



**EMPOWERING
YOUNG PEOPLE**

ANNUAL REPORT 2021

International Sports Alliance Foundation
's-Hertogenbosch Report
on the Annual Financial
Report 2021

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Annual Financial Report 2021

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MANAGEMENT REPORT

General

The board and management of the International Sports Alliance (ISA) Foundation account for the development of its income and expenditure in 2021 and its financial position in this board report. For a detailed explanation of all activities and developments during 2021, please refer to the external annual report, as included on the website. ISA has its statutory seat in 's-Hertogenbosch. In 2012, the foundation was registered with the Chamber of Commerce as Stichting International Sports Alliance. The foundation has been recognised by the Tax Authority as an ANBI.

Objective

The International Sports Alliance (hereafter ISA) is a development organisation that - through its predecessors NKS and NSA - has been working for a better future for young people through sport since 1998. Through sport, ISA offers young people in underprivileged environments the chance to work towards a better future themselves - for themselves, for their families and for their communities. In this way, ISA directly contributes to poverty reduction and the achievement of the Sustainable Development Goals (SDGs).

ISA believes that disadvantaged communities will change by activating the potential of the greatest young generation ever. By connecting and learning on the sports field. On the sports field, young people acquire essential skills such as creativity, teamwork, communication, talent, character and a healthy dose of self-confidence. These skills can be used to make a difference at home and in their communities.

Therefore, ISA's approach is based on young people's potential and includes three strategic programmatic phases: (1) Game programme for all young people to participate in their communities, (2) Change programme for young people to gain personal power and (3) Game Changers programme for young people to lead social change.

In all our programmes, we partner with local sports and youth organisations. Ultimately, we support coaches, young people and *community-based organisations* CBOs in building vibrant, peaceful and *youth-friendly* communities, where young people contribute to the change they want to see in terms of gender equality, social cohesion and well-being. Our programmes harness the transformative power of sport and are based on the Positive Youth Development philosophy and our track record since 1998.

Board and management

By statute, the foundation is represented by the board and the board is the highest body of the foundation. In practice, the board has delegated tasks to the management and the board supervises the executive tasks of the management. The division of responsibilities between the board and the management is laid down in management regulations. The management conducts the day-to-day management of the organisation and is accountable to the board.

The board is responsible for operational matters including strategy, fundraising, communications, human resources and finance. The ISA board consisted of five people in 2021. In 2021, the board met five times, including four digital meetings as part of COVID-19. In line with ISA's low-cost policy, all board members are unpaid and volunteer board members. All personal expenses, such as travel and telephone expenses, are borne by the board members.

The organisation has a two-headed management, consisting of a Managing Director and a Finance Director.

From January to May 2021, the Managing Director was completely absent due to illness. The Finance Director assumed her operational duties during this period. This was done in close cooperation with the President, with weekly consultations on ongoing files. In addition, the Treasurer's control function on finances was broadened, with creditors, debtors and bank positions closely monitored. Between May and December 2021, the General Manager resumed her work on a therapeutic basis and resumed her management role from November.

The ISA office is based in 's-Hertogenbosch, the Netherlands and currently has 4 FTEs (1.6 FTE salaried, 0.4 FTE freelance and 2 FTE interns or volunteers) and has an active network of more than 8 ISA-change facilitators. In East and West Africa, 4 permanent staff are employed and the team is complemented by 9 ISA-change facilitators. In the Middle East and North Africa, ISA works with a team of 5 ISA-change facilitators.

ISA has executive offices in Bamako, Mali and Kitale, Kenya.

The organisation is small, flexible and non-bureaucratic, always striving for the highest (social) quality, has internationally high quality knowledge & expertise, and a large national and international and interdisciplinary network of individuals and organisations that share the organisation's values and mission. The main focus of the ISA team is the management, development and monitoring of country programmes, fundraising and the organisation of public activities in the Netherlands.

Composition of board and management 2021

Board

<i>Function</i>	<i>Name</i>	<i>Appointment</i>	<i>Function ends</i>
President	Lucas Meijs	27-02-2016	01-07-2024
Secretary	Nadia Dajani	27-02-2016	01-07-2023
Treasurer	Michiel Krauss	19-03-2019	01-07-2022
Board member	Corniel Groenen	09-07-2019	01-07-2023
Board member	Warner Dijkhuizen	27-02-2016	01-07-2024

The foundation has no supervisory board or advisory board.

Management

		<i>Since</i>
Managing Director	Leonie Hallers	01-08-2012
Finance Director	Cees Noels	01-08-2012

By 2021, the following organisational development and programme results will have been achieved:

As is true for any organisation in the world, for ISA, the year 2021 became another year affected by COVID-19. Through the experiences in 2020 and the organisation's adjustments in dealing with the pandemic in carrying out its work, good results were achieved in the various regions. ISA worked structurally to empower 9,069 youth. And trained a total of 250 community sports & life skills coaches and staff of organisations. And this through the organisation of 35 training courses, a multitude of *coaching on the job sessions* within the ISA Game, Change and Game Changers programmes.

In 2021, ISA intensified the organisation's planned decentralisation process. Instead of deploying Dutch staff, ISA increasingly chose to deploy local staff. In 2021, this resulted in the commencement of the registration of locally-based ISA organisations in East and West Africa (Kenya and Mali). This strategic well-considered choice, which is in line with the international development trend *Shifting the Power*, is a crucial preliminary step in realising ISA's ambition to become a *Global Network Organisation* of independent, like-minded ISA organisations in various regions of the world. To manage this process, an ISA transition team has been assembled consisting of board members and leadership from the Netherlands, Kenya and Mali, supplemented by the external expertise and led by an external facilitator from Erasmus University's partnership resource centre.

An ISA Development Week took place in Kenya in November and was attended by all ISA staff around the world. Besides broader strategy development, the development of the 2022 annual plan for each region was discussed in detail and the overarching themes and ISA policies on Monitoring, Evaluation and Learning (MEL) and Integrity were discussed in detail.

In 2021, work continued on the further development of the ISA integrity policy. Focus in 2021 was on the operational embedding of the strategic integrity policy in the organisation's practice. Both within the ISA team of staff, and within the implementation of programmes and partnerships with local organisations and their staff and coaches. Moral deliberation was also practised several times within the organisation to make the subject of integrity more accessible. Together with the regional offices, we worked on how to give shape to the integrity policy in these two regions, a process that will require the necessary attention in the coming years.

In 2021, ISA was also the lead agency within the Sport for Development.nl 2020 - 2024 programme, funded by the Ministry of Foreign Affairs and to be implemented on behalf of the Dutch Government Agency for Enterprise (RVO). The programme focuses on the development of children and young people through the power of sport. See also www.sportfordevelopment.nl

To measure the impact of our programmes on our target groups, we developed several quantitative and qualitative tools for MEL in partnership with the *University of Bedfordshire* in 2021.

These tools allow us to learn more about the different conditions and outcomes in the communities in which we work and allow us to identify what works well and what does not, so that we can make adjustments as we go along. These impact measurement tools allow us to measure the difference between what happened with the programmes in the communities and what would have happened without the programmes. It answers the question: how much of the observed change in the target population occurred because of the programme? It allows us to measure the impact our flagship programmes are having on young people, coaches, CBOs and communities, and whether our planned impact is actually being realised.

Accountability & communication with constituencies and stakeholders

ISA informs partners, supporters and other stakeholders through its website and posts on social media. Annually, the organisation reports substantively and financially. These reports can be consulted on the ISA website and are also shared with supporters via a mailing. The annual reporting is organised according to Guideline 650 Fundraising Institutions.

ISA is classified by the tax authorities as an ANBI (Algemeen Nut Beogende Instelling). This means that no gift or inheritance tax has to be paid on donations or inheritance acquisitions. More information on ANBI can be found on the website.

Financial position

In 2021, the tentative line of growth continued. With COVID-19 having less of an impact on operations, programme activities could again be largely implemented. This also allowed much of the backlog accumulated by COVID-19 from 2020 to be cleared.

For the European projects, this applied to a lesser extent. A budget-neutral extension was requested for two ongoing Erasmus+ projects. This meant that part of the costs in both hours and travel/accommodation were pushed forward to 2022. This could be compensated organisationally and financially by the contribution to a new Erasmus+ project.

The cautious line, as mentioned earlier, mainly took place within the organisational costs. Ambitions had to be pushed forward or realised cheaper or even for nothing with the cooperation of third parties.

Loudness problems did not occur in 2021 either, with advance payments of grants providing an all-around workable buffer. Payment obligations could always be met within 10 days.

Looking ahead 2022

2022 will be an important year in the history of ISA. The organisation is celebrating its tenth anniversary - and we are going to celebrate! - and is also on the eve of its growth into a global networking organisation.

ISA believes that disadvantaged communities will change by activating the potential of the greatest young generation ever. By connecting where it sparks, on the playing field. Where creativity, collaboration, talent, drive, character and self-confidence are unlocked.

The legal registration of ISA East Africa is an important turning point in ISA's existence. We are taking a conscious and necessary step forward. A step in which we invest in strong and independent regional ISA organisations.

ISA will develop into a global network organisation in the coming years, with a focused global strategy and professional regional development and implementation.

2022 will also be the year in which efforts are made to make the organisation more sustainable. Both from the perspective of financial sustainability, but also with regard to the organisation's leadership and entering into new partnerships.

2021 worked on the development of the ISA Theory of Change. A model that indicates in successive steps what the organisation's impact strategy is. In 2022, the ToC will play a central role in all the organisation's impact interventions and form the basis for the strategy in Marketing & Communication (MarCom), Business Development and Monitoring, Evaluation and Learning (ME&L).

In order to become more successful in fundraising, the organisation will invest in the development of an ISA intervention (maximum 6 months), imbued with the organisation's programmatic DNA, which can be used as a top-up methodology in activities of partner and external organisations.

In 2022, ISA will continue to be the lead agency for the Sport for Development programme, funded by the Ministry of Foreign Affairs and RFO. The programme aims to use sport to prevent conflict, reduce poverty and promote gender equality. In doing so, it harnesses the power of sport and play to optimise access to and quality of education, strengthen inclusive and safe coexistence and increase girls' participation and acceptance. The programme is implemented in a consortium consisting of KNVB, KNHB and Right To Play Netherlands. For 2022, the parties have the common objective of conducting a successful midterm evaluation (or having one conducted) and making a good step forward in the visibility and branding of the programme, based on logical complementarity.

ISA will also continue its strategic cooperation with the KNVB, Right To Play Netherlands, KNHB, WarChild, MasterPeace, Deutsche Sporthogschule Koln, University of Bedfordshire, Stad Antwerpen, Streetgames UK, GAME Denmark, FITT Romania, Oltalom Hungary, INEX/FPR Czech Republic, ICDI, and Cordaid in implementing various programmes and projects in 2021.

In addition, ISA continues to invest and cooperate with more than 30 local NGOs/CBOs in partner countries around the world.

Financial outlook 2022

ISA can go into 2022 with confidence based on the policies of recent years.

A modest equity is back in place and the tasks facing the organisation are sufficient to continue on its chosen path.

The budget is largely based on hard data, assuming a staffing level in the Netherlands of 1.7 FTE and 3.2 FTE in Africa, committed grants and further

Budget 2022

	Budget
	2022
<i>(in euros)</i>	
Incom	
e	
Income from own fundraising	1.500
Income from joint actions	204.860
Income from third-party actions	0
Government grants	1.282.970
Sum of income	1.489.330
Charges	
Spent on objectives	1.330.820
Recruitment costs	28.740
General management and administration costs	123.770
Sum of expenses	1.483.330
Operating profit	6.000
Financial income and	expenses-1,000
Result	5.000

Annual accounts 2021
1 January to 31 December 2021

BALANCE*(after profit appropriation)*

	Ref.	31 December 2021	December31 2020
<i>(in euros)</i>			
ASSETS			
FIXED ASSETS			
Property, plant and equipment	1	1.163	1.712
CURRENT ASSETS			
Receivables and accruals	2	125.011	110.536
Cash and cash equivalents	3	255.894	196.589
		380.905	307.125
TOTAL ASSETS		382.068	308.837
LIABILITIES			
RESERVES AND FUNDS			
Continuity reserve	4	30.399	12.797
Earmarked reserve	5	2.000	1.000
		32.399	13.797
CURRENT LIABILITIES	6	349.669	295.040
		349.669	295.040
TOTAL LIABILITIES		382.068	308.837

STATEMENT OF INCOME AND EXPENDITURE

	Ref.	<u>Actual</u> 2021	<u>Budget</u> 2021	<u>Actual</u> 2020
BATES				
Income from own fundraising	7	905	2.990	6.817
Income from joint actions	8	172.270	151.865	149.417
Government grants	9	1.215.788	1.263.500	903.039
SUM OF BENEFITS		1.388.963	1.418.355	1.059.273
EXPENSES				
Spent on objectives	9	1.244.181	1.284.485	933.867
Cost of acquisition benefits	10	20.586	30.200	19.910
General management and administration costs	11	106.159	101.180	99.389
SUM OF EXPENSES		1.370.926	1.415.865	1.053.166
OPERATING RESULT		18.037	2.490	6.107
Financial income and expenses	12	-434	10	0
RESULT		17.602	2.500	6.107
RESULT APPROPRIATION				
Addition / withdrawal to:				
- Continuity reserve		17.602	2.500	6.107
SALDO		17.602	2.500	6.107

CASH FLOW STATEMENT

	31 December	31 December
<i>(in euros)</i>		
Cash flow from operating activities		
REVENUE		
Income from own fundraising	905	6.817
Income from joint actions	172.270	143.555
Income from governments	1.215.788	1.188.626
Income from investments	0	0
SUM OF REVENUE (A)	1.388.963	1.338.998
EXPENDITURE:		
Payments	-1.330.658	-1.236.885
SUM OF EXPENDITURE (B)	-1.330.658	-1.236.885
INVESTMENTS	0	0
CASH FLOW FROM INVESTING ACTIVITIES (C)	0	0
NET CASH FLOW (A+B+C)	58.305	102.113
Change in cash and cash equivalents		
Cash and cash equivalents as at 1 January	196.589	94.476
Change in cash and cash equivalents	58.305	102.113
CASH AND CASH EQUIVALENTS AS AT 31 DECEMBER	254.894	196.589

NOTES TO THE FINANCIAL STATEMENTS

GENERAL

The preparation of the financial statements complied with the Council for Annual Reporting's Guideline 650 Fundraising Institutions.

BUSINESS ADDRESS

The foundation is actually based in the Maaspoort in 's-Hertogenbosch

REPORTING PERIOD

The annual report covers the period 1 January 2021 to 31 December 2021

COMPARISON WITH PREVIOUS YEARS

The figures have no significant changes compared to 2020.

More emphasis has been placed on external deployment from Africa, partly by shifting more work there.

CONTINUITY ASSUMPTION

The accounting policies used are based on the foundation's going concern assumption.

ACCOUNTING POLICIES

GENERAL

Unless otherwise stated, assets and liabilities are valued at nominal value.

TANGIBLE ASSETS

Tangible fixed assets are valued at acquisition price less straight-line depreciation.

REQUIREMENTS

Receivables are recognised at face value, less provisions for bad debts where necessary.

RESERVES AND FUNDS

By appointing reserves, the board indicates the way it intends to use the funds at its disposal.

If an action for a specific purpose has raised more than was required for that purpose or if a donation ceases to be earmarked, this is reported in the reporting year of the year in which this becomes apparent. The excess amount is then no longer recognised under the earmarked fund, but under the earmarked reserve.

OBLIGATIONS

An obligation exists after the board has decided to do so.

The award is a legal or constructive obligation. This liability is recognised as a liability on the balance sheet. The award expires after 1 year.

If there is a constructive obligation, without being legally enforceable, a provision is recognised. The amount recognised as a provision is the result of the best estimate of the amounts necessary to settle the relevant obligations as at the balance sheet date.

BASES FOR DETERMINING RESULTS

INCOME AND EXPENSES

Income and expenses are allocated to the period to which they relate.

INCOME FROM OWN FUNDRAISING

Income from own fundraising is recognised for the amount received by the foundation without deduction of costs incurred by its own organisation unless otherwise stated.

Income from own fundraising includes: income from collections, donations and gifts, contributions, sponsoring, inheritances, own lotteries and competitions, sales of goods and other income from own fundraising.

Gifts of a thing in kind are valued at fair market value in the Netherlands. Gifts consisting of services are accounted for financially if these are services from companies that can be valued in money.

Contributions received from sponsors, being contributions for which there is no proportionate consideration for the goods or services provided, are recognised as income from own fundraising.

BENEFITS FROM JOINT ACTIONS

Income from joint actions is recognised in the year in which the amount can be reliably determined, except that advances received are in any case recognised in the year in which they are received.

Income from joint actions comprises the portion of the gross income to the foundation from a joint action in which it participated. The costs incurred by the foundation as part of the action are recognised pro rata in the statement of income and expenditure under 'costs of joint actions'.

GRANTS FROM GOVERNMENTS

Grants from governments are accounted for separately under this head.

Grants are defined as contributions made by the provider conditional on the implementation costs of a project or the operating deficit of the entire foundation. As subsidies from public authorities, only subsidies obtained from a government, including the European Union or similar international institutions, government agencies and public law bodies. Other grants are recognised as income from own fundraising.

Differences in committed and realised income from grants are recognised in the statement of income and expenditure under 'grants from governments', in the year in which these differences can be reliably estimated.

Costs incurred to obtain grants are recognised separately in the statement of income and expenses as 'cost of obtaining grants'.

SPENDING ON THE OBJECTIVE

The cost of its own activities within the framework of the objective means the costs directly related to the projects for which the funds were provided.

Education as part of the objective occurs when the foundation provides information with the primary aim of creating awareness, attitude and behavioural change (other than giving money) among the target group.

ACQUISITION COSTS

All costs of activities aimed at persuading people to give money for one or more of the objectives are classified as costs of raising income.

This means that the costs of propaganda, publicity and public relations are included in the costs of recruitment income, unless there are information costs as described above.

GENERAL MANAGEMENT AND ADMINISTRATION COSTS

Management and administration costs are costs that the foundation incurs as part of its (internal) management and administration and are not allocated to the objective or the acquisition of income.

PRINCIPLES FOR THE PREPARATION OF THE CASH FLOW STATEMENT

The cash flow statement is prepared using the direct method. Cash in the cash flow statement consists of cash and cash equivalents. Interest income and expenses are included in cash flow from operating activities.

Transactions involving no cash exchange, including sponsorship, are not included in the cash flow statement. In 2021, incidentally, this did not occur.

NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2021

ASSETS

FIXED ASSETS

1. TANGIBLE FIXED ASSETS

	office inventory	computers / software	total
<i>(in euros)</i>			
Acquisition value as at 1 January 2021	5.742	1.250	6.992
Changes 2021	0	0	0
Acquisition value as at 31 December 2021	5.742	1.250	6.992
Carrying amount 1 January 2021	1.712	0	1.712
Acquisitions	0	0	0
Depreciation	-549	0	-549
Carrying amount 31 December 2021	1.163	0	1.163

CURRENT ASSETS

2. RECEIVABLES AND ACCRUALS

Its composition is as follows:

	<u>31 December</u> 2021	<u>31 December</u> 2020
<i>(in euros)</i>		
Prepaid expenses	2.388	0
Debtors	0	0
VAT receivable	0	89
Claim to ISA West Africa	1.710	1.039
Progress on ISA East Africa	688	0
BUZA subsidy still to be received	120.225	109.125
Other receivables and prepayments and accrued income	0	283
	125.011	110.536

NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2021 (continued)

3. CASH AND CASH EQUIVALENTS

Its composition is as follows:

	<u>31 December</u> 2021	<u>31 December</u> 2020
<i>(in euros)</i>		
ABN AMRO Bank, current account	14.674	6.303
ABN AMRO Bank, Capital savings account	140.000	15.006
ASN Bank, Internet savings account	100.000	175.000
Pay-Pal account balance	1.000	0
Cash	220	280
	<u>255.894</u>	<u>196.589</u>

LIABILITIES

RESERVES AND FUNDS

4. CONTINUITY RESERVE

The movements in the continuity reserve are as follows:

	<u>31 December</u> 2021	<u>31 December</u> 2020
<i>(in euros)</i>		
Balance at beginning of financial year	12.797	6.690
Endowment	17.602	6.107
Withdrawal	0	0
Balance at end of financial year	<u>30.399</u>	<u>12.797</u>

The positive result was credited to the continuity reserve in advance of a final board decision. In 2020, the board determined that they aim for a continuity reserve of €176,000. The current reserve may therefore be considered insufficient and some substantial allocations will be desirable in the coming years.

NOTES TO THE BALANCE SHEET AS AT 31 DECEMBER 2021(continued)

5. EARMARKED RESERVE

The movements in the earmarked reserve are as follows:

	<u>31 December</u> 2021	<u>31 December</u> 2020
<i>(in euros)</i>		
Balance at beginning of financial year	1.000	0
Endowment	1.000	1.000
Withdrawal	0	0
Balance at end of financial year	<u>2.000</u>	<u>1.000</u>

With effect from 2020, a training reserve in the amount of €500 per yr per employed employee.

6. CURRENT LIABILITIES

Its composition is as follows:

	<u>31 December</u> 2021	<u>31 December</u> 2020
<i>(in euros)</i>		
Subsidies received in advance	0	0
Creditors	19.564	5.393
VAT payable	0	0
Staff costs payable (incl. Social Expenses)	4.595	5.820
Project funds still to be paid	291.095	269.667
Other expenses payable	34.415	14.160
	<u>349.669</u>	<u>295.040</u>

Off-balance sheet commitments

For the lease of office spaces in the Maaspoort building, the Foundation has signed a lease contract with the Municipality of 's-Hertogenbosch until 28 February 2022.

The rent expense for the office spaces until the end of the contract period is approximately €1,469

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021

	<u>Actual</u>	<u>Budget</u>	<u>Actual</u>
	2021	2021	2020
<i>(in euros)</i>			
6. INCOME FROM OWN FUNDRAISING			
Gifts and donations from business	0	390	490
Gifts and donations from organisations	905	2.600	6.327
	<u>905</u>	<u>2.990</u>	<u>6.817</u>
7. BENEFITS FROM JOINT ACTIONS			
Proceeds from activities in West Africa	0	0	12.271
Proceeds from activities in East Africa	0	0	12.000
Revenue from activities in Europe	172.270	151.865	125.146
	<u>172.270</u>	<u>151.865</u>	<u>149.417</u>
8. GRANTS FROM GOVERNMENTS			
Proceeds from activities in Middle East/North Africa	251.036	240.000	65.257
Proceeds from activities in West Africa	309.169	330.000	272.370
Proceeds from activities in East Africa	323.677	325.000	276.631
Revenue from activities in Europe	103.156	139.750	60.031
Revenue from activities in the rest of the world	228.750	228.750	228.750
	<u>1.215.788</u>	<u>1.263.500</u>	<u>903.039</u>

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021 (CONTINUED)

	Actual	Budget	Actual
	2021	2021	2020
9. SPENT ON OBJECTIVES			
Activities in Middle East/North Africa	228.533	221.930	61.047
Activities in West Africa	263.371	282.530	237.125
Activities in East Africa	273.512	285.600	242.359
Activities in Europe	250.015	265.675	164.586
Activities in the rest of the world	228.750	228.750	228.750
	1.244.181	1.284.485	933.867

Total spending on objectives expressed as a percentage of total income is:
for 2021: 90%

Total spending on objectives expressed as a percentage of total expenses is:
for 2021: 91%

	Actual	Budget	Actual
	2021	2021	2020
10. COST OF ACQUISITION BENEFITS			
Own fundraising costs	0	2.500	0
Cost obtaining grants governments	0	2.500	4.361
Cost of joint actions	20.586	25.200	15.549
	20.586	30.200	19.910

11. GENERAL MANAGEMENT AND ADMINISTRATION COSTS

Wages and salaries	69.688	59.330	56.430
Administrative costs	2.674	4.000	2.426
Depreciation of property, plant and equipment	549	1.800	481
General secretarial costs (office expenses)	17.099	22.150	20.556
Communication and PR costs	3.713	8.000	7.815
Administration/accountancy fees	0	5.400	0
Office costs in West and East Africa	12.073	0	11.410
Bank charges	363	500	271
	106.159	101.180	99.389

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021 (CONTINUED)

Analysis of key differences budgeted versus realised

Within income, the decline in income from own fundraising certainly stands out. This can be seen as a corollary of the COVID-19 situation.

The increase in income from joint actions is mainly due to a new project for which we were asked.

The slight decrease in grant income is not substantial and has a clear relationship with expenditure in that area.

By shifting more of the execution of our work to the south, we are also seeing a shift between staff costs for the purpose to organisational work. For now, this does have to do with the realisation around this reorganisation. For the future, it is to be expected that the organisational costs of the Regional Offices in the South can be covered from our own income.

	<u>Actual</u> 2021	<u>Budget</u> 2021	<u>Actual</u> 2020
<i>Specification of wages and salaries</i>			
Wages and salaries	120.126	121.000	117.201
Social charges	16.413	14.000	16.152
Pension charges	8.436	8.400	7.677
Absenteeism insurance payment	-33.080	-30.000	-36.410
Travel and accommodation expenses	3.066	11.000	2.923
Internship fees	7.749	8.300	5.925
Security costs	0	0	0
Training and insurance	6.473	3.500	3.390
Other personnel costs	2.566	2.500	1.910
	<u>131.748</u>	<u>138.700</u>	<u>118.769</u>

Staff

The foundation had 3 staff with 1.8 FTEs as salaried employees in 2021 current year. As staff are recruited based on required capacity for a particular project or task, employment contracts are always aligned with the revenue source. As a result, employments are mostly temporary and short-term.

The deployment of one volunteer and four interns was also used. In addition, 12 teachers, including 11 from the South, were deployed in 2021.

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021 (CONTINUED)

	<u>Actual</u> 2021	<u>Budget</u> 2021	<u>Actual</u> 2020
BREAKDOWN OF WAGES AND SALARIES			
Spent on objectives	54.287	67.500	53.616
Spent on fundraising	7.773	11.870	8.722
Spent on general management and administration	69.688	59.330	56.430
	<u>131.748</u>	<u>138.700</u>	<u>118.768</u>
BREAKDOWN OF ADMINISTRATIVE EXPENSES			
Representation expenses	88	100	88
Meeting costs	650	1.900	402
Other administrative expenses	1.936	2.000	1.936
	<u>2.674</u>	<u>4.000</u>	<u>2.426</u>
12. FINANCIAL INCOME AND EXPENSES			
Interest income and similar income	0	10	0
Interest expenses and similar charges	434	0	0
	<u>434</u>	<u>10</u>	<u>0</u>

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021 (CONTINUED)

Appropriation of profit for the 2020 financial year:

The 2020 financial statements were adopted at the board meeting held on 23 June 2021. The board adopted the appropriation of the positive result of € 6107 in accordance with the proposal made for that purpose.

Proposed appropriation of profit for the 2021 financial year

Despite difficult external factors, the organisation managed to post a modest but positive result. Given the need to build a stronger continuity reserve, the board has already indicated during the year that a positive result should be added to the reserve.

Remuneration and financial relations directors, management and supervisors

The foundation's board members receive no remuneration, they can only receive a travel allowance (€0.19 p/km) for travel on behalf of the foundation.

With regard to the remuneration of the management board, the guidelines of the WNT are met. The salary costs of the Management Board in 2021 amounted to:

Name	Leonie Hallers		Cees Noels	
Function	Managing Director		Finance Director	
Duration of employment	as of 01-09-2012		as of 01-10-2012	
	<i>in 2021</i>	<i>in 2020</i>	<i>in 2021</i>	<i>in 2020</i>
Size of employment (standard 38 hours)	30 hours	28 hours	16 hours	16 hours
Part-time factor	0.63 FTE	0.74 FTE	0.42fte	0.42 FTE
Reward	€ 61.105	€ 57.031	€ 31.036	€ 31.036
Holiday money	€ 4.889	€ 4.562	€ 2.487	€ 2.473
Social contributions	€ 10.226	€ 14.784	€ 2.346	€ 2.251
Pension contributions	€ 7.104	€ 6.272	€ -	€ -
Taxed expense allowances		€ -	€ -	€ -
Untaxed expense allowances	€ 2.186	€ -	€ 444	€ -
Total	<u>2 5 6</u>		<u>4 1 2</u>	
	€ 85.510	€ -	€ 36.	313€
	<u>82.9 0 5</u>		<u>36.1 7 2</u>	

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE 2021 (CONTINUED)

Events after balance sheet date

No special matters affecting day-to-day operations occurred after the balance sheet date.

International Sports Alliance Foundation

The board

L.C.P.M. Meijs **Chairman**

M.A. Krauss **Treasurer**

N. Wijnholds - Dajani **Secretary**

W.J. Dijkhuizen **Board member**

C.W.F. Groenen **Board member**

Annex(es)
1 January to 31 December 2021

BREAKDOWN AND DISTRIBUTION OF COSTS BY DESTINATION

<i>Destination</i>	Spent on objective					Total spent on Objective	Fundraising	Management and administration	TOTAL International Sports Alliance
	Youth Middle East North Africa	Youth East Africa	Youth West Africa	Youth Rest of the World	Youth Europe				
Charges									
Activities Project costs partners Travel and accommodation costs	32.683	34.248	30.304		14.386	111.621	182		111.803
Publicity and communication	170.000	200.000	190.000	228.750	153.730	942.480			942.480
Staff costs	4.045	1.731	7.301		6.406	19.483	23		19.506
External Staff Housing costs					2.091	2.091		3.713	5.804
Office, IT and general expenses	15.140	11.386	10.104		18.109	54.739	7.773	76.404	138.916
Administrative expenses	6.665	26.147	25.662		35.293	93.767	12.608		106.375
Depreciation								8.031	8.031
					20.000	20.000		15.223	35.223
								2.674	2.674
								549	549
	228.533	273.512	263.371	228.750	250.015	1.244.181	20.586	106.594	1.371.361