, member of the Austria Reformation Support Foundation (SSRO).

F. H. Slingerland (until December 2026, not available for reappointment) | Director of Housing and Facilities at ROC van Twente, a regional training college.

Other relevant positions: • Chair of the Board of Experience Center Kampus Rijssen Foundation (until May 2025). • Member of the Supervisory Board of Stichting Keender (until May 2025).

U. Olsman – Willems (until June 2026, available for reappointment) | Health Scientist.

Other relevant positions: none.

A. van Stek (until June 2026, available for reappointment) | Member Care Coordinator for OMF Netherlands, coaching and debriefing of Dutch missionary workers of OMF Netherlands.

Other relevant positions: member of the International Development Board, Salvation Army Netherlands.

P. van der Voort (until March 2027, available for reappointment) | Group Director Finance at Triodos Bank N.V.

Other relevant positions: none.

Report of the Supervisory Board

Dear readers,

As the Supervisory Board, we would like to provide an overview of the past year, focusing on various key themes. It has been an eventful year for both Help a Child and the NGO sector. In addition to the regular Supervisory Board and Financial Committee meetings, various additional ad hoc meetings were held, including meetings with the Country Directors, representatives of the Works Council and the Management Team.

Administrative developments and merger process

A great deal of time and attention has been devoted to the merger process, initiated in 2024, and the desired further clarification in the form of a guidance document. The focus was on impact and scaling up. Extensive consideration was given to the risk analysis and the planning for the next phase, which began in June 2025 under the guidance of an external merger consultant. During the process, it became clear that the original goal of a merger by 1 January 2026 was not achievable. Due to insufficient support within both organisations, the merger process was halted in the second half of the year. As the Supervisory Board, we will take the lessons learnt into the new year; a year in which we will once again review our strategy and future prospects.

Financial developments

The year was marked by financial challenges, including cuts to development cooperation and humanitarian aid in the Netherlands and worldwide, and lower-than-expected income from private fundraising. Large one-off donations fell short, whereas income from charity shops exceeded the budget. As the Supervisory Board, we remain focused on strengthening the continuity reserve and continue to challenge Help a Child to increase private fundraising through innovative and creative ideas.

Programmes and impact

Progress on the 2025 annual plan was affected by the merger process, meaning that the organisation was unable to fully achieve a number of the targets set. We have focused primarily on the strategic objectives and strategic programmes such as Turakura Kids Rwanda. This is a new concept in which individual sponsorship has been replaced by a community-based funding model, aimed at improving living conditions, stimulating development and strengthening cooperation between families, schools and the community. Supporters are involved in the lives of ten model families in Rwanda. As the Supervisory Board, we welcome these innovations and will continue to monitor the impact of the programmes.

Climate and sustainability

In September 2025, attention was focused on, amongst other things, Help a Child's green travel policy and the Climate Steward research report on Help a Child's carbon footprint for the year 2023. The green travel policy led to a sharp decline in car use and an increase in train travel. This resulted in a significant reduction in CO2 emissions. Help a Child's programmes focus on climate adaptation, energy saving and reforestation. Further actions are planned for the coming years, including CO2 emissions offsetting and support for partners in the field of climate adaptation.

From KLIMREK Foundation to Kringloop voor Red een Kind Foundation

Our collaboration with the charity shops (KLIMREK Foundation) has been further strengthened over the course of the year, resulting in revised articles of association and regulations, a strengthened governance structure for KLIMREK Foundation (including its own Supervisory Board) and a more efficient organisation of the

administrative processes, which are now carried out by Help a Child.

The statutory name of KLIMREK Foundation has been changed to Kringloop voor Red een Kind Foundation. As the Supervisory Board, we have primarily taken on an advisory role towards the directors during this process.

Governance & evaluations

At its meeting in March 2026, the Supervisory Board carried out its annual self-evaluation and noted that significant progress had been made on previously identified areas for attention. Frans Slingerland's appointment was formally and exceptionally extended until the end of 2026 at the last meeting on 24 November 2025. It was also decided at this meeting to recruit two new members.

Discussions regarding the succession planning for the CEO have been postponed until 2026 due to the merger process.

The annual review meeting with the Works Council (previously there was a staff representative body) was conducted this year by the members of the Remuneration Committee. Key topics of discussion: the role of the Works Council in the merger process and the next steps to be taken.

Looking ahead

2025 was a year of transition, with a focus on a possible merger with a strategic partner, financial stability and sustainability. The Supervisory Board remains committed to building a future-proof organisation, with a focus on impact, governance and collaboration

On behalf of the Supervisory Board,



Arjen Wittekoek,
Chair

Remuneration policy

The remuneration policy for the Board of Directors, employees, and members of the Supervisory Board is set out in the notes to the financial statements (see page 38). Help a Child adheres to the Director’s Remuneration Regulation for Charitable Organisations of Goede Doelen Nederland (sector organisation for the Dutch charitable sector). Members of the Supervisory Board receive no remuneration. The salaries of Help a Child employees in the Netherlands are based on the Collective Labour Agreement for Welfare & Social Services. The conditions of employment in the Country offices are largely based on the conditions of employment for comparable non-governmental organisations in the relevant countries.

Codes of conduct

Integrity

Integrity means doing the right thing, even when no one is watching. Working with people in vulnerable situations requires us to ensure that our actions never cause additional harm. Help a Child has a comprehensive Integrity & PSEAH policy, including the Code of Conduct, Reporting Procedure, Whistleblowing policy, and Confidential Counselling information, outlining expected standards of behaviour. The policy was revised in 2024 to comply with the latest requirements of the United Nations, Partos and the Core Humanitarian Standard (CHS). Particular attention is given



to the Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH), both within the workplace and in the projects where we operate.

In 2026, the Child Safeguarding and Fraud & Corruption components of the policy will be revised. The full Integrity Policy will be evaluated and, if necessary, updated in 2027.

All new staff in the Netherlands and in our country offices are screened through reference checks and, where applicable, through a Certificate of Conduct. In all countries, staff and volunteers receive mandatory training through e-learning modules and in-person sessions, in which ethical dilemmas are discussed. These interactive trainings ensure that integrity principles are embedded in daily practice. By the end of 2025, 82% of our staff have completed the PSEAH e-course, and 76% of our staff have completed the Code of Conduct e-course. Project participants are informed about which behaviour they can expect from our partners and us, and how to report concerns. Posters with accessible WhatsApp contact numbers are displayed in project areas.

Child safeguarding

Help a Child is committed to protecting children from harm and abuse. Our Child Safeguarding Policy, which is part of our Integrity Policy, describes our procedures to minimise risks and respond to child protection concerns within our organisation. In the global office, integrity awareness is actively promoted. All new employees participate in Child safeguarding training through an interactive format that encourages discussion of practical dilemmas. Teams regularly discuss ethical

Integrity notifications We received eight integrity notifications in 2025, compared to two in 2024. The following table gives a short overview of the notification, the action taken and the conclusion of the investigation.

Country	Short description	Action taken	Conclusion of the investigation
DRC	Accusation of SEA	Investigated	No evidence found
Netherlands	SEA signal received, but no information given to be investigated	No action taken	
Malawi	Accusation of misusing funds and power	Investigated	No evidence found
DRC	Breach of code in partner relation	Investigated	No evidence found
DRC	Accusation of abuse of power	Investigated	No evidence found
Somalia	Accusation of inappropriate behaviour	Investigation ongoing	
Uganda	Governance and financial mismanagement	Investigation ongoing	
Uganda	Programmatic and financial mismanagement	Investigation ongoing	

All integrity notifications are being evaluated to see whether they give cause for adapting our policies and/or procedures.

dilemmas related to work and collaboration, and clear reporting guidance is visibly communicated. In 2025, three Child safeguarding trainings took place in total for 16 participants, of which 12 new staff and 4 interns. Each training consisted of games and a quiz, to make it interactive. Child safeguarding is something to internalise; it is good to discuss how to relate to children and how to prevent, for instance, unintended situations that people may perceive as possible abuse.

Since 2021, Help a Child has been a full member of the Keeping Children Safe (KCS) network, and we adhere to its internationally recognised child safeguarding standards.

Commitment to the CHS

Help a Child is committed to upholding the Core Humanitarian Standard (CHS) to ensure accountability, quality, and effectiveness in our humanitarian and development programming. In 2023, an external audit by the Humanitarian Quality Assurance Initiative (HQAI) yielded positive results, and in January 2024, Help a Child was officially certified as a CHS-compliant organisation.

As part of our ongoing commitment to quality and accountability, a maintenance audit was conducted by HQAI in 2024 and in 2025. The findings confirm that we are making steady progress in implementing our 2024–2026 CHS improvement plan, which was developed on the basis of the outcomes of the 2023 audit. In 2026, HQAI will conduct a re-certification audit based on the updated CHS 2024 standard.

Financial compliance

Help a Child complies with various requirements imposed upon us by the tax authorities in the Netherlands and in other countries where we have registered offices. In the Netherlands, we are a designated Public Benefit Organisation (ANBI) for tax purposes, we are accredited as a charity (Erkend Goed Doel) by the national fundraising regulator CBF, and we observe the accounting principles for charities (RJ650). Help a Child has various policies and procedures in place to manage its finances. These include an anti-fraud and anti-corruption policy (part of our Integrity & PSEAH policy), a procurement policy, and a finance policy. The financial statements of each office are audited independently on an annual basis; the consolidated financial statements are audited by Dubois & Co. The auditor's report is included in the financial statements in this report.

Quality Management System

Help a Child has a Quality Management System (QMS)

that describes the procedures, responsibilities, and templates used in the entire Help a Child organisation. Help a Child has a quality policy that outlines the purpose and scope of our QMS. We have a database of points for improvement that we identify in, for example, external and internal audits, or in internal consultations. This database is regularly updated and provides reports on outstanding points for improvement, with progress being discussed with the management team on a quarterly basis.

Our QMS is compliant with both ISO9001:2015 and Partos 9001. Help a Child performed internal audits in the 2nd half of 2025, and the Management Team conducted an annual review of the QMS in December 2025 to evaluate the design and execution of this system. An external auditor also assessed our QMS without any major findings in January 2026.

Community-Based Complaints and Feedback Mechanism

As part of our commitment to accountability and participation under the Core Humanitarian Standard (CHS), Help a Child continues to strengthen community engagement by ensuring project participants have accessible and safe channels to provide feedback and raise concerns. A key initiative in this effort has been the development of the Community-Based Complaints and Feedback Mechanism (CBCFM) Guide, which is designed to support implementing partners in establishing and improving their feedback systems.

To enhance transparency and learning, Help a Child maintains a global database that consolidates all feedback, enabling analysis and response at the global, country, and project levels. This data informs continuous improvements in our programming, ensuring that affected communities remain at the centre of our humanitarian and development efforts.

Communication with stakeholders

Project participants

In 2021, Help a Child set up a global feedback and complaints database (CBCFM). We maintain a database for all complaints and feedback for learning purposes and analyses at global, country, and project level. In 2025, feedback was collected in all nine of our countries.

In 2025, eight project locations across four countries participated in The Listening Project to understand how

communities perceive Help a Child’s communications on Integrity & PSEAH and our feedback and complaints systems. The initiative has given us insights and recommendations to enhance community communication and strengthen our complaints and feedback mechanisms, which we intend to follow up on in 2026.

The database is an important source of information for the continuous improvement of our programmes and processes. In 2025, we received 2,960 feedback and complaint cases, ranging from positive feedback and information requests to major programmatic concerns. We discuss these cases with our partner organisations. Twice a year, the data is discussed by the Management Team.

Feedback and complaints received	2025	2024
Request for information	499	204
Request for assistance	1,216	301
Minor programmatic complaint	144	107
Major programmatic complaint	163	18
Breach of integrity policy	0	3
General feedback/other	70	89
Positive feedback	868	256
Total	2,960	978

Looking at the feedback and complaints received in 2025, the majority of notifications are positive feedback, request for information and request for assistance. There were no breaches of the integrity policy reported in 2025.

Implementing partners

Our country teams are in contact with our implementing partners throughout the year, through training courses, project monitoring visits, and reflection meetings. When compiling strategic country plans and annual plans, we explicitly invite our partners to be part of the development process.

Help a Child also maintains a partner portal, making all the required documents available to our implementing partners. In 2025, the CEO continued to run a biannual online platform where our implementing partners’ CEOs could meet to discuss strategic issues relating to Help a Child, as well as more general challenges. In 2024, we launched a partner survey within our EU-Cord European network, enabling partners to anonymously evaluate their relationship with Help a Child. At our roundtable discussion in April 2025, we presented and discussed the results of the survey and the benchmarking exercise. We also asked our partners for input to help prioritise the findings and recommendations. This resulted in a statement from the management.

Institutional donors and alliance partners

Help a Child maintains contact with institutional donors and alliance partners through country platforms, lobbying and advocacy activities, as well as expertise and learning platforms, conferences and one-to-one meetings. Our work at the global level is accounted for in the Corporate Impact Report and Annual Report. We also provide programme-specific reports and updates based on donor requirements and agreed with them. When visiting country offices, the CEO and global office staff members also meet local institutional donors and alliance partners.



Fundraising policy in the Netherlands

Our fundraising policy serves as a guideline for all our fundraising activities. It sets out what is permitted, how to approach potential donors, how to respect their privacy, and how to comply with Dutch marketing and fundraising laws. The policy is reviewed annually. We are recognised as a charity (Erkend Goed Doel) by the national fundraising regulator, the CBF, and we are designated as a Public Benefit Organisation (ANBI) for tax purposes.

We use the following means to find, upgrade and inform our constituency, consisting of sponsors, supporters and donors:

- Lead campaigns: attracting potential donors by sharing brochures, gift cards or invitations and encouraging them to take the first step, such as making a small donation, subscribing to our newsletter or visiting an event.
- Awareness campaigns: reaching target groups with a specific message on the core topics of our work, such as understanding development and humanitarian aid, combatting injustice and raising awareness of climate change and its impact on the most vulnerable.
- Online and offline advertising
- Telemarketing: inviting potential donors to join our mission by offering them different propositions; reaching out to current donors to ask for an upgrade; and thanking donors who have left.
- Two-pagers and propositions for different markets: especially for the business and church markets. These are tailored to specific needs and requests for involvement and donations.
- Direct mailing: a group of 23,935 donors receives our direct mailings, which contain a story about our work and a request for donations. Different gift options are available for different donor segments to ensure that donors receive a request that fits their donation history.
- Events: organising several events or join existing events to raise awareness and find leads.

Constituency: private sponsors and donors

We have a large Dutch constituency, and we are grateful for their help, donations and prayers. As well as the option to donate general funds, we offer three private funding models:

- *Sponsorship*
In our Child-Centred Community Development (CCCD) programmes, sponsorship is our primary funding model. Sponsors are connected to one of our Child Ambassadors or an Ambassador Family. Sponsors receive individual updates and photos, as well as a yearly newsletter. Sponsors can also write back to the child or family. The monthly contribution made by the sponsor benefits the entire project. Children in the area can all join the programme, sponsorship is not a prerequisite.
As we value the safety of children, we have decided to stop publishing photos of children available for sponsorship on our website. Sponsors can no longer choose a specific child. The increasing digitalisation of our world makes it easier for children's photos to be misused, and we want to keep all the children in our projects safe. With steps like this, we continuously improve our sponsorship model.
- *Turakura*
2025 marked the first full year of our Turakura Model, a community-based funding model that provides an alternative to individual sponsorship. Supporters show their support for the whole community by making a monthly contribution to the project as a whole. In return, supporters receive updates from ten Turakura families in the form of videos, personal stories and a yearly newsletter.
These families were selected by their villages and enjoy the trust of the local community. As we create these stories, we value the families' input. Key to successful co-creation is working with local media teams who understand cultural sensitivities and involving the families actively in our plans. The families involved decide together on the topics and stories to be shared. This gives the Dutch constituency a glimpse into the challenges and successes of everyday life.
- *Emergency Fund*
Help a Child operates an Emergency Fund for Disaster Response programmes, through which donors can make regular or one-off contributions to support children in the Democratic Republic of Congo and South Sudan. We focus our interventions on Early Childhood Education, psychosocial support, birth registration, safe spaces and family reunification in areas affected by war, violence and hunger.
Following the escalation of conflict in eastern DRC, particularly in and around Goma where our DRC office is located, we launched a national campaign in early 2025. This campaign enabled us to raise additional funds and inform our supporters about the severe challenges faced by millions of displaced people.

Feedback and complaints

We value feedback from our sponsors, supporters and donors. Most feedback is received via email or telephone. We log complaints and feedback in the CRM system and follow up on them through the team leader of the Support Team. Every three months we share the feedback and complaints with the Management Team. The Support Team also discusses the issues raised in order to learn from them.

The number of registered complaints from our private sponsors and donors in 2025 was:

	2025	2024
Feedback-related	14	10
CRM-related	6	7
Collection process-related	6	12
Total	26	29

In 2025, we also carried out a customer satisfaction survey. It is important to us to find out how our sponsors and donors rate our programmes and our customer service. This enables us to receive feedback and learn more about their preferences. 78% of sponsors are highly committed to the work of Help a Child. Almost 99% of respondents are satisfied with the information they receive and with interactions with our front office. Some respondents would like us to place greater emphasis on our faith or offer more opportunities to get in touch with the child they are supporting. They would also like us to pay more attention to cases where children leave the programme and keep them better informed about this process.

Constituency: churches

A total of 508 churches contributed to our work in 2025, including 57 new participants. Their collective support generated €518,000 for our programmes. One tangible outcome of this support was the completion of six Early Childhood Development Centres. Most of the funding came from the churches themselves, and we are sincerely grateful for their commitment. As planned, the deacons' trip to Rwanda took place in September 2025. This visit strengthened relationships, deepened mutual understanding, and established important groundwork for closer cooperation in 2026.

Constituency: schools

Primary schools supported Help a Child through various initiatives, including sponsored runs, child sponsorship and collective savings campaigns. The partnership with sector association BCB has come to an end. In 2025, primary schools raised almost €53,000. In November, we launched the Children's Rights Festival to build

on the success of the savings campaign. During this themed week, pupils across the Netherlands learnt about children's rights, both locally and globally, and school communities were encouraged to take action to support children in Africa and India. Schools organised fundraising activities, such as second-hand book fairs and themed markets, as well as encouraging children to complete chores at home in return for money. The school that raised the most money received a sponsored sports day out, reflecting the right to play.

Constituency: business

Our loyal corporate supporters helped raise €648,000 in 2025. A record number of Grow Partner members and sponsors left, but new major donors offset this. Our 58 Grow Partners are a strong and committed group. A networking event at 'Campenaer Koffie' strengthened relationships and resulted in two new partners joining. Preparations have begun for a second Grow Partner programme in Uganda. Interest has been high, with four new and two existing Grow Partners signed up. The official launch is planned for September 2026. Advertising in De Nieuwe Koers and Nederlands Dagblad generated private donations but not new corporate ones. As research into reaching millennials in the corporate market did not yield immediate results, we collaborated with an external agency to grow this segment.

Constituency: legacies

Legacies are of great importance to our work as they fund additional activities. Thanks to these gifts, we can make a real difference in countries facing mounting challenges. For this reason, we actively raise awareness of legacy giving as a meaningful way to contribute. In 2025, total income from legacies amounted to €683,000.

	2025		2024	
	Number of Donors	Average donation	Number of Donors	Average donation
Individuals	19,218	316	20,287	307
Churches	508	1,019	535	1,102
Schools	63	839	85	669
Companies	244	2,654	249	3,124
Foundations*	61	22,632	56	36,727
Legators	21	32,543	29	14,712
	20,115	466	21,241	457

*excl. Charity shops

Staff

By 2025, we had continued to develop our organisation into a forward-looking entity based on connection, development and integrity. A key focus was fostering a culture of learning. Through a participatory process, we identified measures to support continuous learning, selecting three initiatives for implementation in 2026. We launched a leadership development programme for the Management Team and Country Directors, and embedded 'personal leadership' as an organisation-wide competency. Personal development is actively promoted and monitored as a KPI within the Management Team. We also invested in intercultural communication training. In 2025, the programme was made available to all colleagues in the Netherlands, as well as to Country Directors. It will be extended to staff in the country offices in 2026.

Staff engagement and well-being remain priorities. Insights from the 'Everybody Frank' staff survey are used to inform continuous monitoring and alignment. In 2025, each team organised an activity aimed at improving workplace satisfaction and team cohesion.

In terms of structures and processes, we have standardised and updated job descriptions and the role framework across all countries. HR processes have been digitised further, including the pre-boarding phase (from signing the employment contract to the first day of work), thereby improving consistency and efficiency.

At a global level, our annual Christmas party brought colleagues from all our offices together for a meaningful moment of connection. This was followed by local Christmas parties in each country. Such initiatives help us to continue fostering an engaged and motivated workforce, ensuring that our employees remain at the heart of everything we do.

Volunteers

We have a small team of dedicated volunteers working at the global office in Zwolle. One of them works in the office every week, primarily focusing on improving data quality. This involves keeping the data up to date by processing relocations of our donors or changes in IBAN numbers, for example. Our volunteers also assist with packing campaigns in batches.

Volunteers Charity Shops

2025 was a successful year for our second-hand shops. They exceeded expectations. This success is thanks to our more than 550 volunteers. They work in our seven shops in Zwolle, Hardenberg, Enschede, Groningen, Kampen and Amersfoort. Between 50 and

80 volunteers work in each shop to ensure everything runs smoothly. They accept second-hand goods, clean them, and display them neatly in the shop. They also welcome customers with a smile, making shopping at 'Kringloop voor Red een Kind' a pleasant experience. Volunteers work in various departments, including reception, clothing, toys, and price labelling. Technical volunteers take care of shop maintenance, and a shop management team coordinates day-to-day operations. Thanks to the commitment of all these volunteers, the shops can continue to operate and promote reuse. Their work is invaluable. In 2025, the second-hand charity shops contributed almost €800,000 to our programmes.

As part of our efforts to further professionalise our shops, we have developed a new volunteer policy. This document is aligned with the Dutch Volunteer Act and offers greater clarity, as well as providing tools to support our volunteers in their work for the shops.

Environmental, Social, and Governance

Environmental

We began the year 2025 with an analysis of an impact report concerning our carbon footprint, based on 2023 data. This was the first time we had conducted such an analysis. The aim was to gain insight into the areas of our business operations with the greatest impact. As expected, expenditure accounted for the largest share of the carbon footprint in 2023. Second place went to our international flights to project countries, which also contributed to the carbon footprint. In 2025, we started monitoring our staff's air travel to programme areas more closely, enabling us to reduce flight mileage by 50% compared to 2024. While we recognise that it is not possible to completely avoid air travel, we are committed to being mindful and prudent in our travel planning.

For the period 2025-2028, our target is to reduce CO₂ emissions by 10% per full-time equivalent (FTE) of staff in our global office. Furthermore, we have decided to offset our annual carbon footprint for 2025 through Climate Stewards. We have also decided to measure our carbon footprint again in 2025 (mid-term) and 2027 (end-term). The mid-term review shows a 15.6% reduction compared to the 2023 baseline report. Converted to our KPI of CO₂ emissions per FTE, this equates to a 24.4% decrease.

At programme level, we are continuing to implement climate adaptation measures, such as reforestation, the use of drought-resistant crops, and water harvesting methods. Alternative energy solutions, such as solar panels and energy-efficient stoves, are also becoming more common in the areas where we operate.

Social

In late 2025, we underwent a second maintenance audit by HQAI, a certified audit organisation for the Core Humanitarian Standard. The issues identified in the previous audit were successfully addressed. At Help a Child, we believe that adhering to the Core Humanitarian Standard helps create a positive social environment for all stakeholders.

With the opening of our new global office in the Netherlands, we made some modifications to foster a good working environment for our employees. In 2025, the HR department also continued to monitor employee stress, happiness at work, and vitality in order to respond appropriately. A risk analysis was carried out for the Dutch office in 2024. The resulting measures were implemented.

Governance

At Help a Child, providing a safe environment for everyone involved is of the utmost importance. In 2024, we updated the Integrity Policy and whistleblowing procedures. However, it became clear in practice that, although the Integrity Policy was in place, it was not fully understood by the communities. Furthermore, some communities were unsure how to report an issue or raise concerns. In 2025, we conducted a Listening Project to gain a better understanding of how project participants perceive Help a Child's communication and to ascertain whether they are aware of the process for reporting feedback and complaints. A total of 208 project participants, including eight children, from eight project locations in four countries were interviewed. In 2026, we will implement the recommendations.

Towards the end of 2024, it was decided that a Works Council would be established within Help a Child in the Netherlands. The Works Council was formed in February 2025. A Works Council was also established at Help a Child Rwanda in 2024.

Climate Stewards

In 2023 and 2025, we commissioned Climate Stewards to calculate the carbon footprint of our global office in the Netherlands. The 2023 measurement serves as a baseline. The 2025 measurement represents an interim assessment. During our strategic period, we aim to reduce the CO₂ emissions per full-time equivalent (FTE) by 10% compared to the 2023 baseline.

Climate Stewards calculated our 2025 carbon footprint, which was found to be 259 tonnes of CO₂ for our global office. The mid-term review shows that we are on track, with a 15.6% reduction in total CO₂ emissions. When these figures are converted to emissions per full-time equivalent (FTE), this results in a 24.4% reduction in CO₂ emissions per FTE for 2025 compared to the 2023 baseline.

Our policy on sustainable travel in the Netherlands has contributed significantly to this. Staff are using the train more often to travel from home to the office. Although international flights are necessary for our work, we aim to minimise our CO₂ emissions from flights in the coming years. We critically assess our flying behaviour and monitor our flight movements. We intend to carry out a further measurement as a final survey in 2027.

Expectations for 2026

In the first year of our new strategic journey, we focused on keeping our maps up to date. This second year, we want to find our course and to sail the first leg of our journey.

Theme: finding our course

In the second year of the 2025–2028 strategic period, we aim to build on the foundations established in the first year. During this period, our focus will be on achieving results through these four main elements:

- Create more impact for more children in need
- Strengthen our local allies
- Help children who need our help the most
- Being a bridge between two worlds

The decision to cancel the merger process has consequences for a major pillar of our current strategy. This requires a strategic repositioning process, which we started in December 2025 and expect to finish by June 2026. This process may result in revised strategic priorities and a revised budget for 2026. Therefore, the current goals for 2026 are provisional and may be updated when the strategic repositioning process is finalised.

1. Create more impact for more children in need

- Create organisational scale
- Create programmatic scale
- Innovative scale and acceleration
- Safeguard programmatic quality
 - Prepare for renewal of CHS certification and monitor FPA compliance.
- Mitigating effects of climate change
- Grow unrestricted income

2. Strengthen our local allies

- Continue organising roundtable discussions with CEO's of implementing partners and take action based on the findings of the Partner survey.
- Monitor the pilot in which Dutch business leaders help local partners to achieve financial sustainability.

3. Help children who need our help the most

- Geographical choices
 - Research the organisational impact of focusing on fragile countries.
 - Develop a 10-year roadmap for establishing a presence in these countries.

4. Being a bridge between two worlds

- Demonstrate the relevance and impact of our work to donors, sponsors, volunteers, and charity shop visitors.
- Implement the positioning and propositions at global office and country office levels.
- Monitor and adapt the Turakura and Emergency Fund giving models, paying particular attention to funding models for fragile countries.

5. What does that mean for our organisation?

- We have concluded that our current setup is not effective and efficient as we would like it to be, therefore a thorough review is needed.
- Strengthening senior leadership is crucial for a future-proof organisation, so there needs to be an expansion of leadership training with a focus on matrix and cross-cultural working.

Financial developments in 2026

We foresee the following developments in 2026:

- We expect a moderate growth in income from private donors and businesses. As we did not manage to increase our income from individuals and businesses in 2025, we reduced our multi-annual ambitions to a more realistic level. The budgeted growth in 2026 is still ambitious, but we are confident to achieve this growth.
- Our budgeted income from government subsidies will remain stable in 2026 as most of our current contracts will be continued in 2026. Due to the global developments on available funding we did not include high ambitions in our budget for 2026.
- We budgeted a small surplus for 2026. Many of our Child-Centred Development programmes will reach their final year in which the project expenses are relatively small.

For further details, please have a look at the Appendix Multi-annual budget 2025-2028 at page 52.

Expectations beyond 2026

The expectation beyond 2026 are captured in our strategic plan 2025-2028 and in our strategic compass 2025-2034. Both can be found on our website.



Financial statements

Balance sheet

BALANCE SHEET AS AT DECEMBER 31, 2025 (after appropriation of result)

ASSETS	31-12-2025		31-12-2024	
	€	€	€	€
Intangible fixed assets		374,553		407,483
Tangible fixed assets		353,136		369,639
Financial fixed assets		351,461		524,955
Receivables and accrued items				
Receivable raised income	3,629,750		1,129,166	
Prepayments to partners	302,704		194,875	
Other receivables and accrued items	209,184		146,632	
		4,141,638		1,470,674
Cash and cash equivalents		2,263,776		2,988,122
		7,484,564		5,760,874

	31-12-2025		31-12-2024	
	€	€	€	€
Reserves and funds				
Continuity reserve		2,393,171		2,131,083
Special purpose reserves		79,001		97,870
Special purpose funds		290,498		1,383,315
		2,762,669		3,612,268
Short-term liabilities				
Accounts payable	295,374		349,520	
Subsidies and income received in advance	1,507,391		728,257	
Amounts payable in respect of programmes	2,074,339		284,583	
Other liabilities and accrued items	844,789		786,245	
		4,721,894		2,148,606
		7,484,564		5,760,874

Statement of income and expenditure

	2025		Budget 2025		2024	
	€	€	€	€	€	€
INCOME						
Raised income						
Income from individuals	6,825,394		7,371,300		6,742,314	
Income from businesses	647,665		646,800		732,973	
Income from government subsidies	15,846,408		13,310,000		13,505,608	
Income from related non-profit organisations	794,809		725,000		576,450	
Income from other non-profit organisations	1,898,358		2,029,900		1,835,072	
	26,012,633		24,083,000		23,392,417	
Income from supplied products and services	23,740		5,000		3,962	
Other income	76,222		-		286,448	
	26,112,595		24,088,000		23,682,827	
EXPENDITURE						
Expenditure on objectives						
Early Childhood Development	3,305,890		3,647,607		3,203,659	
Social Protection	4,025,738		3,799,591		2,394,761	
Child Protection	3,298,654		3,039,673		3,203,659	
Food Security and Livelihoods	2,680,898		2,735,706		2,937,460	
Health, WASH and Nutrition	1,998,307		1,975,787		1,846,124	
Contribution to consortium members	8,151,665		6,050,000		7,197,477	
Information and awareness	926,883		979,388		909,579	
	24,388,036		22,227,752		21,692,720	
Costs of raising income	1,682,449		1,728,336		1,643,172	
Management and administration costs	926,174		837,708		781,535	
	26,996,658		24,793,796		24,117,427	
Balance before financial income and expenses	-884,063		-705,796		-434,600	
Net financial income and expenses	68,733		40,000		110,023	
Net income and expenses	-815,330		-665,796		-324,577	
Surplus/shortfall added to/withdrawn from						
- Continuity reserve	296,356		35,000		75,477	
- Special purpose reserves	-18,869		-45,000		-52,685	
- Special purpose funds	-1,092,817		-655,796		-347,369	
	-815,330		-665,796		-324,577	

Cash flow statement

	2025		2024	
	€	€	€	€
CASH FLOW FROM OPERATING ACTIVITIES				
Net income and expenses		-815,330		-59,644
Costs of depreciation/amortisation	201,684		184,329	
Movements in receivables	-2,670,964		372,505	
Movements in short-term liabilities	2,573,288		32,263	
		104,008		589,097
		-711,323		529,453
CASH FLOW FROM INVESTING ACTIVITIES				
Investments in intangible fixed assets	-63,615		-369,863	
Investments in tangible fixed assets	-103,234		243,211	
Movements in financial fixed assets	173,494		62,561	
Fixed assets currency differences	14,599		-2,921	
		21,245		-67,012
Net cash flow before currency and conversion differences				
		-690,078		462,441
Currency and conversion differences		-34,268		65,850
Increase (+)/decrease(-) in liquid assets		-724,346		528,291
Cash and cash equivalents as at January 1		2,988,121		2,459,830
Cash and cash equivalents as at December 31		2,263,776		2,988,121

Cash and cash equivalents decreased by more than €0.7 million.

The main reason for this is the negative net balance in the Statement of income and expenditure of over €0.8 million.

At the same time, there are high movements in receivables and short-term liabilities. This is mainly due to contracts with institutional donors of which the receipt of funds is not in line with the matching of income and expenditure in the financial year. However, as a total the movement in receivables and short-term liabilities is relatively minimal, as both movements are related to each other.

The principal incoming cash flows consist of:

- Sponsorship and other donations from individuals, companies, churches, schools, and foundations;
- Subsidies from governments;
- Income from charity shops.

Outgoing cash flows consist mainly of payments for the programmes in Africa and India, both directly to the implementing partner organisations and through the Help a Child country offices.

The outgoing cash flows also include payments for the office and operations of the global office in the Netherlands.

Notes to the financial statements 2025

GENERAL

Main activities

Stichting Red een Kind (in English: Help a Child) is a foundation (Chamber of Commerce no. 41022454), having its registered office in Zwolle, the Netherlands. Our activities consist of supporting children in developing countries who have little or no chance of a decent and dignified existence.

Applied standards

The consolidated financial statements have been prepared in accordance with Guideline 650 for Fundraising Organisations. The financial statements were drawn up on June 16, 2026. Small rounding differences (below €1) may arise as a result of additions of amounts.

Change in accounting principle

In 2025, Help a Child decided to change the methodology of allocating income from foundations to the financial year.

In previous years, Help a Child completely accounted for conditional income from foundations at the date of the commitment. In case the income was not completely spent in the financial year of the commitment, Help a Child added the balance to a special purpose fund to make clear that the available funding is still available to spend in the next year(s). From 2025 onwards, Help a Child decided to change its policy and presents unspent income from foundations in a similar way as to how income from government subsidies are presented.

As a result, the presentation of unspent income from foundations at the end of 2024 changed compared to the financial statements of 2024. A total amount of €264,933 was presented under 'Special purpose funds' in the Balance sheet in the financial statements of 2024. In the financial statements of 2025 the amount is now presented under 'Subsidies and income received in advance' at the end of December, 2024.

In the Statement of income and expenditure 'Income from other non-profit organisations' decreased by the same amount in 2024.

Change in presentation

As 2025 is the starting year of our new strategic plan, Help a Child also decided to change the objectives in the Statement of income and expenditure of 2025 and align them with the newly defined strategic

objectives. As a result we no longer present the first three programmatic objectives as 'Child Development & Protection', 'Youth & Work' and 'Community Resilience', but as 'Early Childhood Development', 'Social Protection' and 'Child Protection'. The expenditure on these objectives was adjusted accordingly; the total expenditure did not change.

Consolidation

The financial statements comprise the financial information of Help a Child in the Netherlands and its offices in Africa over which Help a Child has material control, namely:

Name	Office	Country
Help a Child Africa (HACA)	Nairobi	Kenya
Help a Child Burundi	Bujumbura	Burundi
Help a Child Malawi	Lilongwe	Malawi
Help a Child Rwanda	Kigali	Rwanda
Help a Child the Democratic Republic of Congo	Goma	the Democratic Republic of Congo
Help a Child South Sudan	Juba	South Sudan

Due to our decentralisation strategy, the aforementioned foreign offices are growing in significance.

There are no differences in the accounting policies and principles for the determination of the result between the Help a Child offices in Africa and those of Help a Child internationally.

Investment policy

The management of our reserves is based as far as possible on the principles described in the Financial Management Guidance ('Handreiking Verantwoord Financieel Beheer') of the Dutch sector organisation for charities 'Goede Doelen Nederland'.

Temporary surpluses of liquid assets are placed in savings accounts at major banks. Through the Partos partnership, we monitor and challenge these banks with regard to the sustainable management of the entrusted funds. Part of the assets are placed with Triodos Bank, while the other banks and notably ABN AMRO Bank have also adopted a considerably more sustainable profile.

GENERAL PRINCIPLES

Unless stated otherwise, the assets and liabilities are recognised at cost of acquisition or manufacture or fair value. If no specific accounting principle is given, valuation is at cost of acquisition. Income and expenses are accounted for in the year to which they relate. This principle has been added under 'Principles for the determination of the result'. All amounts are in euros unless stated otherwise.

Use of estimates

The preparation of the financial statements requires the Board of Directors to make judgments, estimates and assumptions which influence the application of policies and the reported values of assets, liabilities, income, and expenses. Actual results may differ from these estimates. Estimates and the underlying assumptions are assessed regularly. Whenever an estimate is revised, the revised estimate is stated in the period in which the revision was made and in future periods for which the revision has consequences.

Currency translation policies

Transactions in foreign currencies are valued at the exchange rate applicable on the transaction date. Cash and cash equivalents, receivables, and liabilities in foreign currencies are converted at the exchange rate on the balance sheet date. Differences arising from exchange rate movements are included in the 'Statement of income and expenditure' and allocated to the expenditures to which they relate.

Cash flow statement

The cash flow statement has been prepared on the basis of the indirect method.

POLICIES FOR THE VALUATION OF ASSETS AND LIABILITIES

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Purchases made during the reporting year are amortised pro rata over time. Amortisation is calculated on the basis of a percentage of the cost, according to the straight-line method over the economic life. We apply amortisation periods of three to five years for capitalized intangible fixed assets.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. The cost of subsidised investments is reduced by the amount of the awarded subsidy. Investments during the reporting year are depreciated pro rata over time. Land is not depreciated.

We calculate depreciation on the basis of a percentage of the cost in accordance with the straight-line method over the economic life.

We apply the following depreciation periods:

• Buildings	30 years
• Renovations and major maintenance	10 years
• Office fittings and fixtures	5 years
• Means of transport	5 years
• Equipment	3-5 years

For tangible fixed assets the component approach is applied, meaning that the depreciation terms for tangible fixed assets are determined for each separate component, specifically with regard to buildings and renovations and major maintenance.

Financial fixed assets

Other securities are stated at cost. Receivables and accrued items are initially recognised at fair value and subsequently at amortised cost less any provisions deemed necessary.

Impairments

Fixed assets must be assessed for impairments if we have reason to suspect that the market value is lower than the carrying value. If the carrying value of an asset is higher than the estimated market value, impairments are stated for the difference between the carrying value and the realisable value.

There were no grounds to recognise an impairment in 2025.

Receivables and accrued items

Receivables and accrued income are initially stated at fair value and subsequently at amortised cost less any provisions deemed necessary.

Reserves

We distinguish between reserves and funds. In the case of reserves, the Board of Directors determines the purpose for which the available income is used.

Continuity reserve

The continuity reserve is designed to cover financial risks in order to ensure the continuity of work is not put at risk by sudden unforeseen events.

Help a Child adheres to the Financial Management Guidance of Goede Doelen Nederland (sector organisation for the Dutch charitable sector), which states that the continuity reserve should be designed to cover the financial risks of the organisation and to ensure that future financial obligations can be honoured.

In 2024, Help a Child conducted a risk analysis in line with to the above-mentioned guidance and calculated the preferred size of the continuity reserve. The risks included in the analysis and calculations referred to risks such as exchange rate volatility, loss of private income, and unforeseen and excessive expenditure. The calculated preferred size of the continuity reserve is explained in more detail in the notes to the Balance sheet.

Special purpose reserves

The special purpose reserves are formed by non-earmarked income that the Board of Directors has earmarked for a specific purpose.

Other reserves

We do not form reserves without a predetermined purpose. Any surpluses that occur from time to time are added to the 'other reserves' in case the preferred size of the continuity reserve is achieved. The Board of Directors ensures that any other reserves are spent on the objective within a reasonable period of time.

Funds: Special purpose funds

In the case of special purpose funds, our donors designate the purpose for which the income must be spent. When earmarked income is not spent by the end of a financial year, the special purpose fund is created. In case future earmarked income is spent before the income is received from donors, special purpose funds show a negative balance.

Liabilities

Unless stated otherwise, liabilities are recognised at fair value and subsequently at amortised cost.

Amounts payable in respect of programmes

We recognise a liability in respect of programmes if an amount has been contractually allocated and the project has a timeline of twelve months or shorter. Liabilities in respect of projects with a timeline longer than twelve months are allocated pro rata to the reporting year to which they relate. If a grant is withdrawn, the liability is released. This can happen, for instance, if a partner organisation proves unable to implement the programme as agreed or if fewer activities are necessary than originally anticipated.



POLICIES FOR THE DETERMINATION OF THE RESULT

All revenues are stated gross under income, unless stated otherwise.

Costs necessary to realise certain income items are stated as expenses in the Statement of income and expenditure.

Raised income

Income from sponsorships, donations, and gifts is recognised in the year of receipt. Income which will be received in a subsequent financial year, but which has been specifically designated by donors for the reporting year, is recognised as income for the reporting year.

Income from charity funds and third parties is recognised in the year in which the donation has been committed unconditionally.

Legacies

Legacies are stated in the financial year in which we can reliably determine the amount involved. Provisional advance payments are stated as 'Income from legacies' in the financial year of receipt, insofar as these have not already been recognised in a previous financial year.

Government subsidies

Income from government subsidies exclusively comprises subsidies obtained from a government, including the European Union or comparable international organisations, government institutions, and public law organisations.

If the subsidy conditions require the repayment of any unexpended monies, the amount is only recognised as subsidy income upon the actual allocation of the monies to expenditures on the subsidised project or programme that meet the subsidy conditions. If a subsidy is obtained without repayment obligation, Help a Child recognises an income item in the year of award.

Expenditure

To give our stakeholders insight into the size and composition of Help a Child's expenses, the notes include an itemisation of expenses under 'Expense breakdown by purpose' in accordance with Guideline 650 for Fundraising Organisations.

Expenditure on objectives

Expenditure on objectives comprises the amounts allocated in and for the reporting year to the

programmes that are carried out to realise our objectives and the implementation costs attributable to the same year. Any allocated amounts not yet disbursed in the reporting year are stated in the balance sheet as 'Amounts payable in respect of programmes'.

In the event that a third party does not spend the complete allocated amount in the financial year, Help a Child will decide on the destination of the actual balance of this allocated amount in the next financial year and will in principle not net this balance with the expenditures accounted for in the financial year.

Commitments to third parties which are funded by subsidies from governments are based on the actual expenses incurred by these third parties.

Costs of raising income

All costs of activities we undertake to encourage people to give money for one or more of our objectives are designated as 'Costs of raising income'. These therefore include publicity and communication costs, unless these costs were incurred for awareness-raising activities.

Activities regularly involve a combination of awareness-raising and fundraising. In these cases, the portion of costs relating to awareness-raising activities is allocated as accurately as possible.

Management and administration costs

Management and administration costs are costs incurred for internal management and administration that are not attributed to a specific objective or income generation.

Pension expenses

Help a Child in the Netherlands participates in the sector pension scheme operated by Pensioenfondsg Zorg & Welzijn. As Help a Child has no obligations, for example in the event of a pension fund deficit, we only charge the contribution payable for the financial year to the result. Contributions payable or paid in advance at year-end are stated as accrued items under liabilities or assets. The funding ratio of Pensioenfondsg Zorg & Welzijn was 126.0% at the end of December 2025 (109.5% at the end of 2024).

NOTES TO THE BALANCE SHEET

INTANGIBLE FIXED ASSETS	Total
As at January 1, 2025	€
Acquisition costs	465,035
Accumulated amortisation	-57,552
Book value	407,483
Movements in 2025	
Investments	63,615
Amortisation	-96,545
Divestitures acquisition costs	-6,686
Divestitures accumulated amortisations	6,686
Commissioning of assets	-
Total movements	-32,930
As at December 31, 2025	
Acquisition costs	521,964
Accumulated amortisation	-147,411
Book value	374,553

The intangible fixed assets refer to software, mainly to Salesforce CRM. These investments were made in 2023 and 2024 to automate the processing of sponsorship and fundraising administration and marketing. From June 2024, Salesforce CRM is operational. Depreciation of Salesforce CRM started at June 1, 2024. In 2025, we

invested €60,000 in setting up and improving our dashboards to improve the availability of management information across the global organisation.

These intangible fixed assets are all used for Help a Child's operations.

TANGIBLE FIXED ASSETS	Land and buildings	Office fixtures and fittings	Means of transport	Equipment	Total
As at January 1, 2025	€	€	€	€	€
Acquisition costs	149,520	169,235	300,006	238,956	857,717
Accumulated depreciation	-29,488	-56,119	-255,355	-147,116	-488,077
Book value	120,033	113,116	44,651	91,840	369,639
Movements in 2025					
Investments	-	14,594	63,444	28,746	106,784
Depreciation	-4,983	-31,694	-13,547	-54,915	-105,139
Divestment acquisition costs	-	-4,991	-18,275	-25,805	-49,071
Divestment accumulated depreciation	-	4,991	14,725	25,805	45,521
Currency differences	-	-1,516	-8,415	-4,668	-14,599
Total movements	-4,983	-18,616	37,932	-30,837	-16,504
As at December 31, 2025					
Acquisition costs	149,520	177,322	336,760	237,229	900,831
Accumulated depreciation	-34,471	-82,822	-254,177	-176,226	-547,695
Book value	115,050	94,500	82,583	61,003	353,136

The WOZ (property tax) value of the premise included in 'Land and buildings' was set at €387,000 as at January 1, 2026.

All tangible fixed assets are used for Help a Child's operations with the exception of the residential house which was part of a legacy. This house is intended to be let until the current tenant terminates the rental agreement and it qualifies as an investment. The book value of the house is €115,050 as at December 31, 2025.

FINANCIAL FIXED ASSETS

	31-12-2025	31-12-2024
	€	€
Loan to microfinance institutes	92,563	75,228
Loan to Stichting Kringloop voor Red een Kind	250,500	323,250
Property from legacy with usufruct	-	118,080
Deposit for office rental	8,398	8,398
	351,461	524,955

Loan to microfinance institutes

The loan to microfinance institutes refers to a loan facility provided to four microfinance institutes in Rwanda, Kenya, Malawi, and Uganda. The objective of this facility is to enable beneficiaries in the programmes of our partner organisations to receive a microfinance loan for their farm or business.

With the loan, Help a Child provides the microfinance institutes with liquidity under this facility. If beneficiaries fail to repay their microfinance loan to the microfinance institute, Help a Child will cover this default.

The loan to the microfinance institutes will probably not be repaid in full at the end date of the loan agreement. Defaults will be covered by the 'Revolving fund', a special purpose fund.

The facility in Malawi had a nominal value of 60 million Malawian kwachas and was repaid in 2025.

The facility in Rwanda ended on December 31, 2024 and was continued in 2025. The facility amounts 60 million Rwandan francs.

In Uganda one of our partner organisation set up a facility with a local savings and credit cooperative organisation. For this purpose, we provided the partner organisation with a facility of 275.5 million Ugandan shillings. The facility will end in December 2028. In

2025, an amount of 137 million Ugandan shillings was disbursed to the partner organisation.

In Kenya we provided a loan to a microfinance institute for a total amount of 7 million Kenyan shillings. An amount of 3.5 million Kenyan shillings was disbursed in 2025. The facility ends in December 2028.

None of our microfinance facilities registered any defaults in 2025. The microfinance institutes did not provide any guarantees.

The movements in the loans to microfinance institutes were as follows:

	2025	2024
	€	€
Balance as at January 1	75,228	145,739
Loans provided to microfinance institutes in financial year	55,508	-
Repayment loan by microfinance institutes in financial year	-28,418	-68,817
Depreciation due to exchange rate results	-9,755	1,096
Depreciation due to defaults in financial year	-	-2,790
Balance as at December 31	92,563	75,228

Loan to Stichting Kringloop voor Red een Kind

The loan to Stichting Kringloop voor Red een Kind concerns an interest-free loan which was initially provided in 2018. The loan is intended as start-up capital for the Help a Child charity shops that were set up from 2018 in several locations in the Netherlands. In 2023, Stichting Kringloop voor Red een Kind requested change to the arrangement as it was developing a new strategy up to 2030. In addition to the new strategy, it requested a separate arrangement for the shop in Groningen to invest in moving and restructuring the shop.

To enable Stichting Kringloop voor Red een Kind to continue with the start-up of new shops, Help a Child provided Stichting Kringloop voor Red een Kind with a bridging loan of €216,000 to cover the investment in the Groningen shop on top of the existing loan agreement in 2023. This loan will be repaid in annual installments of €24,000 until 2032.

Within the existing agreement for each individual shop, Stichting Kringloop voor Red een Kind will receive a loan

of maximum of €30,000 to be repaid over four years. The total loan amount will not exceed €200,000. The loan agreement matured on December 31, 2025 and will be renewed in 2026. An amount of €61,500 will be repaid in 2026 and can be regarded as a short-term receivable.

The movements of the loans to Stichting Kringloop voor Red een Kind were as follows:

	2025	2024
	€	€
Balance as at January 1	323,250	328,500
Start-up capital for new shops	-	60,000
Repayments	-72,750	-65,250
Balance as at December 31	250,500	323,250

Property from legacy with usufruct

Previous years, a property from a legacy with usufruct was activated as a financial fixed assets. Due to the decease of the resident, the property is sold and as such no longer activated by the end of 2025.

Deposit for office rental

In 2023, Help a Child rented a new office location in Zwolle, the Netherlands. The landlord received a deposit of €8,398, which will be repaid when the rental agreement ends.

RECEIVABLES AND ACCRUED ITEMS

Unless otherwise stated, the receivables fall due within one year.

Receivable raised income	31-12-2025	31-12-2024
	€	€
Receivable from legacies	658,989	56,348
Receivable income from third parties and foundations	694,891	897,748
Receivable government subsidies	2,275,870	175,068
Other receivable raised income	-	2
	3,629,750	1,129,166

In 2025, the charity shops of Stichting Kringloop voor Red een Kind made a net profit of €795,000. In the first half of 2026 a remaining amount of €595,000 will be disbursed to Help a Child.

At the end of 2025, we signed an agreement with the Dutch Relief Alliance for an Acute Response programme in the Democratic Republic of Congo and Burundi. This subsidy is allocated to 2025 for an amount of €1.9 million which is received in the first quarter of 2026.

Prepayments to partners	31-12-2025	31-12-2024
	€	€
Prepayments to implementing partners	302,704	194,875
	302,704	194,875

Help a Child pays its implementing partners in advance on a quarterly basis. Some partner organisations did not spend the total amount we disbursed to them. These balances have been carried forward to 2026 and are shown as prepayments in the balance sheet.

Other receivables and accrued items	31-12-2025	31-12-2024
	€	€
Payments in advance	114,145	83,280
Other receivables	95,039	63,352
	209,184	146,632

CASH AND CASH EQUIVALENTS

	31-12-2025	31-12-2024
	€	€
Bank accounts of Help a Child in the Netherlands	537,088	470,791
Bank accounts of Help a Child country offices	593,895	1,085,248
Savings accounts of Help a Child in the Netherlands	1,086,552	1,407,219
Cash in hand	46,241	24,864
	2,263,776	2,988,122

An explanation of the movements in the cash and cash equivalents in 2025 can be found in the notes to the Cash flow statement.

The cash and cash equivalents are at the free disposal of Help a Child and the Help a Child country offices.

RESERVES AND FUNDS

Balance reserves and funds as at January 1, 2025 according to financial statements 2024	€ 3,877,201
Change in accounting principle	€ 264,933
Balance reserves and funds as at January 1, 2025 after change in accounting principle	€ 3,612,268

Change in accounting principle for income recognition

In the reporting year, the organization implemented a change in accounting policy regarding the classification and processing of income of other non-profit organizations. Based on refined criteria, contributions that meet the characteristics of subsidies are henceforth recognized as subsidy income. These criteria relate, among other things, to the existence of conditions, spending obligations, and accountability requirements.

The change leads to a different allocation of income to the reporting periods. Previously, this income was recognized under 'income from other non-profit

organizations' in the year of the commitment from the non-profit organization; under the new principle, these are, where applicable, recognized as subsidies and allocated to the period to which the underlying performance relates.

The accounting principle change has been applied retrospectively. The cumulative effect of the change amounts to €264,933 and has been processed in the opening balance of the special purpose funds of 2025. The comparative figures have been adjusted accordingly.

Reserves	Continuity reserve	Special purpose reserves			Total
		Disaster response	Disability	Innovation	
	€	€	€	€	€
As at January 1, 2025	2,131,083	48,329	12,000	37,541	2,228,953
Movements in 2025					
Allocation of net income and expenses	296,356	-	-	-18,869	277,487
Other movements	-34,268	-	-	-	-34,268
Total movements	262,088	-	-	-18,869	243,219
As at December 31, 2025	2,393,171	48,329	12,000	18,672	2,472,172

	31-12-2025	31-12-2024
	€	€
Continuity reserve	2,393,171	2,131,083

Our continuity reserve increased to €2.39 million at year-end 2025. Based on the 2025 budget and an analysis of the major financial risks of Help a Child the preferred size of the continuity reserve was calculated at €3,281,000. The current size of the continuity reserve is 73% of the preferred size (year-end 2024: 65%).

	31-12-2025	31-12-2024
	€	€
Special purpose reserve - Disaster response	48,329	48,329

The disaster response reserve is a special purpose reserve to meet the initial costs of disaster response programmes.

Since 2022, we have used this reserve to fund emergency projects in our programme areas which require a rapid response.

We did not use this reserve in 2025.

	31-12-2025	31-12-2024
	€	€
Special purpose reserve - Disability	12,000	12,000

We set aside an amount in order to have the means to devote specific attention to disabled children in our programme areas and provide them with physical resources. We did not use this reserve in 2025.

	31-12-2025	31-12-2024
	€	€
Special purpose reserve - Innovation	18,672	37,541

In our strategic plan we have a strong focus on building on our expertise in innovation and aim to continuously identify, pilot and implement innovative approaches and products in our programmes. At the end of 2021, the Board of Directors formed a reserve of €120,000 for innovation which is used to invest as seed funding for innovative ideas. In 2025, this reserve was used to explore the use of artificial intelligence in our daily operations.

The remaining balance will be used to invest in newly identified innovative approaches and projects in 2026.

Funds

Special purpose funds	31-12-2025	31-12-2024
	€	€
Development projects	91,467	994,261
Disaster response projects	35,681	96,496
Revolving fund	163,053	165,807
Disability	297	63,487
Other funds	-	63,264
	290,498	1,383,315

The special purpose fund for development projects decreased as we spent a high amount of our available special purpose funds in India during 2025.

At the same time we made an adjustment of semi-earmarked special purpose funds used to cover gaps of individual special purpose funds. After further consideration we concluded that these funds are not supposed to cover these gaps. Due to this adjustment an amount of €0.5 million was adjusted resulting in a decrease of special purpose funds for development projects and an increase of the continuity reserve.

SHORT-TERM LIABILITIES

Short-term liabilities are expected to be settled within one year.

	31-12-2025	31-12-2024
	€	€
Accounts payable	295,374	349,520

The accounts payable refer to invoices payable to our creditors.

Subsidies and income received in advance

Subsidies received in advance concern subsidies that have already been received but cannot yet be recognised as income for the financial year.

The balances at the end of the financial year were as follows:

	31-12-2025	31-12-2024
	€	€
Government subsidies received in advance	1,113,261	413,481
Income from foundations received in advance	394,130	314,777
	1,507,391	728,257

	31-12-2025	31-12-2024
	€	€
Amounts payable in respect of programmes	2,074,339	284,583

The 'Amounts payable in respect of programmes' concern commitments that have already been allocated, but not yet disbursed to, partner organisations and are expected to be disbursed to partner organisations in 2026.



Other liabilities and accrued items	31-12-2025	31-12-2024
	€	€
Taxes and social security contributions	445,574	403,982
Personnel costs	301,351	276,640
Other liabilities	164	89,861
Accrued items	97,700	15,763
	844,789	786,245

The liabilities relating to personnel costs include the reserve for holiday allowances, holiday entitlements and amounts payable to employees.

The other liabilities relate to various expenses that are still payable at the end of 2025.

Off-balance sheet items

Cooperation with partners

We aim to maintain long-lasting relationships with partner organisations and enter into annual programme agreements with them.

At the end of 2025, the annual partner commitments with our partner organisations for 2026 and beyond were not formally implemented. However, on the basis of long-term programmes, we have entered into a commitment totalling approximately €6.0 million for 2026. As not all conditions required to formally commit the grant were met, these grants are not stated in the balance sheet and expenditures for 2025. The formal commitment to the partner organisation will be submitted in early 2026 and will therefore be accounted for in 2026.

Programmes funded by institutional donors

We have entered into contracts for the implementation of long-term programmes with the Dutch Relief Alliance.

Help a Child receives contributions from the Dutch Relief Alliance for Joint Response programmes. In 2025, contributions were received for Joint Response programmes in DRC, South Sudan, and Somalia for a period of three years (2024 until 2026).

The total commitment for these three years for the programmes implemented by Help a Child amounted to €12.6 million.

In South Sudan, Help a Child also acts as the lead of the DRA consortium, which means an additional €19.8 million is contracted between DRA and Help a Child for managing the South Sudan consortium and contracting the other DRA members who are part of the South Sudan consortium.

In our financial statements we have only reflected the grants contributing to 2025 programmes.

In addition, Help a Child received a grant for an Acute Response programme in DRC running from February 2025 until July 2025. This grant is entirely reflected in the financial statements of 2025. Help a Child also received a grant for an Acute Response programme in DRC and Burundi running from December 2025 until June 2026. This grant is partly reflected in 2025, with the remainder to be included in the financial statements of 2026.

Rental agreement for house

As the beneficiary of a legacy in 2018, Help a Child received a residential house. This house was rented to a private person.

Help a Child continued the rental agreement in 2019.

This agreement does not have an end date.

The annual rental income for Help a Child amounts to €6,990.

Rental agreement for office in the Netherlands

Since August 1, 2023, Help a Child has rented an office at Koggelaan 21 in Zwolle, the Netherlands. The rental agreement expires at October 31, 2028. The annual rent amounts to €98,956 in 2026.

Notes to the statement of income and expenditure

INCOME

Income from individuals	2025	budget 2025	2024
	€	€	€
Sponsorship	3,783,921	3,970,100	3,876,415
Donations for disaster response	43,082	62,000	47,441
Legacies	683,401	550,000	426,644
Other donations	2,314,989	2,789,200	2,391,814
	6,825,394	7,371,300	6,742,314

Overall, Help a Child received less income from individuals than budgeted for in 2025. Though we budgeted for a slight increase of income from

sponsorship we were not able to achieve this growth. Income from sponsorship decreased by €103,000. We also received less funding from other donations, mainly caused by income from campaigns staying behind in 2025. In 2025, the income from legacies exceeded budget with more than €130,000.

Income from businesses	2025	budget 2025	2024
	€	€	€
Sponsorship	54,094	49,400	64,975
Donations for disaster response	7,715	7,000	200
Other donations	585,856	590,400	667,798
	647,665	646,800	732,973

In 2024, we received some incidental income from businesses. As a result the total income from businesses is lower in 2025 compared to 2024, but still in line with the budget of 2025.

Income from government subsidies	2025	budget 2025	2024
	€	€	€
Dutch Relief Alliance – Joint Response South Sudan	7,731,167	7,500,000	7,995,817
Dutch Relief Alliance – Joint Response the Democratic Republic of Congo	1,229,488	1,250,000	1,328,600
Dutch Relief Alliance – Joint Response Somalia	1,441,652	1,450,000	1,430,177
Dutch Relief Alliance – Acute Response South Sudan	-	-	800,000
Dutch Relief Alliance – Acute Response Somalia	-	-	27,131
Dutch Relief Alliance – Acute Response the Democratic Republic of Congo	475,515	-	-
Dutch Relief Alliance – Acute Response the Democratic Republic of Congo & Burundi	1,926,740	-	-
ECHO – the Democratic Republic of Congo	980,468	720,000	334,609
EU – Pride! South Sudan	-	-	-2,607
EU – Burundi	3,669	-	-
EU – Malawi	31,662	-	-
UNHCR/World Food Programme – Burundi	373,773	350,000	163,662
UNICEF – Burundi	324,853	300,000	169,489
UNICEF – Rwanda	173,753	150,000	143,308
EOF/UNICEF – Rwanda	24,998	90,000	-
UNICEF – South Sudan	317,601	300,000	256,868
UNICEF – the Democratic Republic of Congo	246,304	300,000	357,892
USAID – the Democratic Republic of Congo	488,810	600,000	500,662
STAR-EST- the Democratic Republic of Congo	70,845	-	-
Other income from government subsidies	5,111	300,000	-
	15,846,408	13,310,000	13,505,608

In 2025, income from government subsidies exceeded the budget with more than €2.5 million. In 2025, we received a total amount of €2.4 million for Acute Response programmes from the Dutch Relief Alliance.

Apart from that we also successfully diversified our sources of income from institutional donors in 2025.

Income from related non-profit organisations	2025	budget 2025	2024
	€	€	€
Income from Stichting Kringloop voor Red een Kind charity shops	794,809	725,000	576,450
	794,809	725,000	576,450

The increasing number of charity shops led to major increase of income from related non-profit organisations. At the end of 2025, Stichting Kringloop voor Red een Kind operated 7 charity shops with a total net income of €1.6 million resulting in a contribution to Help a Child of almost €800,000.

Income from other non-profit organisations	2025	budget 2025	2024
	€	€	€
Sponsorship from churches	204,625	236,600	206,833
Sponsorship from foundations	51,922	79,400	70,834
Donations for disaster response from churches	16,390	29,000	11,288
Donations for disaster response from foundations	167,850	2,000	1,830
Other donations from churches	296,805	337,800	371,279
Other donations from foundations	1,160,766	1,345,100	1,173,009
	1,898,358	2,029,900	1,835,072

The income from foundations increased significantly because we received some major grants in 2025 from several foundations in the Netherlands for programmes in the Democratic Republic of Congo and Burundi.

Income from supplied products and services	2025	budget 2025	2024
	€	€	€
Net income from house and office rental	16,219	5,000	3,962
Other income from products and services	7,521	-	-
	23,740	5,000	3,962

Other income	2025	budget 2025	2024
	€	€	€
Sales of assets	-	-	9,107
Book profit sale of office premises in the Netherlands	-	-	244,974
Other income	76,222	-	32,367
	76,222	-	286,448

EXPENDITURE

Expense breakdown by purpose (Model C)

	Expenditure on objectives						Subtotal Programmes
	Early Childhood Development	Social Protection	Child Protection	Food Security and Livelihoods	Health, WASH and Nutrition	Contribution to consortium members	
	€	€	€	€	€	€	€
Programme expenses - third parties	1,657,789	1,750,454	896,228	946,558	1,030,613	8,151,665	14,433,306
Programme expenses - own expenses	1,239,892	1,778,189	1,995,110	1,403,305	720,945	-	7,137,442
	2,897,681	3,528,643	2,891,338	2,349,863	1,751,558	8,151,665	21,570,748
Communication expenses	19,209	23,391	19,167	15,577	11,611	-	88,955
Staff expenses	329,722	401,518	329,001	267,387	199,307	-	1,526,935
Travel and lodging expenses	1,719	2,093	1,715	1,394	1,039	-	7,959
Housing expenses	4,910	5,979	4,899	3,982	2,968	-	22,737
Office and network expenses	23,285	28,356	23,234	18,883	14,075	-	107,833
General expenses	21,365	26,017	21,318	17,326	12,914	-	98,939
Depreciation	8,000	9,742	7,982	6,487	4,836	-	37,047
	408,209	497,096	407,316	331,036	246,750	-	1,890,405
Total	3,305,890	4,025,738	3,298,654	2,680,898	1,998,307	8,151,665	23,461,153

	Expenditure on objectives			Costs of raising income	Management and administration costs	Total expenses 2025	Total budget 2025	Total expenses 2024
	Subtotal Programmes	Information and awareness	Subtotal Objectives					
Programme expenses - third parties	14,433,306	-	14,433,306	-	-	14,433,306	13,326,355	13,705,209
Programme expenses - own expenses	7,137,442	-	7,137,442	-	-	7,137,442	6,113,879	5,644,853
	21,570,748	-	21,570,748	-	-	21,570,748	19,440,234	19,350,062
Communication expenses	88,955	192,384	281,338	574,894	4,359	860,591	811,530	665,481
Staff expenses	1,526,935	609,037	2,135,973	924,218	474,652	3,534,844	3,682,533	3,299,100
Travel and lodging expenses	7,959	1,804	9,763	2,637	7,437	19,837	35,500	52,501
Housing expenses	22,737	12,851	35,588	18,783	44,485	98,856	102,500	102,793
Office and network expenses	107,833	61,013	168,846	89,143	210,978	468,968	378,800	325,182
General expenses	98,939	28,854	127,793	42,171	111,779	281,742	166,700	151,030
Depreciation	37,047	20,940	57,987	30,603	72,483	161,073	176,000	171,278
	1,890,405	926,883	2,817,288	1,682,449	926,174	5,425,911	5,353,563	4,767,365
Total	23,461,153	926,883	24,388,036	1,682,449	926,174	26,996,658	24,793,796	24,117,427

Allocation of costs

Operational costs are allocated to the purposes according to the following principles:

- Communication expenses are allocated to 'Information and awareness' and to 'Raising income' in proportion to the estimated percentage that these costs contribute to either 'Information and awareness' or 'Raising income'.
- Staff expenses, travel and lodging expenses, housing expenses, office and network expenses, general expenses, and depreciation are allocated in proportion to the time expenditure of these staff taking into account the relative expenses of each department.
- All expenses of our country office are allocated to the line 'Programme expenses - own expenses'.

Ratio of costs of raising income

Help a Child spent €1,682,449 on raising income in 2025. As a result, the ratio of costs of raising income as a percentage of total raised income amounted to 6.5% in 2025 (budget 2025: 7.2%; actuals 2024 6.9%).

Number of FTEs and allocation

The table below shows the FTE breakdown by department and its distribution across objectives, raising income, and management and administration:

DEPARTMENT	Objectives (Programmes)	Objectives (Information and awareness)	Raising income	Management and administration	Total	Total FTE 2025	Total FTE 2024
Board of Directors (incl. Executive Assistant)	23.0%	13.0%	19.0%	45.0%	100.0%	1.6	1.6
Fundraising & Awareness	18.8%	26.5%	54.7%	0.0%	100.0%	17.9	19.1
Programmes & Partners	100.0%	0.0%	0.0%	0.0%	100.0%	5.3	4.7
Expertise & Innovation	90.8%	9.2%	0.0%	0.0%	100.0%	5.2	4.4
Finance & Operations	34.0%	10.5%	15.3%	40.2%	100.0%	6.7	6.3
Human Resources	23.0%	13.0%	19.0%	45.0%	100.0%	2.3	1.7
Total for the Netherlands						38.9	37.9
Country directors	100.0%	0.0%	0.0%	0.0%	100.0%	6.0	6.0
Other staff	100.0%	0.0%	0.0%	0.0%	100.0%	100.9	81.1
Total country offices *)						106.9	87.1
Total FTE						145.8	125.0

*) Country offices include those offices that are consolidated in the financial statements. Hence they exclude the staff of our sister organisation Help a Child of India.

Expenditure on objectives

Programme expenses increased with more than €2 million compared to budget and previous year. Main reason is the Acute Response programmes of the DRA in DRC which were granted in 2025. On top of that we also received more grants from other institutional donors. The devaluation of the US dollar and the African currencies against the euro caused lower expenditure on programmes funded by private donations.

Due to a number of long-term vacancies we did not spend the budget available for staff in 2025. On the other hand, office and network expenses were more than €90,000 higher compared to budget 2025, mainly caused by higher IT related expenses. General expenses exceeded the budget with more than €115,000. Due to the preparation of the anticipated merger with Dorcas we hired a number of external consultants.

Expenditure on objectives - programmes

Help a Child works in several countries on both development and disaster response. The following table shows the expenditures in 2025 on the different objectives in the countries in which Help a Child works.

	Early Childhood Development	Social Protection	Child Protection	Food Security and Livelihoods	Health, WASH and Nutrition	Contribution to consortium members	Total 2025	Total 2024
	€	€	€	€	€		€	€
Development								
Kenya	284,053	341,890	130,345	66,610	201,493	-	1,024,391	900,984
Malawi	109,504	329,239	-2,188	172,755	-	-	609,310	721,654
Rwanda	975,628	623,932	67,770	244,708	-	-	1,912,038	1,521,977
Burundi	194,378	310,960	99,246	162,432	39,193	-	806,210	684,784
India	152,146	462,885	134,153	141,257	-	-	890,442	1,079,931
Uganda	312,203	394,995	16,855	127,507	-	-	851,560	919,290
	2,027,912	2,463,902	446,181	915,270	240,686	-	6,093,952	5,828,622
Disaster response								
Burundi	480,092	-	-	405,836	87,705	-	973,633	475,593
The Democratic Republic of Congo	-	1,310,677	1,567,083	642,780	626,583	1,926,740	6,073,863	3,341,794
South Sudan	373,619	113,173	1,060,858	717,012	301,314	6,224,925	8,790,901	9,613,125
Somalia	424,267	137,987	224,531	-	742,019	-	1,528,805	1,482,566
Lebanon	-	-	-	-	-	-	-	41,442
	1,277,978	1,561,837	2,852,473	1,765,628	1,757,621	8,151,665	17,367,201	14,954,519
Total expenditures on objectives - programme								
	3,305,890	4,025,738	3,298,654	2,680,898	1,998,307	8,151,665	23,461,153	20,783,141

Control over expenditures

Help a Child controls operational risks by devoting a great deal of attention to the quality of the internal organisation and internal controls.

In recent years, we have implemented organisational changes, giving the country offices in Burundi, the Democratic Republic of Congo, Kenya, Malawi, Rwanda, and South Sudan a clear mandate to oversee the quality of the programmes and to control their expenditures. Help a Child in the Netherlands monitors the quality of the supervision in the countries. Operations in the countries where there is no country office are supervised directly from Help a Child the Netherlands, whereas operations in Uganda are supervised by the team of Help a Child in Kenya.

In India, we formed a Field Coordination Office that plays a central role in the supervision of the projects in India.

Each partner organisation is audited by an internal audit team once every three years. Each partner organisation and all Help a Child country offices are annually audited by external auditors.

The country offices provide direct support to partners where necessary in order to ensure that they are able to meet the requirements of back donors. For programmes in the countries without country offices, we have coordinators in the Netherlands to handle the contracting with partners and to oversee compliance with contract conditions and specific donor requirements.

Programme expenses - third parties	2025	budget 2025	2024
	€	€	€
Consortium members South Sudan	6,224,925	6,050,000	7,197,477
Consortium members the Democratic Republic of Congo	1,926,740	-	-
Implementing partners India	672,435	911,580	892,991
Implementing partners Kenya	602,179	607,788	591,568
Implementing partners Rwanda	932,414	1,334,153	871,228
Implementing partners Malawi	223,383	576,867	401,990
Implementing partners Burundi	589,634	555,693	484,519
Implementing partners Uganda	594,092	835,039	678,152
Implementing partners the Democratic Republic of Congo	987,113	586,653	863,978
Implementing partners South Sudan	330,420	337,746	339,803
Implementing partners Somalia	1,349,970	1,355,836	1,347,504
Implementing partners Lebanon	-	-	36,000
Implementing partners others	-	175,000	-
	14,433,306	13,326,355	13,705,209

At the end of 2025, we received an Acute Response subsidy from the Dutch Relief Alliance, for which Help a Child was appointed the lead. As a result we subgranted consortium members for this programme in the Democratic Republic of Congo.

Programme expenses - own expenses	2025	budget 2025	2024
	€	€	€
Own expenses Kenya	274,693	125,563	295,436
Own expenses Rwanda	697,133	317,559	475,398
Own expenses Malawi	303,569	288,788	236,255
Own expenses Burundi	855,458	1,007,895	541,073
Own expenses the Democratic Republic of Congo	2,867,393	2,222,124	2,116,460
Own expenses South Sudan	1,920,941	1,922,950	1,697,221
Other own programme expenses Help a Child	218,254	229,000	283,011
	7,137,442	6,113,879	5,644,853

In 2025, we received a number of additional subsidies from governments and foundations resulting in higher own programme expenses in Rwanda, Burundi and the Democratic Republic of Congo.

Communication expenses	2025	budget 2025	2024
	€	€	€
Sponsorship management	61,079	42,000	53,160
Private fundraising	306,123	357,450	302,693
Disaster response and Emergency fund campaigns	78,683	58,000	55,231
Relationship management	108,399	130,850	55,388
Communication constituency	59,013	105,930	96,784
Online communication and fundraising	47,900	49,050	22,663
Events	3,203	18,500	6,820
Charity shops	7,228	7,500	3,229
Other expenses	188,963	42,250	69,512
	860,591	811,530	665,481

Throughout 2025, our marketing team faced challenges in available capacity of the team, for which we hired a few external consultants. As a result

the other communication expenses were significantly higher than budgeted.

Staff expenses	2025	budget 2025	2024
	€	€	€
Salary expenses for staff in the Netherlands *)	2,542,680	2,708,317	2,265,799
Social charges for staff in the Netherlands	439,959	445,546	402,821
Pension contributions for staff in the Netherlands	241,721	271,514	218,784
Other staff expenses in the Netherlands	310,483	257,156	411,696
Staff expenses the Netherlands	3,534,844	3,682,533	3,299,100
Staff expenses Kenya	188,642	142,923	201,458
Staff expenses Rwanda	210,483	228,086	227,672
Staff expenses Malawi	128,591	128,710	122,947
Staff expenses Burundi	250,005	178,587	196,921
Staff expenses the Democratic Republic of Congo	235,550	269,753	393,514
Staff expenses South Sudan	231,888	325,565	227,331
Staff expenses country offices	1,245,159	1,273,624	1,369,842
Total staff expenses (gross)	4,780,003	4,956,157	4,668,942
Programme staff directly allocated to implementation expenses**)	-1,245,159	-1,273,624	-1,369,842
Total staff expenses (net)	3,534,844	3,682,533	3,299,100

*) Salary expenses of staff in the Netherlands include gross salary, holiday allowance, 13th month allowance and gratuity expenses. Compensation from the insurance company for sick leave or from a benefits agency for maternity leave is deducted from these expenses.

**) The gross staff expenses include salary expenses of staff in the Netherlands and salaries and benefits of our staff of the country offices of Help a Child. Staff expenses in the country offices are considered to be programme expenses and are included in 'Programme expenses - own expenses'.

Remuneration of Help a Child employees

The salaries of Help a Child employees in the Netherlands are based on the Collective Labour Agreement for Welfare & Social Services.

We are also grateful to have the services of volunteers (one of whom was a permanent office volunteers as at December 31, 2025).

The conditions of employment in the country offices are largely based on the conditions of employment for comparable non-governmental organisations in the relevant countries. Help a Child bases the salaries on the average for comparable organizations less 10%.

Remuneration of Board of Directors

The Supervisory Board adopted the remuneration policy for the Board of Directors, including the level of remuneration and other remuneration components. This policy is updated from time to time. The last evaluation was on November 27, 2017.

Help a Child adheres to the Directors' Remuneration Regulation for Charitable Organisations of Goede Doelen Nederland (sector organisation for the Dutch charitable sector; see www.goededoelennederland.nl). Based on criteria for assessing the scope and responsibility of the position, the regulation sets a maximum for the annual income. The Supervisory Board has assessed the position of the CEO. This led to a 'BSD' score of 435 points with a maximum annual income of €144,154 (for full-time employment, latest update as at July 1, 2024).

Help a Child has decided to cap this remuneration at 80% of the maximum annual income based on the BSD score (€115,323 for 1 FTE).

The remuneration of the director of Help a Child was as follows in 2025:

Name	A.M. Schuttinga
-------------	-----------------

Position	CEO
-----------------	-----

Employment details	
Nature (term)	indefinite
Hours	32
Contract	Part-time (88.9%)
Period	1/1-31/12

Remuneration		2025
	€	€
Gross salary	87,198	
Holiday allowance	6,981	
13th month allowance	7,856	
Total annual income		102,035
Taxable reimbursements	395	
Pension expenses (employer's share)	11,684	
		12,079
Total remuneration Board of Directors 2025 (incl. employer's costs)		114,114

Remuneration		2024
Total remuneration Board of Directors 2024 (incl. employer's costs)		€ 110,314

In 2025, the full-time equivalent of the actual annual income of CEO Andries Schuttinga was €114,789, based on one FTE. This remuneration is within the maximum set by the Supervisory Board (€115,323) and well within the maximum agreed within the sector.

The annual income, taxed benefits, employer's pension contribution, pension compensation, and any other forms of deferred remuneration also remained well within the maximum amount of €187,861 per annum as set in the regulation.

Moreover, the taxed benefits, employer's pension contribution, and the other deferred benefits were in reasonable proportion to the annual income.

Notes

- The pension expense is the employer's share of the contribution payable to the pension fund.
- The CEO has one remunerated position outside Help a Child as member of the Supervisory Board of Noorderbasis school association of €3,600 per year.

Remuneration of Supervisory Board

Members of our Supervisory Board receive no remuneration. In 2025, they also did not claim for reimbursements concerning mileage allowances (2024: €0).

No loans, advances, and/or guarantees were extended to members of the Supervisory Board or the CEO.

Financial income and expenses	2025	budget 2025	2024
	€	€	€
Financial income			
Interest income	31,522	40,000	44,335
Exchange rate differences	37,211	-	65,688
Net financial income and expenses	68,733	40,000	110,023

Exchange rate differences are an important risk factor in the financing of programmes. We receive donations and sponsor contributions mostly in euros, while the programme expenditures are in different currencies.

Help a Child allows partner contracts to be signed in local currencies with partners implementing community programmes. In the chain of partner organisations, we believe Help a Child is in a much better position to bear the risks of exchange rate fluctuations, as most of our implementing partner organisations have less means and financial capacity to manage the risks of exchange rate fluctuations.

Related parties

The accounting guidelines for annual reports include specific requirements for organisations that cooperate on a structural basis. The reason for this is that related parties can enter into certain transactions which affect the financial position and results as well as the current and future opportunities and risks of the parties concerned.

In previous years, we treated our sister organisation Help a Child of India as a related party. We largely finance the activities of this organisation. Events at this party can have a direct impact on the balance of income and expenses and thus also on the financial position of Help a Child.



Other information

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Management of Stichting Red een Kind.

A. Report on the audit of the consolidated financial statements 2025 included in the annual report.

Our opinion

We have audited the consolidated financial statements 2025 of Stichting Red een Kind, based in Zwolle, the Netherlands.

In our opinion, the accompanying consolidated financial statements give a true and fair view of the financial position of Stichting Red een Kind at 31 December 2025 and of its result for 2025 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations') of the Dutch Accounting Standards Board).

The consolidated financial statements comprise:

1. the consolidated balance sheet as at 31 December 2025;
2. the consolidated statement of income and expenditure for 2025; and
3. the notes comprising of a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

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

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

The other information consists of:

- the Director's report
- other information.

Based on the following procedures performed, we conclude that the other information is consistent with the consolidated financial statements and does not contain material misstatements.

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

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

Management is responsible for the preparation of the other information, including the Director's report, in accordance with Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations').

C. Description of responsibilities regarding the consolidated financial statements

Responsibilities of the Supervisory Board and the Management for the consolidated financial statements.

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with the Guideline for annual reporting 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations'). Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the consolidated financial statements, management is responsible for assessing the organisation's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the consolidated financial statements using the going concern basis of accounting, unless management either intends to liquidate the organisation or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the organisation's ability to continue as a going concern in the consolidated financial statements.

The Supervisory Board is responsible for overseeing the organisation's financial reporting process.



Our responsibilities for the audit of the consolidated 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.

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 consolidated 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 entity's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated 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 organisation to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the consolidated financial statements, including the disclosures; and
- evaluating whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We are responsible for planning and performing the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the consolidated financial statements. We are also responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We bear the full responsibility for the auditor's report.



We communicate with the Supervisory Board and the Management 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.

Amsterdam, 23 June 2026

Dubois & Co. Registeraccountants

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Appendix

MULTI-ANNUAL BUDGET 2025-2028

	actual 2025	budget 2026	budget 2027	budget 2028
	€	€	€	€
INCOME				
Raised income				
Income from individuals	6,825,394	7,206,100	8,130,000	8,384,000
Income from businesses	647,665	604,900	990,000	1,022,000
Income from government subsidies	15,846,408	14,727,245	14,570,000	15,270,000
Income from related non-profit organisations	794,809	675,000	1,093,000	1,214,000
Income from other non-profit organisations	1,898,358	2,011,500	1,976,000	2,221,000
	26,012,633	25,224,745	26,759,000	28,111,000
Income from supplied products and services	23,740	5,000	5,000	5,000
Other income	76,222	-	-	-
	26,112,595	25,229,745	26,764,000	28,116,000
EXPENDITURE				
Expenditure on objectives				
Programmes	23,461,153	21,769,703	22,437,841	23,629,381
Information and awareness	926,883	947,582	1,123,996	1,158,886
	24,388,036	22,717,285	23,561,837	24,788,267
Costs of raising income	1,682,449	1,666,214	1,910,917	1,965,187
Management and administration costs	926,174	871,347	953,246	981,546
	26,996,658	25,254,846	26,426,000	27,735,000
Balance before financial income and expenses	-884,063	-25,101	338,000	381,000
Net financial income and expenses	68,733	30,000	40,000	40,000
Net income and expenses	-815,330	4,899	378,000	421,000
Surplus/shortfall added to/withdrawn from				
- Continuity reserve	296,356	4,899	478,000	521,000
- Special-purpose reserves	-18,869	-	-	-
- Special-purpose funds	-1,092,817	-	-100,000	-100,000
	-815,330	4,899	378,000	421,000
RATIOS				
Expenditure on objectives as a percentage of total income	93.4%	90.0%	88.0%	88.2%
Expenditure on objectives as a percentage of total expenditure	90.3%	90.0%	89.2%	89.4%
Costs of raising income as a percentage of raised income	6.5%	6.6%	7.1%	7.0%
Costs of management and administration as a percentage of total expenditure	3.4%	3.5%	3.6%	3.5%

The multi-annual budget 2025–2028 of Help a Child was approved by the Supervisory Board in November 2024 as part of the strategic plan 2025–2028.

In the first year of the new strategic plan, we concluded that quite a number of our strategic ambitions need to be revised. First of all, our merger plans with Dorcas did not succeed which means that the strategic ambition to link ourselves to scale will not be achieved during this strategic period.

At the same time, our environment is rapidly changing which requires us to relate to this volatility. We feel that our ambitions in the highly competitive market of private donors require us to scale down our ambitions in growing private donations.

In the last quarter of 2025 we decided to revise our strategy and the process was started.

For 2026, we revised the annual budget based on adjusted plans for the financial year. In the first half of 2026, we will revise the budget for 2027 and 2028.

We reduced our fundraising ambitions in the private market in 2026. In the other segments (charity shops, foundations, governments) we still expect to sustain our ambitions or grow even further.

Based on the calculation we made on the preferred size of our continuity reserve, we want to prioritise the increase of the continuity reserve in this strategic period, because of the emerging risks due to the nature of our programmes, and also the rapid changes in the donor market require us to have more reserves to cushion the financial impact of possible worst case events.

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'Help a Child' is the international name for Red een Kind, an INGO registered in the Netherlands with affiliates in Africa and India.

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