



Annual Report & Annual Account 2017

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I Annual Report 2017

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LIST OF ABBREVIATIONS

ARV	Anti-retroviral	PMTCT	Prevention of Mother to Child Transmission
BOT	Bachelor of Occupational Therapy	PWD	People with Disability
BT	Ben Tre province	PY	Phu Yen province
CB	Cao Bang province	QT	Quang Tri province
CBF	Central Bureau Fundraising	RH	Reproductive Health
CBO(s)	Community Based Organization(s)	SB	Supervisory Board
CBR	Community Based Rehabilitation	SDC	Swiss Development Cooperation
CDF	Community Development Fund	SEA	South East Asia
CHC(s)	Commune Health Centre(s)	SMS(s)	Secondary Medical School(s)
CHW(s)	Commune Health Worker(s)	SRHR	Sexual and Reproductive Health and Rights
CIPi	Community Income Protection Insurance	SW	Sex Workers
CMH	Community Mental Health	TEA	Transition in the East Alliance
CMH(L)D	Community Managed Health (Livelihood) Development	UHS	University of Health Sciences
CRC(s)	Community Rehabilitation Centre(s)	UNFPA	United Nations Population Fund
CSO(s)	Civil Society Organization(s)	VDC	Village Development Committee
CU5	Children under 5 years	(V)DF(s)	(Village) Development Fund(s)
CWD	Children with Disability	VHW(A)	Village Health Workers (Association)
DDF	Disabled People Development Fund	VUA	Vrije Universiteit Amsterdam
DL	Dak Lak province	WE	Women Empowerment
DOET	Department of Education and Training	WG	WorldGranny
DPO	Disabled People's Organization		
EC	European Commission		
EO	Exact Online		
Fte	Full time equivalent		
GIP	Global Initiative for Psychiatry		
IDU	Injection Drug Users		
IG(A)	Income Generating (Activity)		
HDMU	Hai Duong Medical University		
MFS	Mede Financiering Stelsel		
MoH	Ministry of Health		
MOT	Master of Occupational Therapy		
MPH	Master of Public Health		
MT	Management Team		
LEARN	Laos Equity and Policy Research Network		
MPUH	Medicine and Pharmacy University of Ho Chi Minh City		
MSM	Men who have sex with men		
NIOPH	National Institute of Public Health		
OT	Occupational Therapy		
OPA(s)	Older People's Association(s)		
PAM	Program Assessment Memorandum		
PFZW	Pensioenfonds Zorg en Welzijn		
PDR	People's Democratic Republic		
PBA	Personal Budget Advisor		
PLWH	People Living with HIV		

INTRODUCTION

In 2017 MCNV continued its pathway, based on the strategy 2017 -2021. This means that we focus on 4 themes in this period, being Health, Social Inclusion, Entrepreneurship and Value Chains, and Livelihoods and Climate Change. Apart from this focus, of which Value Chains and Climate Change are relatively new subthemes to our organization, we intend to extend our operations to one more country in the South East Asian region. In 2017, we have therefore established some first exchanges with organizations based in Cambodia. We expect to build these contacts to an implementing role in the coming years.

MCNV could carry out its work, thanks to the support of private donors, family and capital funds, business partners, and institutional donors, such as the Dutch Ministry of Foreign Affairs, USAID and the European Commission. MCNV has implemented programs to improve the living and health conditions of disadvantaged groups in Vietnam and Lao PDR, especially those groups that did not yet benefit from the economic development in South East Asia. Extending our networks, collaborations and starting up expertise based partnerships with corporate partners has been a major point of attention in 2017. This will continue to be our focus in the coming years, since we want to diversify our funding base and build a financially viable and sustainable MCNV in this strategic period (2017 – 2021). This work is being executed by the international acquisition team, with support of all other staff, when and once their support is required. MCNV's financial position is improving gradually, in the sense that our operational losses are reduced considerably in 2017. However, accessing additional funds continue to require our full attention.

MCNV's private donors continue to be of eminent importance in order to secure funding for our key programs in the region. MCNV informed its private donors about its activities in the quarterly MCNV magazine. This has been possible thanks to the efforts of several volunteer editors. In December, the MCNV calendar for 2018 was published with special attention for 50 years MCNV', which we will celebrate in November 2018. Apart from this, the preparations for the celebrations have been started in 2017, in all offices under coordination of our international communication team.

Transparency and quality continue to be important values to MCNV. MCNV has received the charity seal from the Dutch Central Bureau of Fundraising (CBF). MCNV is now a so called "CBF Erkend doel". We have also submitted our data to www.geef.nl to show that MCNV is a transparent organization. At the end of 2017, we have decided to not continue our ISO certification, due to the fact that the Partos (Dutch branch organization of development organizations) standards for certification have changed. This required a costly recertification. We have decided to not invest this amount now. However, we will continue to apply our internal procedures in accordance to the ISO standards.

In 2017, MCNV faced quite a few staff changes. So, did we enhance our team capacities in Lao PDR considerably. Our staff in Lao PDR, has extended throughout the year, and we are catching up rapidly with some backlogs in the execution of the LEARN program. We had some changes in staff in Vietnam and The Netherlands as well, and we are happy that we could recruit some highly capacitated and dedicated new team members in both countries.

In the first chapter, the policy and strategy of MCNV is explained. Information on programs and the management in Vietnam and Laos can be found in chapter 2, referring to the specific program information in the annexes. Chapter 3 explains MCNV's governance structure, provides information about the members of the Supervisory Board, their rotation schedule, etcetera. Chapter 4 pays attention to transparency and accountability of MCNV. Here, information can be accessed regarding external complaints, risk- and quality management. Chapter 5 offers information about MCNV's communication, public relations and fundraising. Finally, chapter 6 shows the financial policy and quantitative data of MCNV.

Guus Paardekooper
Board of Director MCNV

1. POLICY AND STRATEGY

1.1 Legitimacy

MCNV's legitimacy is based on three aspects:

- Approximately 5,500 individual and family donors contribute regularly to support our work, trusting MCNV to translate their donations into effective assistance for the beneficiaries. Institutional donors such as the Dutch Ministry of Foreign Affairs and the European Commission support development in Vietnam and Lao PDR, and entrusted MCNV to use the funds they made available effectively and efficiently.
- The Vietnamese and Laotian partners aim to improve their capacity and the quality of their health systems and ask MCNV for assistance wherever gaps are left by their own institutions. New partners ask MCNV to work with them, existing partners solicit for new programs.
- Although several countries in South East Asia (SEA) are experiencing economic development, their social development is lagging. The authorities and the marginalised communities lack examples of good practice to cope with the growing disparities between social groups, that are the result of rapid and unequal economic growth. MCNV's legitimacy remains in its focus on the vulnerable groups, that have not been able to participate in and benefit from the development process.

1.2 Cross-cutting themes, Vision and Mission

The world is rapidly changing and globalising. Economic growth gave Vietnam the status of a Lower Middle Income Country. Other countries in the region such as Lao PDR, Cambodia and Myanmar have also shown increasing economic growth but have not yet reached the status of a Lower Middle income Country. However, the benefits of this growth are not equally distributed in these countries. Health inequities in SEA are a result of several other inequities – access to health care, schools, and education, conditions of work and leisure, housing, and development in communities, towns, and cities. This unequal distribution of health is the result of poor social policies and programs, unfair economic arrangements, and shortcomings in the political arena. MCNV seeks to decrease this inequity by supporting the disadvantaged within the organizations cross-cutting themes:

- Health: *Promotion of health, assisting in programs ranging from occupational therapy to sexual reproductive health.*
- Entrepreneurship & Value Chains: *Improving living conditions through establishment of development funds and training in entrepreneurship & financial literacy.*
- Livelihood & Climate Change: *Assisting in finding long-term solutions that help the poor and marginalised to sustain themselves in spite of climatological and ecological changes.*
- Social Integration: *Assisting the discriminated to recognize and reach their full potentials within their society.*

MCNV's 2017-programs contributed health equity for its target groups among the disadvantaged. MCNV paid special attention to closing the gap between marginalised and non-marginalised groups in its partner countries and to documenting this process and whether it succeeds. We promote the use of participatory approach. Participation is needed for sustainable development, but also because empowerment towards real participation is a strategic challenge in the present South East Asian cultural and political context. While the region is in a transition phase from top-down planning and hierarchical structures to decentralisation and grass-roots democracy, the people at each level need to be prepared to face the challenges and responsibilities that will become available to them.

Our vision: "We envision a world in which the society supports all people in their development to the maximum well-being and full social position. Especially in countries in South East Asia which are in a phase of transition, marginalised groups need to be empowered to obtain equitable access to health care, education, housing and food security, so that they can influence the processes, systems and individuals that presently limit their development"

Our organization assists marginalised people in countries in transition in South East Asia to have more equitable access healthcare through participation in an inclusive society. At the same time, we believe in the need for evidence-based models that can be disseminated over a wider geographic area, thus increasing our impact and influence in the region. That brings us to our mission.

Our mission: “To contribute to sustainable improvement of health of disadvantaged groups in South East Asia by developing evidence-based participatory models that build capacity and focus on the major determinants of population health.”

1.3 Strategic Alliances

In 2017 MCNV continued working on a new program called LEARN, funded by the European Union. In this program MCNV works together with the National Institute for Public Health (NIOPH) and the University of Health Sciences in Lao PDR, the “Hanoi School of Public Health”, the Athena Institute of the Free University Amsterdam and the United Nations Population Fund. In collaboration with these parties, LEARN contributes to better population health and Universal Health Coverage in Lao PDR through better informed public health policies and their implementation, monitoring and evaluation.

In 2017 MCNV started working in a new program called CANTEEN, funded by the European Union, NWO WOTRO and AFAS. In this program MCNV works closely together with Savannakhet Provincial Health Department, Nong district Authorities, Community Development Association, and the Free University Amsterdam. In this network, including new and existing partners, capacity is strengthened in local civil society organizations and community based organizations, in order to deliver effective nutrition services to vulnerable groups in Nong district Lao PDR.

In 2017 MCNV started another collaboration with University of Medicine and Pharmacy of Ho Chi Minh city, Da Nang University of Medical Technology and pharmacy, and the Australian Trinh foundation. In association with these partners, professionals in the field of speech therapy are trained. The Speech and Language Therapy (SALT) program, funded by USAID and MCNV, aims at establishing a solid foundation for development of an official education system of SALT-profession in Vietnam.

In 2017 MCNV continued their cooperation with Handicap International regarding an USAID funded project on occupational therapy (OT). The Albert Waaijer foundation has agreed to support the OT and SALT programs, by providing co-funding.

In 2017 MCNV started a program called “Learning about Innovative Communication” (LICM) in Lao PDR funded by VOICE (Dutch governmental funds). In this program, MCNV worked with new partners: “Proud to be us” (LGBTI movement in Lao PDR), the Laos Disability Association, and the Youth Union of Lao PDR. These partners have extensive knowledge on Lao PDRs vulnerable youth. In collaboration with MCNV, this group is strengthened to advocate for better policies regarding SRHR for their own members. Also new insights of context specific trends in SRHR are developed.

Under the umbrella of the NWO WOTRO program, MCNV collaborated additionally with the Hue University of Agriculture and Forestry (HUAF) in Vietnam. In the Netherlands, the collaboration with the Athena Institute of the Free University Amsterdam continued under a ‘Memorandum of Understanding’.

MCNV and a.s.r. Insurance continued their partnership, which is meant to continue at least during the pilot stage of a joint initiative on community income protection insurance for female micro-entrepreneurs in Ben Tre province, which we started as of 2016. MCNV and AFAS foundation continued their collaboration as well, focusing on providing more food security and better under 5 health monitoring in Nong district, Savannakhet province, Laos. MCNV initiated and strengthened (potential) partnerships with several corporate partners, like PWC (Vietnam), HSBC (Vietnam), Witteveen+Bos (Climate change Mekong Vietnam), ING (microfinance, Vietnam), UPC (Vietnam) and a range of family, capital and private foundations.

2. PROGRAMS AND COUNTRY MANAGEMENT

In 2017, the implementation of most programs has been continued, and some new programs have been started, like the Learning about the use of Creative Communication Methods (LICM) program, funded by the Dutch government under the VOICE program.

2.1 Programs and management in Vietnam

2017 was considered as “window” period of transition of Vietnamese programs. Responding to requirement of cost-effectiveness operation as well adaptation of organizational development to a limited budget MCNV Vietnam had re-structured its programs. Accordingly, we decided to phase out projects that had run for a long time and with “limited impact or outreach” of intervention, which did not fit into one of the structural programs. Some existing activities, that was decided to be continued have been re-designed in a short time, or they were integrated in another project.

In consequence, CVN office had significant changes in its programs. The art-based behavior change communication on reproductive health of youth in Huong Hoa and support Village Health Worker Association of Quang Tri did not stand alone any more, but was integrated in a program named ‘Adolescent Girl Fund’. Support of the Village Health Worker Association of Phu Yen was integrated in the NSA program. We stopped supporting to Medical College of Quang Tri as well as Community Based Mental Health Care for people with chronic mental illness. Instead, we designed a new project of School based mental health care for students of high schools. At Hanoi office the SRHR program also was sized down significantly, we continued only to support a part of the Sunflower Groups anymore. The CBR program has planned to withdraw from Cao Bang after 2017.

In term of fundraising and acquisition MCNV Vietnam was aware fully that it was high pressure to improve fundraising which more priority for multi-year projects in which staff cost must be covered by external donors. It was also the first year MCNV’s new strategy was officially operated with lot of challenge for us to keep balance of our work among 4 thematic areas.

Overview key figures as per December 31st, 2017

Number of programs	3 programs: Disability, Sexual and Reproductive Health and Right (SRHR), Women Empowerment (WE) 3 projects standing alone: Nutrition Agriculture Sensitivity, Mental Health Care, Adolescent Girl Fund.
Total fte staff	15
Total number direct beneficiaries	About 12,000 people
Total number indirect beneficiaries	About 8,000 people

In year 2017 programs and office operation in Vietnam were continued managed under the leadership of the country director, chief of CVN office, together with a high grade of participation by all staff. The results of annual survey on staff satisfaction 2017 showed clearly the big improvement of team work, solidarity among different teams and offices. Staffs were delegated and empowered at high level based on trust between managers and staffs, dedication and loyalty of staffs, and supportive cooperation among all staffs.

Programs and projects were well managed in 2017 in terms of keeping the right track and following the new strategy. In general, programs in Vietnam were implemented in accordance with the 4 themes of MCNV. PM&E and database management were still the weakest point of the program management in Vietnam. There was an effective monitoring within each project/program, but at the organizational level we still lack sometimes documentation, and synergy of data.

In terms of acquisition and fundraising, it was really a dynamic year within the Vietnamese offices, especially the CVN office. We have proposed at least 11 concept notes of potential projects to approach donors (institutional donors and foundations), funding sources, and developed several leads. For instance, we conducted an assessment on livelihood of coastal communities, affected by the marine environmental crisis caused by the FORMOSA steel company, with financial support from UNDP. We also organized successfully a workshop to share the findings of the assessment in Quang Tri with participants of leaders and involving sectors of Quang Tri province, UNDP and 6 representatives of embassies. This was highly appreciated by stakeholders and opened funding opportunities. In addition, it contributed to reputation of MCNV.

In 2017, we have accessed small funds of USD 20,000 from UNDP, and USD 7,000 from HSBC. And we did prepare a good proposal to USAID and were successful to win a grant of more than 900,000 USD for a new project on SALT education in the next 5 years, which started in October 2017. Our strength and high competitive expertise can help to improve funding security in short term, which allow MCNV to follow and approach new areas of work (micro-entrepreneurship and value chains and climate change) in the long term.

Regarding the financial management, like in previous years, this was well controlled by capable finance staff. All budgets were spent in right way and for right purpose. The final report of auditor – PWC confirmed the quality of MCNV Vietnam's financial management. During 2017, was decided to move towards using Exact Online (EO) as the single bookkeeping system in MCNV. The process of getting the financial staff in Vietnam acquainted with EO has started, the implementation will follow however in 2018.

2017 was considered as a year with relatively a lot of changes in human resources in the Vietnam team. Two staff resigned to be employed by other INGO's. These changes concerned the positions of Coordinator of the Disability Program (OT project) and the Communication and Fundraising officer. Fortunately, we have recruited successfully two capable and dedicated staff, who have contributed well in program implementation and development of the organization. In 2017, the form of Performance Appraisal and Personnel Manual was adapted to fit better within the current situation.

Communication and branding: in 2017 a significant change of the MCNV logo and branding was implemented, which will help us to a better positioning of MCNV as an organization and a 'brand'. This process is still in progress, and should be completed in 2018.

2.2 Programs and management in Lao PDR

The 2017 human development report by UNDP in Lao PDR recognised that the country *has made impressive progress in human development and poverty reduction*. With the decline in the poverty rate from 46% in 1992/93 to slightly over 23% in 2012/13, Lao PDR achieved the Millennium Development Goal (MDG) target of reducing the poverty rate by half. The progress towards other MDG targets has also been encouraging, especially in terms of increase in literacy rate; reduction of the under-5 mortality rate, and dramatic fall of maternal mortality rate as well. *However, Lao PDR's progress in poverty reduction and human development are uneven both across its regions and among its ethnic groups*. Poverty is largely concentrated among minority (non-Lao-Tai) ethnic groups, the less educated and those who primarily depend on family farming or are unemployed.

2017 was a reasonably successful year for **MCNV** in Lao PDR, with LEARN program back on track, commencement of the EU funding contract for CANTEEN and the implementation of the LICM project under existing LEARN MOU.

The followings capture what we have achieved in terms of system, operations and management, during 2017:

- The country team increased in number, with more positions recruited especially to accelerate the implementation of the program work such as LEARN and LICM.
- We started applied exact online (financial) system while maintaining and learning on the exact globe system to ensure smooth transition and full documentation of all program expenditures.
- The document control has improved significantly with a clearer structure on filing both online and offline.
- HR policy is updated and new regulations are included which makes it clear to every staff on these policy and procedures
- Communications with partners and among staff have been improved through staff weekly meetings and regular meetings with partners.

Overview key figures as per December 31st, 2017

Number of programs	2 (with LICM integrated or implemented under the MOU framework of LEARN)
Total number of fte staff	9
Total number of direct beneficiaries	LEARN: 4 PhD students, 5 post-doc candidates, 12 MPH students LICM: About 600 girls in garment factories, 14 members of LGBT network, 22 youth with disabilities and about 300 villagers. CANTEEN: n/a yet as the project is not officially implemented in the field.
Total number of indirect beneficiaries	LEARN: Policy makers related to the research topics by PhD, post-doc, MPH candidates. LICM: 29 influential stakeholders and about 200 LGBT members through social network. CANTEEN: n/a yet as the project is not officially implemented in the field.

MCNV Laos country team is a young team compared to her counterpart in Vietnam. By the end of 2017, more than half of the current team members in Laos (5/9) have less than one year working with MCNV. In reviewing the organizational operation in 2017, the staff members saw:

Country leadership: in 2017, the country program leadership changed 2 times, first with the termination of CD contract in March and then resignation of the successive CD in October. The team has however managed a lot of work during the last months of the year within the resources that they have and with very little support from Amsterdam.

Program management including fund raising/acquisition and M&E: no major program management measures were taken during 2017 within MCNV in Laos, except some efforts by the CD to have the program documentation/filing organized. During this year, MCNV Laos focused on strengthening the existing program and implementation of the current funding that we have, without much action on new funding acquisition. In terms of M&E, we did not work on a common framework of M&E across the country program yet but at individual program level, there have been however a lot of efforts put into LEARN program to make the program M&E plan complete including the completion of the delayed baseline survey and baseline report for LEARN. CANTEEN has also started a M&E plan for its program similar to that from LEARN. In review of the 2017 overall performance, the staff saw that overall there is still a shortage of core skills among MCNV Laos staff in terms of program management, including program design, monitoring and program financial control.

Financial management: there have started a closer “working together” between finance and program staff over the year but there is still room for improvement, for example the frequency of sharing of the financial reports between finance and program teams should be increased from yearly to quarterly or monthly. In 2017, there has been also more direct work between finance team in Laos and those who are based in Amsterdam, especially in the process of migrating the financial data from Exact Globe to Exact Online. More efforts are needed still but overall it has been viewed as a quite positive start.

HR management: in 2017, MCNV in Laos had a very “active year” in terms of HR management with quite a few new recruitments and also employment terminations. The HR or personnel manual for MCNV in Laos was updated and introduced to ensure consistent application of the policies and procedures across the country program. The staff sees that the updated HR manual is much clearer now. We started to use a standard job description template, for both new positions and also to review and revise all the relevant positions in the structure. The former CD also started a process of compilation of an admin manual (administrative policy and procedure), with assistance from a Dutch intern. This was however delayed for several reasons.

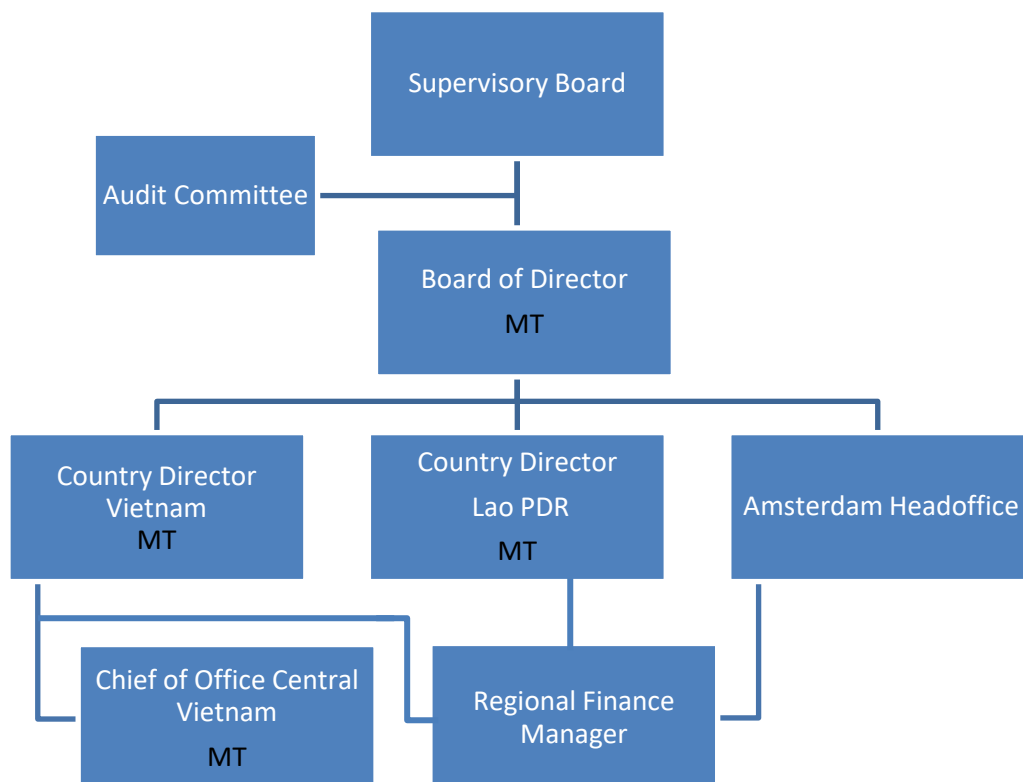
Communication & Branding: due to under-staffing in 2017, MCNV Laos could not participate as actively as we should in the process of MCNV overall communication and branding standardization. The team however received communication and branding guidelines and templates from Amsterdam office and has started to use those in our relevant communication work. There was a Dutch Intern placed with the team for the few months since August 2017 but he focused more on providing support to the improving the communications work items needed under LEARN program, for example in relation to the LEARN program knowledge transfer plan.

3. MCNV – ORGANIZATION

3.1 Accountability

The governance structure of MCNV consisted of a Supervisory Board (SB), a Board of Director (director) and an executive organization. The functions of supervision and management are formally separated. The roles of the various sections within the organization are defined in the Code of Good Governance. In 2016 the SB checked the Code of Good Governance to see if the document was still up to date. The code is based around the Wijffels Code and the Central Fundraising Bureau Quality Seal. SB and director ensure that (apparent) conflicts of interest are avoided.

The organizational structure of MCNV:



In January 2016 Guus Paardekooper has been appointed as director.

The organizational structure of the head office in Amsterdam:



Code of Conduct and CBF approved charity

In 2017 MCNV continued her membership of branch organization Partos and applied their code of conduct. The code of conduct was reflected in MCNV's Code of Good Governance. Additionally, MCNV formulated a code of conduct that focuses on the work of MCNV in programs with its partners. In 2017 MCNV was approved as charity by the Central Bureau of Fundraising.

Board of Directors

In 2017 the Board of Directors had one member: G.J. Paardekooper. MCNV's SB appointed the current director in 2016. The director received a contract for a definite period and a remuneration, see annex B-2. The director was exclusively authorised. He was not provided with a loan, advance and/ or guarantee. The director had no conflicting other positions.

The principal concern of the director was the management of MCNV, only subject to restrictions imposed by law or the Articles of the Foundation. This included the preparation, adoption and implementation of the policy of MCNV in accordance with its mission. The director was also responsible for the financial management of MCNV. He periodically evaluated the achieved goals and performance of the executive organization. He received financial reports, narrative reports and performance (team) reports for evaluation. The consolidated annual account showed MCNV's expenditures and financial position. Moreover, the director received conclusions and recommendations from program evaluation reports as well as the full reports. Each quarter the director informed the SB in a written report.

The director approved the annual report and financial statements 2016 and the management letter 2016. In 2016 the strategic plan 2017-2021 has been finalized by the director and the senior program manager with consultation of the staff, SB and local partners. The final plan was successfully submitted to and approved by the SB in its December 2016 meeting. The new strategic plan has been coming into effect from January 2017 onwards. All decisions made in 2017 by the director were registered in a decision list and shared with the SB. The director had the final responsibility of (daily) management of the MCNV organization and the implementation of its programs and activities.

The director didn't share data from third parties without their explicit consent (e.g. data of private donors).

Supervisory Board

The primary responsibility of the SB was to exercise supervision:

- Accountability in advance (policy-making and plans for approval: annual plans, budget, strategic plan);
- Supervising the performance of the director and hence the organization (appointment and evaluation of director, appointment and evaluation of accountant);
- Accountability in retrospect (rendering account and adoption/approval).

The SB consists of maximal seven members. Their membership is solely on their own title. Members are appointed by co-optation with the consent of the director. Apart from direct costs of travel, the members of the SB receive no remuneration. They did not receive loans, advances and / or guarantees. Nor did they have conflicting jobs.

In 2017 four SB meetings were held, including one workshop regarding the strategic plan 2017-2021. In June the annual report and financial statement 2016 have been approved, as well as the management letter and in December the annual plan and budget 2018. The SB has evaluated the functioning of the director and offered him indefinite contract. Wim Welbers resigned of his position in the second half of 2017, since it conflicted too much timewise with his other responsibilities.

Members of the SB in 2017

Marijke Postma-Rustenhoven (acting chair)

"For many years I have supported and admired MCNV, particularly because of its prolonged collaboration with Vietnam and the progress and value of its work. MCNV's focus on vulnerable groups and their empowerment is important to me, something that I am eager to dedicate myself to" - Marijke Postma-Rustenhoven has been a regional board member of Humanitas and has worked in organizational development in the Netherlands and abroad.

Henk van de Ruit (financial expert)

"It is a pleasure to work with the enthusiastic, creative and professional staff of MCNV. MCNV proved to be an organization with a great added value, directed towards what the people in Vietnam and Lao PDR need." - Henk van de Ruit, financial controller and manager at the Technical University of Delft, chairman of audit committee MCNV.

Luu Ngoc Hoat

"In my work at the Medical University of Hanoi, I regularly collaborated with MCNV, particularly in projects in research and training. The many years of enjoyable and respectful cooperation formed the basis for my decision to become a member of the SB of MCNV." - Luu Ngoc Hoat, former Vice Rector of Hanoi Medical University.

Mattijs Smits

"I lived in Laos, Thailand and Vietnam for long periods and did research there, particularly regarding questions on the interface of energy, climate and development. MCNV has a people-oriented, integrated approach to development in a region that is dear to me." - Mattijs Smits, Lecturer on Environmental Policy, University of Wageningen.

Pieter van den Hombergh

"Already as a student back in 1968 I admired the work of MCNV. After working in Kenya and later as a family doctor I focussed more on the general medicine orientation of health care in Africa. After my trips to Vietnam, China and Burma it became clear to me that MCNV was going through an interesting development. Principles like equity, empowerment and inclusion appeal to general practitioners. For such an NGO I'll do it." - Pieter van den Hombergh, consultant general medicine, retired general practitioner and tropical doctor.

Audit committee

Henk van de Ruit (chair) Marijke Postma-Rustenhoven were members of the audit committee. The audit committee held two meetings in 2016 to discuss the management letter, the financial overview quarter two and three, the revised budget 2016 and the budget 2017.

Evaluation

The SB and the director evaluated themselves. The results of this self-evaluation were shared in a SB meeting.

Supervisory Board

Information: the Supervisory Board receives sufficient information, in general timely. The Board provides full information regarding management and financial issues. The audit committee functions well and receives sufficient information.

Composition of Supervisory Board: the SB is short in representation from the region/Vietnam and/or Lao. The current composition of Dutch SB-members is diverse, and the cooperation within the SB is good. Expertise in fundraising remains a point of attention. It is a priority to ensure that information from the region is brought in into the SB.

Working methods: meetings are well prepared and well organized by the secretariat of MCNV. The SB speaks open with the Board but is at the same time aware of the limits her role. The decision-making is well-balanced with input from all Board members. The members of the SB are independent from each other, discussion are

free and open and lead to decision-making without need for formal voting. The attendance rate of the meetings is high. Decisions are taken after open debate. Even in difficult or moments of stress the SB is quite unanimous. In annual workshops the SB contributes to discussions concerning the strategy 2017-2021.

General: the Board is in a difficult position, because of the donor landscape, changes in staff and the financial constraints. It's important to maintain focussed on MCNV's priorities areas:

- streamlining the process of administration and financial accountability;
- ensure the financial health of the organization, for now and the coming years.

The Board and the SB had in depth discussions regarding the in 2018 required, joint performance.

Director- SB: the director was focused on the current priorities, ambitious to streamline processes and to ensure the financial health of MCNV. The director has been appointed for an indefinite period by the end of 2017. The SB members were open to contribute more actively in certain tasks, pitting from their experiences.

Other issues: MCNV is in a transition period, moving from funding by Dutch organizations and government to funding by other (international) sources, apart from the donations by private donors. The offices in Vietnam and Lao PDR will become more involved in preparing project proposals and fundraising. The SB is willing to help to make the 50th anniversary a success for MCNV in accessing credit and funds.

Director

The director has followed up in taking the lead in MCNV's change process. The current circumstances require a networking and flexible organization, working in flexible coalitions in order to have impact. The director has continued to set necessary steps, steering the organization into a direction, which facilitates operating in such an environment. This involves for instance, building relationships with relevant businesses, knowledge institutions and other partners, which are operating in South East Asia. It creates possibilities to add on expertise and funding sources. This process hasn't been easy, and has required a lot of 'preparing the ground' activities throughout 2017. Step-by-step is the internal organization of MCNV taken along towards this pathway as well. These actions have been based on, MCNV's new strategy for 2017 -2021, which was approved by the end of 2016. This strategy focuses on transforming MCNV towards a network organization, working on the themes of Health, Social Inclusion, Entrepreneurship and Value Chains, and Livelihood and Climate Change.

Additionally, new funding has been acquired: this is a next step in establishing a structural improvement of MCNV's financial performance, aimed to result in a balanced budget in the upcoming years. Several new (strategic) leads have been developed. A special focus has been deployed by the director, on developing partnerships with businesses operating in Vietnam. This approach is aiming to enable a sustainable partnership, in which MCNV pays specific attention to the social and environmental aspects, and coordinates closely with the local networks. MCNV's aim is to secure that vulnerable groups in society in South East Asia, are able to improve their social-economic situation. Developing these partnerships require a long incubation time (average of 1.5 – 2 years) and a lot of investment. In 2017, a couple of potentially very interesting partnerships, for MCNV's long term development, have been identified and started. The director has taken up an initiating role to develop these partnerships (further), within the framework of the mentioned 4 themes of MCNV.

The director has taken the final decisions in the areas of organization, planning and development of operational and financial procedures, policy, human resources and activities of MCNV. This has resulted in a more balanced planning and budget 2018, aiming for a better and more secured financial implementation in 2018. MCNV's financial situation is gradually improving and more in balance: the financial outcome over 2017 is still negative, but has improved considerably, compared to 2016. MCNV's implementing and strategic capacity has been improved throughout 2017 as well.

Initiating acquisition initiatives, and the contribution to decisions on funding from private donors and organizations, as well as providing information to support requests for such funding, have been actively taken up. The director has contributed in identifying and preparing proposals for institutional funding. Additionally,

MCNV's acquisition approach has been adjusted, resulting in an operational, international acquisition team, working throughout the whole of the organization.

Furthermore, the director has taken on additional tasks that arise from his position, within MCNV and outside in relevant networks. In 2017, this involved the development of new networks in the fields of Climate Change Adaptation and Entrepreneurship/Value Chains. Additionally, he initiated the development of new networks in countries other than Vietnam, Lao PDR or the Netherlands. MCNV has set some first steps in exploring collaborations in Cambodia.

Communication with the offices in Vietnam and Lao PDR runs mainly through the Internet (email, Skype, WhatsApp etc.) especially with the Country Directors in Vietnam and Lao PDR. The MT, consisting of the country directors, the chief of office in Dong Ha, Quang Tri and the director, has taken shape and applies regularly skype meetings. The outcomes of the discussions of these meetings are documented and shared. The director reports back to the MT on the outcomes of the quarterly SB meetings. The country directors and the chief of office, secure that these outcomes are shared in each office. Information and personal experience obtained during regular visits to the field (Ben Tre, Quang Tri, Phu Yen, Dien Bien, Nong district) helped the director to understand thoroughly the reports and proposals prepared by staff in Vietnam and Lao PDR. This combination of sources of information was required for adequate decision-making.

The communication with the SB about the performance and development of MCNV follows the plan, with clear and open quarterly reports and additional relevant documents shared in between meetings. The director did appreciate the collaboration and support from the SB throughout the year with all decisions and reports that were made.

Rotation Schedule

Members of the SB have been appointed for a period of four consecutive years (maximum eight years).

Name	Function	Date of Appointment	Date of Reappointment	Date of Resignation
Henk van de Ruit	Financial expert	20-09-2012	22-12-2016	20-09-2020
Luu Ngoc Hoat	Member	26-04-2012	04-04-2016	26-04-2020
Mattijs Smits	Member	26-02-2015		26-02-2019
Pieter van den Hombergh	Member	16-06-2016		16-06-2020
Marijke Postma-Rustenhoven	Acting Chair	16-06-2016		16-06-2020
Wim Welbers	Member	22-09-2016	Resigned in 2017	22-09-2020

3.2 Executive organization

At the end of 2017 MCNV had five offices. The head office in Amsterdam, a representative office in Hanoi, a project office in Dong Ha (Vietnam), a representative office in Vientiane and a project office in Nong (Lao PDR). Staff from all countries worked together through email, skype and during working visits. Every office had specific activities and the staff has been adjusted accordingly. In Lao PDR and Vietnam, the personnel policy was to work preferably with local staff. In Lao PDR, the only expats were the country director and LEARN program manager. Each country had a financial manager. Amsterdam office had a consultant as financial manager.

The country directors from Vietnam and Lao PDR together with the director formed a Management team. In 2017 the senior program advisor in Amsterdam stopped as a temporary member of the MT. Guidelines for the MT were described in the Code of Good Governance, as well as in a set of operational guidelines. The team in Lao PDR was relatively new and received support from their Vietnamese colleagues. By the end of 2017 this support from the Vietnamese colleagues could be minimalized, while the team in Lao PDR has grown in number and performance. The Country Directors monitored the consistency and quality of the activities in Vietnam and Lao PDR. In Amsterdam, the director monitored the consistency and quality.

Program evaluation was done according to the requirements of the donor and the size of the program. Institutional donors received reports in writing. In case of a labelled private donation the donor received a written report at the end of the activity. MCNV reported for the public at large in her newsletter and in the annual report.

Most of the staff was academically or college educated. Opportunities were offered to follow specific (re)training. In Amsterdam, the director and the office coordinator were the contacts for the members of the SB. Annex B-3 gives an overview of the training, webinar and seminar of MCNV staff.

Policies, procedures and processes within MCNV were recorded in the quality manual, the code of good governance, personnel and financial manuals. The manuals are updated when changes occur. Each country has their own personnel manual to comply with local labour law. The manuals guaranteed a certain quality standard.

Functions

An overview of MCNV's staff at the end of 2017 is shown below. The salary scale in the Netherlands is related to the Dutch CAO Welfare, the salary scales of Vietnam and Lao PDR are related to the salaries of other international NGOs working there.

Staff from the Netherlands and Expat staff	Number	FTE (average 2017)	Max. fulltime annual salary
Director MCNV	1	1	€ 93,118
Country Director Lao PDR	1	0.75	€ 63.900
Program Manager LEARN	1	0.25	€ 49.440
Sr. Program Advisor	1	0.4	€ 76,136
Sr. Program Advisor	1	0.6	€ 60,873
Sr. Advisor Fundraising & Communication	1	0.77	€ 87,538
Advisor Communication & Marketing	1	0.1	€ 54,130
Office & Quality Manager	1	0.6	€ 69,427
Donor and Financial Employee	1	0.4	€ 48,708
Cleaner	1	0.1	€ 54,750
Subtotal	10	4,97	

At the end of 2017 MCNV had 10 staff members, coming from The Netherlands or Europe, a total of 4,97 FTE (on average throughout 2017). Of which 1 FTE (on average throughout 2017) was based as expat staff in Vientiane, Lao PDR and 3.97 FTE (on average throughout 2017) at the office in Amsterdam

Staff from Vietnam	Number	FTE	fulltime annual salary
Country Director Vietnam	1	1	€ 51.546,13
Chief of Office/ Program Manager	1	1	€ 33.376,30
Finance manager	1	1	€ 29.343,44
Accountant A	2	2	€ 31.267,75
Accountant B	1	1	€ 17.074,49
Assistant A	2	2	€ 17.916,53
Coordinator	5	3,08	€ 53.197,29
Program Officer	1	1	€ 15.013,40
Senior Coordinator	3	2,92	€ 66.235,20
Subtotal	17	15	

At the end of 2017 MCNV had 22 FTE staff members, coming from Vietnam and Lao PDR.

TOTAL MCNV STAFF 31 DECEMBER 2017: 34 staff with a Fulltime equivalent of 27.05

The salary costs of some staff have been included in the financial reports of subsidised programs. In doing so these salary costs do not affect the budget of the offices.

Staff from Lao PDR	Number	FTE	fulltime annual salary
Senior agriculture project officer	1	1	€13.607,15
Finance manager	1	1	€20.123,09
Project manager Lao PDR	1	1	€23.245,25
HR & admin manager	1	1	€15.332,09
Finance and administrative assistant Lao PDR	1	1	€12.683,08
Project Coordinator LICM	1	1	€16.471,70
Project Coordinator LEARN	1	1	€19.254,40
Subtotal	7	7	

3.3 Volunteers

A policy towards volunteers is formulated. Originally MCNV started as an organization with only volunteers. A lot has changed since then. MCNV now consists of a small team of professionals with different specialities. Some functions are still executed by volunteers. For example, the members of the SB, the editorial staff of MCNV's newsletter and the tour leaders of the donor travels. Besides, there is a retired general employee that still works for MCNV voluntarily. He organized the donor trip and was part of the editorial staff of MCNV's newsletter. In September 2017 we welcomed a research analyst who worked as a volunteer for MCNV. He helped with developing a working monitoring & evaluation database for MCNV. In December 2017 he finished this task, thereafter he temporarily substituted as Office Coordinator of the Amsterdam Office.

In 2017, MCNV Vietnam welcomed 5 volunteers from 4 different nationalities. A German volunteer spent nearly 2 months in Quang Tri province, supporting CVN's staff in the completion of assessment-reports on behaviour of adolescent girls in Huong Hoa district. Two Vietnamese volunteers assisted MCNV in respectively; communication/translation activities regarding website publications, and administrative support of the Occupational therapy (OT) project. An Australian volunteer provided many OT-students with supervision. She also collaborates with university teachers and fulfils a supporting role within the OT-curriculum, additionally she carried out coordination activities of patient-treatment in the field of OT. Finally, a Danish volunteer assisted students in providing OT-treatments to patients.

Volunteers are part of MCNV's liability insurance. In case specific expertise is requested and a volunteer will be working on a regular basis for MCNV and/ or for a longer period, a volunteer contract will be drafted. There is a format volunteer contract available. Editorial staff, tour leaders and members of the SB do not have a contract. Volunteers can get a refund of travel expenses, but only with a receipt.

Volunteers in 2017	Number of persons	Amount of time in days
Supervisory Board	5	30
General employee/ editorial staff		
Editorial staff	1	10
Tour Leader	1	25
Program Advisor		
Support People with Disability		
Soccer coach		
English teachers		
Occupational Therapists	2	40
Program assistant	2	58
English editor		
Translator	2	
Total		

Students

In 2017 students from the Athena Institute of the Free University Amsterdam did research for MCNV. In Vietnam, Daan van Gils explored if and how Disabled People Organizations in Quang Tri district benefitted from the use of mobile phones and tablets. Also in Vietnam, Josephine Borremans did a study on the impact membership of DPOs had on the living conditions of People with a Handicap in Vinh Linh District. Tobie Beerens conducted a research on current food intake and food culture of the residents in Nong District, Savannakhet, Lao PDR. Max van den Berk did a research on the health research capacity in Lao PDR. Recruitment of competent MSc. Students in relevant fields, offers an affordable option for MCNV to evaluate projects and secure quality.

4. TRANSPARANCY AND ACCOUNTABILITY

In 2017 MCNV was an approved charity by the Dutch Central Bureau of Fundraising. Our accountability was transparent. We allocated our funds to reach our objectives.

Accountability in advance

- Strategic plan for a period of five years;
- Long-term budget;
- Annual plan and budget.

These plans and budgets were approved by the director and SB. After approval, these documents were distributed within the organization. Donors were informed through the MCNV newsletters and mcnv.org. Institutional donors received reports, annual plans and budgets, that met their requirements.

Accountability afterwards

- An overview of the results achieved and funds used was shown in annual reports and project reports. The annual report and annual account of MCNV were published on www.mcnv.org;
- In addition, a mid-year report was written to report about the program progress. This report was integrated with the annual team performance review;
- A summary annual report 2016 was available on mcnv.org for our partners. This overview presents the most important results of the programs and projects that were accomplished in 2016 and highlights MCNV as a 'learning organization';
- Program flyers were available, including a flyer with general information about MCNV. The program flyers gave information about the objectives and results for each program;
- In the MCNV newsletter the results on private fundraising were described as well as the results of the activities funded by it.
- Published reports were added to mcnv.org.

MCNV was accountable for all her projects. Justification was prepared following internal guidelines and in line with the requirements and time-path of the donors.

4.1 Quality of the organization

MCNV was member of branch organization Partos and complied with their code of conduct and quality requirements. MCNV was active in task forces and knowledge exchange concerning Quality Management of member organizations in the NGO branch organization Partos. The efforts of Partos resulted in the 'Partos 9001' – sector specific norm for Quality Management. The criteria mainly focus on the quality of the organization that relates to the work with southern partners. The Partos 9001 sector specific norm was adjusted to ISO 9001:2015.

MCNV applied the requirements of the Code of Good Governance from the committee Wijffels. MCNV was an approved charity by CBF. Bureau Veritas audited the ISO 9001:2008 requirements and MCNV received the ISO certificate. Since this external audit was for ISO 9001:2008 the extra Partos 9001 requirements were no longer applicable. The director reviewed the Quality Management System of MCNV to ensure that it remains up to date, appropriate and effective. During this review the director looked for possible improvements or amendments of MCNV's Quality Management System, including the quality policy and the quality objectives. In the ISO board review the director reported about internal quality audits, client satisfaction surveys, complaint register, etc and gave recommendations for improvements.

The audit was successful without any deviations from ISO 9001:2008. ISO had a learning cycle consisting of internal audits, measures for improvement, board review and external audit. At the end of 2017, has been decided to not continue the ISO certification for MCNV, while we needed to switch to another ISO certification (in coherence with the new Partos norm) against relatively high costs. However, MCNV will keep following the ISO procedures, also while not continuing its ISO certification.

In addition, the quality of MCNV was improved by implementing recommendations from the management letter of our accounting firm BDO. BDO was responsible for the carrying out the financial statements in Lao PDR, Vietnam and The Netherlands.

4.2 Knowledge Management

MCNV believes it is important to pay attention to learning as a basis for sustainable development. Learning is an integral part of MCNV and the programs it develops and implements. Thus, local stakeholders become familiar with reflection on their work and lessons learned. With this knowledge, they can improve their work continuously with or without MCNV. Development and dissemination of knowledge and lessons learned is an important issue for institutional donors as well.

In 2017 a new monitoring and evaluation overview-system was put in place in by MCNV. In this overview, all research conducted by MCNV-staff and MCNV-interns is rearranged in a table. This enables MCNV staff to easily consult and combine evidence found in a specific field of research, in future proposals.

In 2017, the main themes of MCNV were:

- 1) health;
- 2) social integration;
- 3) livelihood & climate change;
- 4) entrepreneurship & value chains.

These themes follow from the new strategy 2017 -2021, which started to be applied from early 2017.

'Communities of practice' were created around each theme. These "communities" consist of MCNV staff from various offices with thematic expertise and experience. The communities will take care of documentation of their experiences and lessons learned and sharing this within thematic learning networks.

4.3 Risk Management

The main risks for offices in Amsterdam and Vietnam were insufficient funding and the main risk for Lao PDR was a lack of capacity to meet all requirements of two very demanding EU programs. Risks in order of priority and proposed mitigation strategies are shown in annex B-4.

4.4 Client Satisfaction

MCNV had the following clients and stakeholders:

- Target groups and partners in Vietnam, Lao PDR;
- Private donors in the Netherlands;
- Private funds (family and asset funds);
- Institutional donors;
- Corporate donors.

MCNV focused on establishing and maintaining good relationship with all its clients. Client satisfaction surveys were executed to monitor information concerning clients' perceptions of the extent to which the organization has met clients' requirements. For monitoring reasons MCNV performed several client satisfaction surveys. In 2016 MCNV performed two client satisfaction surveys:

Random donor survey

In 2017 MCNV carried out a survey among a random group of 300 donors by E-mail. The outcome was equal to earlier surveys, an average score of 8.3 out of 10. Items could be rated from 1 to 10 (low to high). This reflects an overall satisfaction. Remarkable was that most respondents did not use MCNV's website. Was this caused by the quality of the website or was online-activity low in our target group.

Survey among 12 participants of the MCNV donor tour 2017

Following the donor tour in April 2017, MCNV sent a client satisfaction survey to the participants of the tour; 11 out of 12 responded. The donors were very enthusiastic about the tour. Items could be rated from 1 to 10 (low to high) and the average score was 9.09. MCNV regards the donor tours as very useful and will continue organizing the tours annually. MCNV evaluated the survey results in a meeting with the senior advisor fundraising and the tour guide to try to make further improvements.

4.5 External complaints

MCNV had a protocol for the recording of complaints. In 2017 we received one complaint from a private donor. The complaint was about the sending a calendar as a gift, the donor did not ask for it and found it a waste of money. The complaint regarding a wrong address in the system of a donor was followed-up and solved. There were no complaints from institutional donors. All reports were issued in time and in the right format. The complaint analysis was discussed in a staff meeting in December. General conclusion: the procedures are still adequate.

5. COMMUNICATION, PUBLIC RELATIONS & FUNDRAISING

MCNV has continued its work to improve the lives of disadvantaged people in South East Asia because it has could secure funding from a variety of sources that pay for the organization and its work. After five decades, MCNV still has 5,000 private donors in the Netherlands who donate regularly and generously, providing the core funding for the organization.

Facing the fact that the amount of MCNV donors is (naturally) decreasing, MCNV continued their approach to find sources of income: private donors (read funds) and corporate donors. In 2017 we succeeded in establishing new partnerships with two foundations who will support (part of) MCNV programs (National Study Occupational Therapy and Speech Therapy, Women Empowerment) for a period of five- and three years. New opportunities have opened in both the Netherlands and Vietnam for private donor funding.

In 2017 we focused on:

- 1) Upgrading and keeping MCNV donors with strong focus on periodical donations and inheritance;
- 2) Accessing new sources of income:
 - a. corporate donors who want to support a specific activity or part of a program;
 - b. private funds (family- and asset funds);
- 3) Longer term support from private (including corporate) donor, Club of 50.

Four Special Campaigns

In 2017 MCNV asked the private donors for support for four special campaigns:

Christmas 2016 campaign: "Support Vietnam worker bees!"

This campaign started just before Xmas 2016 and lasted until Spring 2017. Our donors collectively gave a total amount of € 42,000 to support the women in Quang Tri.

Spring campaign: "Do not let the people in Quang Tri down"

Six years ago, we managed to acquire a substantial subsidy with which we could finance additional programs and employees. But that subsidy period ended in 2016 and we have not yet managed to find new sources. It has now been decided to continue the ongoing projects for people with mental illness, teenage girls and food security in the coming months, but without your extra support we cannot maintain the programs and the field office. A total amount of € 29,600 was donated

Summer campaign "Talking is participating"

Speech therapy helps children with disabilities. In MCNV's rehabilitation center in Phu Yen, many children experience problems due to their physical or mental limitations. Most are not able to speak fluently and some have problems with swallowing. It is important to address the speech and language problems of these children as soon as possible with speech therapy. They benefit from it for the rest of their lives! A total amount of € 25,600 for these children was donated.

Autumn campaign: "Make a movie of your life"

Documentaries inspire poor women MCNV, together with the Vietnamese Center for Women and Development, has started a unique two-year film project 'Filming Development', in which a group of trained volunteers makes documentaries about the daily lives of women in Vietnam. Our donors collectively gave € 22,300 to support them.

Christmas campaign: "Old traditions bring young people behind"

It is hard to imagine in this era of progress, but in some villages in Vietnam age-old traditions still determine everyday life. Teenage girls become young pregnant, must get married and immediately leave school. The young people want to break through this traditional way of life, but how do you do that? MCNV has planned to help and with your support it works! So far (Feb 13th) an amount of € 28,000 was donated.

Family Funds, Asset Funds and Foundations

Our focus on finding new sources of income became increasingly important in 2017 as individual donors decrease in number. This technique of fundraising and approach is based on greater involvement, building up and strengthening our network and promoting long-term partnerships. In Vietnam and The Netherlands, the fundraising staff managed to find a few new funds for MCNV. Most funds agreed on a long-term relationship of three years.

In 2017, these sources provided funds for specific activities such as:

- support for disabled children in the resource centre in Cao Bang;
- micro loans for woman in Ben Tre province to generate income, to manage the influences of climate change better;
- funds to start small businesses, and provide clothes and shoes for children in Huong Hoa;
- a nutrition program in Nong district of Lao PDR;
- mother & child support in Vietnam and Lao PDR;
- support the national training on OT & ST, co-finance program with USAID:

Inviting foundations to 'adopt' projects is apparently more and more attractive to donors. The tailor-made approach makes the people feel closer to the beneficiaries and their families than a donation in general to the organization does. In 2017 we generated € 195,314

Wills and testaments

Considering the age of the MCNV donor population, many already started to support MCNV during and after the Vietnam War almost forty years ago, it is a good strategy to encourage our donors to include MCNV in their wills and testaments. In 2017 we received € 0,00

Publications

MCNV published a quarterly newsletter to provide information about the projects, how donations were spent, and the results of our efforts in Vietnam and Lao PDR. Besides information, the newsletter also voices the opinions of local staff and beneficiaries in Vietnam and Lao PDR. Faithful to the MCNV tradition, we produced a calendar for 2018, based on '50 years MCNV'. The calendar was ordered by and sent to 614 donors.

6. FINANCIAL POLICY & MANAGEMENT AND QUANTITATIVE DATA

6.1 Budget and realisation of plans 2017

In December, the director presented the annual plan and budget for the coming year to the SB for approval. The annual plan was made with input from the annual program plans, made by the program staff. The budget for 2017 with a negative result of € 335.159,- was made by the financial manager with input from director and staff. The annual plan and budget for 2017 was approved by the SB on 22 December 2016.

After the approval of the annual plan the program activities started, contracts with partners were signed. After completion of the activities the actual costs were calculated. The actual results 2017, as well as differences in program budget versus realisation can be found in paragraph 6.8.

6.2 Contract processing

MCNV worked in accordance with the CBF requirement that contracts were entirely charged to the result from the moment the contract was signed, regardless of how activities were carried out and paid for. MCNV deviates from this requirement when projects are financed by government or other institutional donors. These donors require an annual report on a cash basis. In this way, the figures in the report to the donor and the figures in the financial statements are equal. CBF was informed about this deviation.

6.3 Financial administration

MCNV's work knows to a cycle of annual plan with budget, quarterly reports and annual report. In MCNV's financial administration and financial management there was a division of responsibilities to guarantee a good organization quality:

- The daily accounting and budget control was done by MCNV, an external administration office was consulted when necessary;
- The consolidated financial quarterly reports were produced by the external administration office and MCNV;
- The draft financial statements and balance dossier were drawn up by the external administration office, supported by MCNV's financial manager.
- The draft annual account was approved by the director subject to the adjustments discussed. This draft was discussed with the audit committee.
- The director was informed about changes in the draft annual account and annual report and gave feedback;
- The auditors audited the annual accounts for Vietnam, Laos and the Netherlands.
- The SB approved the annual report and annual account, the auditor issued an approved statement.
- Each year the auditing firms in Vietnam, Laos and the Netherlands write a management letter in response to the audit of the annual account. The lead auditor consolidates the management letters into one auditors report. This report was discussed with the audit committee, director and financial manager.

6.4 Development of capital and appropriated funds

MCNV's policy concerning its capital is to maintain a continuity fund. In case of stagnation of income, the continuity fund is meant, to meet the obligations towards projects and personnel in a careful manner. When preparing the budget, the director and the financial manager determine the desired continuity fund. In principle, this is the amount needed keep the organization running for one year.

In addition, MCNV spent its regular income from donations in line with the objective, as much as possible in the same year. Unspent amounts raised for a specific purpose, were kept in an appropriated fund. Contracts signed with partners determine the amount charged to a specific appropriated fund. The remaining will stay available for the same kind of activities for which the funds were received.

6.5 Investment policy

The largest part of MCNV's funds was in savings accounts.

In 1997 MCNV received a stock of Wolters Kluwer shares as a gift with a value of € 890,000. MCNV formulated a conservative investment policy. The total acquisition value of the shares was received by MCNV through a partial sale at the end of 2007: € 916,000. MCNV sees the remaining fluctuating value as not taking profit. MCNV didn't trade shares on an active basis. The responsibility for the management of the portfolio lies with the director.

The director can sell shares when the following conditions set by the SB were met:

- Both the director and the financial manager must approve the sale of shares. In the absence of one of the two, the financial expert of the SB must approve the sale on his behalf.
- The reason for the sale of an X amount of shares should be clear.
- Annually in a SB meeting the minimal sale value of the shares are set. The director can only sell shares when the sale value is equal or higher than that minimum.
- Only in consultation and after approval of the SB exceptions of these conditions can be made.

In the financial quarterly reports the SB were informed about the shares.

In 2017 value change € 99.607,-. Unrealised profit per 31-12-2016 € 556.783, -

6.6 Income 2017

Benefits from fundraising activities

In 2017 MCNV had four fundraising actions. The benefits were 10,2% less than budgeted.

Budget: € 130.000, -

Result: € 116.672, -

Specific contributions

MCNV received 13 specific contributions in 2017. The specific gifts were 32,5% of budget.

Budget: € 439.785, -

Result: € 143.010, -

Inheritance and legacies

The benefits from inheritances and legacies are not known in advance. Benefits were only budgeted if we receive a specific report of a legacy to be settled in the following year. In 2017 MCNV received no inheritances and legacies.

Governmental & Institutional Grants

MCNV formulated a policy on generating income from institutional grants from governments and other institutes. MCNV focuses on grants that contain a contribution for MCNV's own organization costs for management and advice. MCNV received in 2017 the followings grant for programs that were running by December 31, 2017 or finalised in 2017:

LEARN

€ 2.710.336, -

In 2014 MCNV was awarded with an EU grant for Lao PDR: the LEARN program for a period of 5 years. The program has four alliance partners: National Institute of Public Health and University of Health Sciences of Lao PDR, Hanoi School of Public Health and the Free University of Amsterdam. The program started May 1st, 2015. MCNV's own contribution for implementing the program (20%) is € 542.067, - and € 183.113, - is for the program partners. MCNV's own contribution is covered by the LEARN appropriated fund.

CANTEEN

€ 1.310.980, -

In 2016 MCNV was rewarded with an EU grant for Lao PDR: the CANTEEN program for a period of 5 years. The Program started January 1st, 2017. MCNV's own contribution for implementing the program (20%) is € 262.196,- MCNV's own contribution is covered by co-financing of programs with WOTRO and AFAS.

VALOR

Vietnam Advancing Leadership on Rehabilitation (VALOR) a five-year program funded by US-AID. The program is focused on the development of a University Course Occupational Therapy.

Contract value US\$ 1.153.618

Own contribution 15% US\$ 173.043

Lead partner for program implementation: Handicap International; Duration: 2015-2020; MCNV's own contribution is covered by co-financing from the Albert Waaijer Foundation.

VietHealth

In 2017 MCNV was rewarded with a second five-year program funded by US-AID. The program is focused on the development of Speech and Language Therapy (SALT).

Contract value US\$ 1,125,210

Own contribution 15% US\$ 280.809

Lead partner for program implementation: VietHealth; Duration: 2017-2022; MCNV's own contribution is covered by co-financing from the Albert Waaijer Foundation.

6.7 Expenses for Objectives

	Budget 2018 €	Realisation 2017 €	Realisation 2016 €
Income:			
Benefits from private individuals	651.386	555.376	663.436
Benefits from companies		-	-
Benefits from lottery organisations		-	-
Benefits from governmental grants	1.583.030	835.533	442.992
Benefits from related non-profit organizations		-	-
Benefits from other non-profit organizations	398.190	225.646	37.323
Benefits from products and consultancy	0	1.297	409
Result from Investments	25.000	111.681	48.084
Other income	0	(26.095)	2.426
Total Income	2.657.606	1.703.438	1.194.670
Expenditures:			
Objectives:			
Structural project support	2.649.907	1.799.318	1.512.595
Communication	141.491	106.879	113.500
	2.791.398	1.906.197	1.626.095
Fundraising:			
Private fundraising	95.891	73.540	69.445
Joint actions	-	-	-
Actions by third parties	-	-	-
Governmental & Institutional grants	-	-	802
Shares	-	-	-
	95.891	73.540	70.247
Management & Administration:			
Management & Administration	100.576	136.992	125.316
Total expenditures	2.987.865	2.116.729	1.821.658
Result	(330.259)	(413.291)	(626.988)
Change foundation equity	(330.259)	(413.291)	(637.388)

EXPENSES FOR OBJECTIVES

	Budget 2018 €	Realisation 2017 €	Realisation 2016 €
Change foundation equity	(330.259)	(413.291)	(626.988)
<i>Appropriated funds</i>	-		
Sexual Health and Rights (SRHR v/h HIV/aids)	36.360	25.810	35.313
Infectious diseases (Malaria)		-	13.263
Disability (CBR)	63.937	51.778	56.669
US-AID OT	282.416	208.351	189.002
US-AID ST	202.839	-	-
Community Managed Health & Livelihood Development	129.516	45.233	139.302
CMHD		-	-
Women Empowerment (v/h Focus on Women)	174.814	65.399	85.893
Support Training Institutes (STI)	-	3.500	7.312
HRH Progr Human Resource for health	-	-	-
TEA for Vietnam	-	-	92.522
TEA for other countries	-	-	(1.549)
LEARN	1.113.172	640.171	297.129
TA MCNV programs funded by private donors	-	-	-
Food security and Nitrition (FSN)	388.579	141.882	-
L.I.C.M.	-	84.975	-
New programs	10.000	-	8.240
	2.401.633	1.267.099	923.096
Settlement previouw years	-	(11.190)	(14.527)
Indirect expenditues structural projects	248.274	487.667	604.026
	2.649.907	1.743.576	1.512.595

6.8 Analysis of Differences

INCOME

	Budget	Realisation	Difference
a) Actions	130.000	116.672	(13.328)
b) Donations, general gifts	275.000	295.694	20.694
c) Specific donations	439.785	143.010	(296.775)
d) Inheritages and legacies	-	-	-
e) Fundraising Vietnam	52.942	49.778	(3.164)
f) Result from sales of goods	-	1.297	1.297
Total	897.727	606.451	(291.276)

a) Actions	2017	2016	2015
Number of donations	2.981	4.020	3.465
Average donation	€ 37,18	€ 35,72	€ 35,94

b) Donations, general gifts	2017	2016	2015
number of gifts incasso/ bank transfer	8.980	8.946	9.420
Notioral deeds	€ 66.173	€ 63.183	€ 58.494

c) Specific donations	2017	2016	2015
	€ 143.010	€ 183.139	€ 90.022

Result from investment, currency, interest	Budget 2017	2017	Difference
	25.000	111.681	(86.681)

EXPENSES PER PROJECT

	Budget 2017	Realisation 2017	Difference
1) Sexual Health and Rights	22.122	25.810	3.688
2) Disability (CBR)	88.709	51.778	(36.931)
3) Community Managed Health & Livelihood	118.686	45.233	(73.453)
4) Women Empowerment	78.380	65.399	(12.981)
5) Support Training Institutes (STI)	-	3.500	3.500
6) HRH Progr Human Resource for health	5.600	-	(5.600)
7) TA MCNV programs funded by private donors	108.468	-	(108.468)
8) New programs	2	-	(2)
9) LEARN	787.673	640.171	(147.502)
10a) CBR-OT (US-AID)	210.889	208.351	(2.538)
10b) CBR-ST (US-AID)	-	55.136	55.136
11) New - Food Security and Nitriton(FSN)	286.386	-	(286.386)
12) New - L.I.C.M.	200.000	84.975	(115.025)
13) New - WOTRO	-	60.792	60.792
14) Canteen	-	68.207	68.207
15) AFAS	-	12.883	12.883
Total	1.906.915	1.322.235	(584.680)

Explanation of the differences between budget and result 2016 if higher than 10% and equal to or higher than €50.000, -

Income

Ad a) Actions – MCNV has organized 4 actions during 2017. Compared with 2016 the number of contributions dropped with 25%. In an increasing competitive environment for actions, the MCNV programs in Vietnam are becoming more difficult to pitch.

Ad c) Specific donations – donation from the Albert Waaijer Foundation was anticipated in the budget to be received in 2017. Although the total donation from AWF is higher than anticipated, it was also agreed that MCNV will receive the total amount in three annual payments. Also, the Club-of-50 initiative, which started slowly in the last quarter of 2017, brought in some extra income, but not yet the numbers which were anticipated. Leads with private, family, CSR and capital foundations have been developed, but haven't yet resulted in the anticipated income. It's long term investments in partnerships and relations, which take on average 1.5 – 2 years before the first, sometimes modest fruits, can be harvested. Since MCNV has started this active acquisition process on a late moment in time, it will take a considerable time to catch up with the expected income. The anticipated increase of nearly € 200,000 compared to 2016 is clearly not yet realized.

Expenditures

Ad 2) Disability (CBR) – expenditure and implementation has been delayed, due to a slower implementation by the local partners and to anticipate on lower budgets, being available for the program in 2018. Slower implementation with extending some activities to 2018, will ease the transition to the foreseen budget cuts in 2018.

Ad 3) Community Managed Health & Livelihood - expenditure and implementation has been delayed, due to a slower implementation by the local partners and to anticipate on lower budgets, being available for the program in 2018. Slower implementation with extending some activities to 2018, will ease the transition to the foreseen budget cuts in 2018.

Ad 4) Women Empowerment – the implementation of 2 projects (women's cooperatives in Ben Tre and a filming project) has been delayed to number hurdles, which had to be taken by the partners. These are mainly connected to the slower organization process of the local participants than foreseen.

Ad 7) TA MCNV programs funded by private donors – the technical assistance for MCNV programs was budgeted separately, where the actual expenditures are reported in the different program expenditures.

Ad 9) LEARN – the expenditures are behind budget, mainly due to the later awarding and start of sub-grant research fund grants (Max € 60.000,- each) and slower start of the Joint MPH program with UHS-HUPH (due to the poor language skills of most of the MPH students: they had to take extra language courses before they could start their studies).

Ad 12) L.I.C.M. – After the budget was finalized the contract was decreased to € 150,000 (later an extra € 10,000 was added for realization of an extra publication of the Barefoot guide). The program was extended till the end of March 2018 due to a later start.

Ad 11,13,14,15) Food Security and Nutrition (FSN) – Where the FSN program was budgeted as a total the actuals are reported by funding program (CANTEEN, WOTRO, AFAS). The expenditures are still € 145K behind budget due to a later start of the program as anticipated. The later start is caused by a very slow approval process of the MoU for this program, which is planned to be signed with the national government of Lao PDR. It is expected that the MoU will be signed in July 2018.

6.9 Key figures

	2017	2016	2015	2014	2013
Balance sheet (x 1000 euro)	€	€	€	€	€
Projectreserve	0	0	351	762	387
Appropriated funds	550	718	793	708	470
	550	718	1144	1470	857
Inventory	2	1	2	3	3
Renovation	0	0	0	0	0
Shares	557	457	409	330	275
Cash and cash equivalents	1319	1846	1927	2972	1744
Contractual obligations	218	42	104	301	80
Profit & Loss statement (x 1000 euro)					
Actions	116	166	150	169	215
Donations	296	293	312	322	345
Donations, specific gifts	143	183	90	124	78
Fundraising expenditures	74	69	80	118	107
Grants	1011	460	833	1117	954
Communication expenditures	109	114	85	100	131
Structural project support expenditures	1799	1513	1612	1732	1460
Result	-413	-627	-325	612	-27
Staff in FTE					
Staff in Netherlands	4,0	4,8	5,0	5,1	4,5
Expat Staff in Vietnam / Lao PDR	1	1	2	1,8	2,3
Local Staff in Vietnam	15	15	18,6	18,4	19,6
Local Staff in Lao PDR	7	3	7	6,9	4,4
<i>Total staff in Fte</i>	27,0	23,8	32,6	32,2	30,8

6.10 Costs for Fundraising and other Key Figures

MCNV has been approved as a charity by the Central Bureau on Fundraising (CBF). Following to regulations of the Central Bureau on Fundraising the expenses for fundraising over a period of three consecutive years shall not exceed the average of 25% of the total benefits from fundraising activities. An overview of MCNV's cost for fundraising for the last three years are shown below.

	Expenses of Fundraising	Total Benefits of Fundraising activities	Percentage
2015	€ 80.064	€ 653.788	12,2%
2016	€ 69.445	€ 676.318	10,3%
2017	€ 73.540	€ 606.451	12,1%
Average over three years:	€ 74.350	€ 645.519	11,5%

According to the regulations of the Central Bureau on Fundraising MCNV should establish a standard for the maximum expenses of Management & Administration. The SB of MCNV determined the maximum costs of Management & Administration in a year at 9% of the total expenditures.

	Expenses of Management & Administration	Total Expenditures	Percentage
2015	€ 129.600	€ 1.911.664	6,8%
2016	€ 125.316	€ 1.821.658	6,9%
2017	€ 136.992	€ 2.116.729	6,5%

Below is an overview of the total expenses on MCNV's objectives compared to the total income.

	Total Expenses on Objectives	Total Income	Percentage
2015	€ 1.697.180	€ 1.586.675	107,0%
2016	€ 1.626.095	€ 1.194.670	136,1%
2017	€ 1.906.197	€ 1.703.438	111,9%

Amsterdam, 21 June 2018

G.J. Paardekooper
General Director MCNV

M.I.A. Postma-Rustenhoven
Chair MCNV Supervisory Board



Annual Report

Annexes

B-1 Program annual reports

1.1 Programs in Vietnam

Program 1.1.1: Disability

- Achievements
 - More than 500 children with disabilities (CWD) under 6 years old in Cao Bang and Phu Yen were screened and detected, then received intensive intervention at early stage;
 - About 200 CWD received directly services of special education at 2 supportive centres of Cao Bang and Phu Yen provinces;
 - In total, more than 3,000 CWD in both Cao Bang and Phu Yen receive inclusive education indirectly;
 - In total, about 120 teachers of two province Cao Bang and Dien Bien improved their capacity of teaching CWD;
 - Overall, more than 1,000 adults with disabilities in Cao Bang and Dien Bien received home based rehabilitation services;
 - 75 health staff of Dien Bien and Cao Bang provinces improved their technical capacity of rehabilitation through in-service training and coaching;
 - Curriculum of OT education at Bachelor degree was well developed and approved by 2 medical universities and in used;
 - In total, more than 700 families of PWD in Cao Bang and Dak Lak continue benefit from loans in previous years to maintain their incomes;
 - 57 local students were recruited and trained on course of Bachelor OT. In addition 5 young lecturers of 2 medical universities were continuing their study on Bachelor OT abroad in India;
 - A network of OT practitioners in Vietnam was primary set up and operated;
 - A national survey on training needs of Speech and Language Therapy (SALT) was completed as basis to develop a proposal to Ministry of Education and Training for permission to open the Master course of SALT in year 2018.
- Lesson learnt
 - Gradual decrease of direct support from MCNV is necessary for local counterparts to increase their autonomy and dedication;
 - Adequate capacity building for local counterparts is essential for handing over the results of the project;
 - Funding from MCNV as an extra budget line is important for local counterparts;
 - Strong commitment and pro-activeness of the local counterpart is key for successfully convincing Thien Tam for a grant;
 - Strong network and expertise of MCNV was key for successfully convincing USAID for a grant as well implementation of project on OT and SALT Education in partnership with Medical Universities and Ministries.

Theme/Program 1.1.2: SRHR

- Achievements
 - A manual for teachers on teaching Reproductive Health was finalized and applied;
 - More than 6,000 students of boarding high schools in Dien Bien province improved their knowledge and behaviour on sexual and reproductive health;
 - More than 2,000 parents of students get information and advice on how to behave with reproductive health of teenagers;
 - 60 teachers of two boarding schools improved their knowledge and skills of teaching on Reproductive Health issues;
 - 9 Sunflower Groups (SHG of women living with HIV/AIDS) are remaining and functioning well to support 420 members in ARV treatment, doing their income generating activities.

- Lesson learnt
 - MCNV can step by step transfer the responsibilities of support women living with HIV/AIDS to the Sunflower Groups;
 - Ownership of local partner played important role in contribution to success of project on SRH education in Dien Bien province.

Program 1.1.3: WE

- Achievements:
 - 1,544 poor women accessed to inclusive microfinance services;
 - 11 production groups accessed to loans which ensure jobs for about 60 poor women;
 - 100 person (mostly women) actively participate in production in 5 cooperatives;
 - 18 volunteer film makers recruited and trained in the first basic filming course;
 - About 600 households access to microfinance services under 13 small MF funds in Quang Tri and Phu Yen.
- Lesson learnt
 - In 2017, Government issued Decision 20 which requires quick structured change in Project Management Board (independent manager and staff instead of seconded staff from WU). This project also adjusted its management cost from 35% to 45% of total income to cover fully all management costs. Lesson: Quick respond to changes;
 - CIPI piloting has received hesitation from project management and its led to a stop of this trial. Lesson: prefeasibility needs to be done in more comprehensive way;
 - Integrating Financial literacy into monthly group meetings: a good and zero-cost solution to improve inclusive financial capacity for the poor;
 - Developing cooperative groups could produce long-lasting impacts to poor women. However, running a business goes along with risks so MCNV and Women's Union together with cooperative managers should be aware and updated on risks regularly;
 - Filming is a new area in development for MCNV. MCNV needs more experience and capacity to involve in this field;
 - Give the funds the full authorization and capacity to run independently. Challenge them: To live or to be closed. This seems to be the effective way to help them become independent and effective.

Program 1.1.4: Nutrition Sensitive Agriculture

- Achievements
 - 40 mothers improved the capacity to addressing malnutrition problems through training by VHW association. Through operation of mother groups 107 mothers of Children Under 5 years old (CU5) participated in meeting to share and exchange the knowledge and experience in caring of CU5;
 - More than 100 CU5 received malnutrition rehabilitation through supported vitamin, medication and supplementary food as soya milk, nutrition porridge;
 - More than 15 families improved their daily food intake for pregnant women & CU5 by raised chicken and carry out home garden;
 - One model of Social marketing on nutrition products with shop owners was set up at the villages to improve accessibility of CU5 to nutritious food (soup);
 - 27 CU5 improved nutrition status so the project contributed to reduce malnutrition ratio about 2%.
- Lesson learnt
 - For health, lesson learns and good practices of the nutrition community based project of MCNV such as motivation mothers; nutrition education methods for mother; social marketing approach, etc will be integrated into nutrition health programs of the provincial and districts;
 - For Agriculture aspects, cash and non-cash agricultural crops that contribute nutrition and food security will be promoted at household level. Models such as home gardens; Food

processing and storing; Social marketing for promoting availability nutrient products, etc will be introduced for implementation;

- For kindergarten and nursery school: Through research with VU we recommended that interventions aim to address identified gaps such as lack of knowledge and skills on nutrition and care of teachers; lack of safety and nutrient food for school lunches;

Program 1.1.5: Mental Health

- Achievements
 - 40/75 teachers were involved with the activities of the project as training/workshop/meeting so 20 of them changed attitude, communication behaviours and teaching with students;
 - Set up counselling group with 10 teachers that capable to counsel/psychological education for students with MH problem;
 - The FB with the name “*Vững niềm tin*” to provide the information and counseling online for students, teachers or parents;
 - 20 MH students received counselling, 11/20 students were positive change their MH situation.
- Lesson learnt
 - Limited of budget: The allocated budget amount of 8,000 Eur is too limited for this model, especially its lack of budget for activities related to networking and policy advocacy;
 - Small scale of pilot: The pilot is carried out only at a high school of Vinh Linh that representative for rural districts, while the province includes four different geography areas. This causes limitation in policy advocacy and fundraising as well.

Program 1.1.6: Adolescence Girl Fund

- Achievements
 - 30 adolescent girls improved life-skills and knowledge in SRH through adolescent club activities;
 - 20 disadvantaged adolescent girls got material support to go on schooling;
 - 4 adolescent girls and 2 poor women were vocationally trained in rattan and bamboo handicrafts;
 - About 500 students of a high school and a secondary school were communicated about SRH (through communication events) to improve their knowledge and skills in SRH;
 - Many adolescent girls (not yet identified number) got information about adolescent SRH through counselling telephone hotline and Facebook.
- Lesson learnt Mental health care
 - Promoting the role of youth unions and peer leaders in the communes in supporting ethnic minority adolescent girls has an important meaning to the implementation of the project. In addition, it is important to authorize as much decision-making power as possible to the implementing partners, thus making them become more active and dynamic in the process of implementation;
 - Building mutual understanding and trusting relationships with local partners and authorities would ensure a smooth running of the project interventions in the beginning;
 - The documentation of project interventions should be supported with as many visual materials (videos, photos, photo stories) as possible. These materials can result in good effects in reaching broader communities via social media. Developing a branding image helps to create an identity for the project (the image of Mun Arai that represents ethnic minority adolescent girls);
 - Understanding local lifestyles and cultural values is key to appropriate project design/ planning and implementation.

1.2 Programs in Lao PDR

Program 1.2.1: Lao Equity through policy Analysis and Research Networks -LEARN: Under a huge pressure from the donor because of slow implementation in 2016, LEARN 2017 implementation is back on track to a great extent thanks to Stephen Himley (CD till October 2017). The review report by The EU Monitoring Facility in August 2017 concluded that the project implementation has progressed with significant improvements.

Below are **key achievements** gained during the implementation of LEARN program in 2017:

- The project M&E framework was revised so that a baseline can be conducted. Baseline values were determined, along with mid-term targets, for all indicators except one.
- The LEARN program revision and revised budget was approved by the EU. Key changes included release of open call process for PhD research fund, integration of MPH student support projects into a joint MPH program, addition of intensive English course, and a new position of LEARN program manager.
- Three (03) PhD students began their field research and another PhD student (4th) is selected at the end of the year.
- Five of the six post-doctoral candidates submitted research concept notes and are working on full research project designs as well as on their research elaborations.
- The first cohort of 12 potential MPH students completed their 6 month-intensive English course.
- The website for the National Institute of Health was brought back online, with continuing population of content.
- Successful NIOHP's 11th National Health Research Forum conducted in October, with strong participation and presentations from LEARN supported research (PhDs and Post-Doctorates).
- The e-Library sub-activity is progressing following an exchange visit to Thammasad University in Bangkok, Thailand.
- Signed partnership agreements with NIOHP, UHS, and HSPH.

Key Lessons learned from LEARN program implementation in 2017 include:

- The program inherited a certain level inadequate management and financial design at the start. This included too much dependence on the control and direction of the country director with little resources to support the whole project management. Although it slowed down the process, it was important therefore to spend time and involve different stakeholders including the donors to go through the process of requesting changes and agree on formal and appropriate process.
- Working through Formal Partners Agreement is helpful to structure and align planned activities and budget. The capacity of the local partner(s) in making quarterly (activity and budget) plan and report however requires more time and efforts from MCNV staff to coordinate, provide hand-on support and encouragement.

Program 1.2.2: Learning about the use of Creative Communication Methods (LICM): Overall the implementation of LICM project is on track with much improved relationship with partners experienced in later half of the year and importantly enhanced knowledge among the partners and their staff about communication production, promotion of results and outcomes are achieved.

Key achievements gained under LICM project in 2017 include:

- A 'Formulation and Trainer of Trainers' workshop has been held in Vientiane March, 2017 to launch the project with all LICM partners: disabled people's organizations, LGBT community and the Youth Association (young female garment workers) and UNFPA as well.
- **Proud To be Us (PTBU)** organized a co-creative workshop with a lesbian community in Vientiane; They also produced with support from the project a shadow drama on SRHR issues among LGBTI youth. The play can be watched on YouTube through https://www.youtube.com/watch?v=GGUiy_lv3xA.
- **Vientiane Youth Centre (VYC)** performed a shadow drama in one garment factory that provoked discussion about Sexual and Reproductive health and Rights of girls working in that factory;

- The **Lao Disabled People Association (LPDA)** organized 2 co-creative workshops and lobby event with youth.
- LICM program was presented in different fora and settings, particularly in an international meeting in The Hague and during the Adolescent Health day event in Vientiane, Laos.
- Several training workshops have been organized with the key partners and stakeholders in Laos.
- Organized an exchange visit for two partners (PTBU and LPDA) to peer-organizations in Cambodia for cross learning and discussion on possible future collaboration.

Key lesson learned from LICM in 2017 include:

- It was practical and useful to link LICM project to LEARN to progress faster with implementation (saving time from official MOU process). There have been more discussion and coordination between the two project teams for activity implementation and reporting especially for the real benefits of integration and co-financing.
- The issues raised by especially the LGBT community go beyond SRHR, the theme of the project. They also expressed their disempowering status in society. This disempowering status is a root problem that not only leads to poor SRHR, but also to an overall lack of chances of and opportunities for these target groups.
- We met some challenges in reaching directly to the targeted beneficiaries, especially the girls in garment factories and members of the LGBT network. The girls work long hours and the MCNV Lao Coordinator can only visit them in presence of VYC. Foreigners are not allowed in the premises of the factories. Our partner - VYC is a government body and it is still a long way to go in Laos before meaningful involvement of grass-root beneficiaries is promoted or integrated in the work of the government body such as VYC. For direct reaching out (peer workshops) to members of the LGBT network, it was found too sensitive now for Laos.

Program 1.2.3: Collaboration and Networking to Enhance Education and Nutrition – CANTEEN:

Although it was anticipated that the project implementation would only be started in the latter half of 2017, the implementation of the project activities in 2017 were at an early stage because of the delay in getting the MOU approval.

Key achievements gained under CANTEEN in 2017 include:

- Started the MOU application process in February and stakeholder's meetings in March at district and provincial level to explain about the project design and its activities.
- Submitted in early May a communication and visibility plan for CANTEEN as part of the requirement by the EU.
- In June 2017, we got letter of intent signed by the district governor of Nong to support the implementation of the project in his district;
- With approval from the district and province, the project team proceeded with purchase of the equipment as included in the project (e.g. computers, tablets, motorbikes, etc.)
- We supported the establishment of the district nutrition coordination committee (multi-sector and chaired by the district vice governor) with a clear TOR for the different offices and how the work is coordinated. This is part of the activities designed by the project.
- In early August, after several meetings and discussions, we got the letter of intent signed by Savannakhet provincial governor to support the implementation of the project in the province;
- The MOU documents were submitted in September to Ministry of Health for last approval process at national level;
- Capacity - building need assessment for village and district level stakeholders organized and from this an activity plan for capacity building was made for the whole project duration for these stakeholders.
- Participatory action planning process with district partners (agriculture, health, education and women's union) to map out detailed activities to be implemented by each of the offices under the project in 2018.

- Baseline survey was conducted in December involving data collection in 20 selected villages under CANTEEN.

Key lesson learned from CANTEEN program in 2017 include:

- Though anticipated, the MOU process still takes is too time consuming at the national level. Informally, the team recognised that because the project has no activities or intervention at the national level, this may present less motivation for the offices under Ministry of Health. In addition, the funding for this program is under the EU budget line for supporting civil society, the Ministry of Health was thus reluctant to sign the letter of intent because they think that it is outside of their area of responsibility.
- A positive point for CANTEEN is that it seems the co-financing requirements are well planned right from the beginning (with funding from AFAS and WOTRO). Yet, coordinating this is not easy, especially with WOTRO where the types of activity are very different. There is less understanding of the project design and it involves too many people (PhD students in Laos, PhD student in Amsterdam, VU and the link with Vietnam, etc.).

B-2 Remuneration Director

The Supervisory Board has set the remuneration policy of MCNV. It also has set the remuneration of the director. The overview shows the remuneration of the director in 2016 and 2017. Members of the Supervisory Board do not receive remuneration.

MCNV	Director 2017	Director 2016*
Type of contract	Definite (1 year)	Definite (1 year)
Hours	37,5	37,5
Labour Percentage	100%	100%
Labour Period	12 months	12 months
Gross salary per year	66.066	64.704
Holiday allowance	5.285	2.138
Other taxable allowances	980	-
Variable income	-	-
Subtotal remuneration	72.331	66.842
Social Security costs (paid by employer)	9,639	9.660
Taxable disbursements	-	-
Pension contributions	14.038	13.733
Other (future) benefits	2.243	-
Severance pay	-	-
Subtotal other costs	25.920	23.393
Total Salary Costs	98.251	90.235

* The first three month of 2016 there was in addition a hand over period from the old director to the current director.

B-3 Training courses, seminars and webinars of MCNV staff

MCNV	Training course/ seminar/ webinar	By
Amsterdam	Dagmar Doeleman In-house emergency services	Kompas Veiligheidsgroep
Amsterdam	Dagmar Doeleman Adequate managing of personal data	Solidaridad Engineering company Witteveen+Bos TalkKing Results Akke Schuurmans The 9 th APCRSHR Secretariat ASEAN CBR Network (Protem), PSIKI, CBR Network Malaysia, Faculty of Medicine and Health and University of Muhammadiyah Jakarta MDF – Vietnam, EuroCham CWD - Vietnam Hanoi Social Insurance Agency
Amsterdam	All staff Becoming an network organization. Introduction to water, energie, climate engineering prospects	
Amsterdam	All staff Long term strategy planning	
Laos (Vientiane)	Planning, monitoring, evaluation, learning workshop	
Vietnam (CVN Office)	Asia Pacific Conference on Sexual Reproductive health, Ha Long, Quang Ninh	
Vietnam (Hanoi Office)	Pham Dung ASEAN CBR Workshop for CBR innovator, CBR implementer or any person with commitment to develop/ implement CBR, Jakarta, Indonesia	
Vietnam (Hanoi Office)	Nguyen Thi Thu Loan Improving your organizational culture	
Vietnam (Hanoi Office)	Nguyen Quoc Anh & Tran le Hieu Filming the development in Vietnam	
Vietnam (Hanoi Office)	Vu Thi Hong Nhung Training on Decision No. 595/QD-BHXX dated April 14, 2017 on Procedures for collection of social insurance contributions and premiums of health insurance, unemployment insurance, occupational accident and occupational disease insurance	

B-4 Risk Management

Risks in order of priority and proposed mitigation strategies:

Insufficient funding

Risk: MCNV requires institutional funding to continue its work in Vietnam and Lao PDR and to carry out the functions of the office in Amsterdam. In 2017 we managed to get some new founding from private foundations and through USAID, but we require additional funding. The main risk remains with the funding of the Amsterdam office and the Vietnam offices and programs.

Mitigation: MCNV has already introduced a systematic and intensive acquisition strategy. We must continue this approach. We now update and discuss our acquisition plans between the offices monthly, and an international acquisition team is operational. MCNV responds to tenders, pro-actively examine plans of donors and discuss and act on possibilities of funding through different sources such as the Dutch government tenders (Netherlands Enterprise Agency etc.) and the Dutch Zip Lottery (NPL). Additionally, MCNV is extending its network of partners, and we notice that this gradually is paying off, by being involved by partners in proposals etc. Being successful in acquiring new funding, requires a long-term approach of building relationships. We have been invested a lot in building these relationships, now we notice that we are better positioned for funding opportunities.

Capacity in Lao PDR

Risk: the two EU programs in Lao PDR are very demanding. A high level of capacity is required to meet the EU requirements. In 2016 the EU warned MCNV to speed up and intensify several components of the LEARN program in Lao PDR. Also, two out of six Lao MCNV staff members left. Only two out of the four remaining Laotian staff members speak English well and they are in administrative functions. The overall low staff capacity complicates meeting the reporting and capacity developments requirements of the EU. Main risk in Lao PRD.

Mitigation: in 2017, a new country director and program manager for LEARN have been recruited and other capable staff has been added to our team in Lao PDR as well. We now see that the backlog in the LEARN program is gradually eliminated. This mitigates the risk of eventual program sanctions by the EU. Training requirements of the current staff in Lao PDR are now mapped out further and we have started to build the capacity of our team further. Furthermore, capable staff have been recruited to meet requirements of the CANTEEN program.

Lack of effective networks and alliances

Risk: Our 'branding' to the outside world is not yet clear and convincing.

Mitigation: all offices are actively developing networks, and positioning MCNV, and we expect that this gradually may open new funding possibilities. We now allocate time and people to further work on the positioning of MCNV, within South East Asia, The Netherlands and international networks.

Decrease of private donors in the Netherlands

Risk: fewer private donors contributing to MCNV will lead to decreased private funding and possibly to decreased social relevance.

Mitigation: current strategies to encourage existing donors to stay will be continued. Additional efforts to access new private funding sources, like for example from family funds and other private foundations, are gradually getting more successful.

Insufficient attention to evaluation and documentation

Risk: MCNV still lacks sufficient, high quality documentation to show what we have done, to be ready for developing project proposals and to present MCNV in public forums or introduce MCNV to potential partners. It is also important to be a learning organization: when activities and results are not documented they cannot easily be shared within MCNV.

Mitigation: there has been a good improvement in making videos, recording materials, developing flyers and other ways for dissemination of the results of our work, and producing background documents on what we do and have achieved. A shared filing system on Google Drive has been set up, which is accessible by all employees, but requires additional development though.



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1. BALANCE SHEET 31 December 2017

	31 december 2017		31 december 2016	
ASSETS	€	€	€	€
<i>Fixed assets</i>				
Tangible fixed assets		1.612		1.214
Financial fixed assets		<u>556.783</u>		<u>457.176</u>
		558.395		458.390
<i>Current assets</i>				
Receivables	76.704		12.805	
Cash and cash equivalents	<u>1.319.407</u>		<u>1.846.269</u>	
		1.396.111		1.859.074
		<u>1.954.506</u>		<u>2.317.464</u>
EQUITY AND LIABILITIES				
Foundation equity				
Continuity reserve	365.638		611.475	
Reserve for replacement of tangible fixed assets	1.612		1.214	
Revaluation reserve	0		0	
Project Reserve	<u>0</u>		<u>0</u>	
		367.250		612.689
Appropriated funds		<u>549.966</u>		<u>717.818</u>
		917.216		1.330.507
<i>Long-term liabilities</i>		0		32.000
<i>Short-term liabilities</i>		1.037.290		954.957
		<u>1.954.506</u>		<u>2.317.464</u>

2. INCOME STATEMENT 2017

	Result 2017	Budget 2017	Result 2016
	€	€	€
INCOME			
Benefits from private individuals	555.376	844.785	663.436
Benefits from companies			
Benefits from lottery organisations			
Benefits from governmental grants	835.533	951.137	442.992
Benefits from related non-profit organizations			
Benefits from other non-profit organizations	225.646	466.265	37.323
Benefits from products and consultancy	1.297	0	409
Result from Investments	111.681	25.000	48.084
Other income	-26.095	0	2.426
Total Income	1.703.438	2.287.187	1.194.670
EXPENDITURES			
Expenses for Objectives			
Structural project support	1.799.318	2.247.088	1.512.595
Communication	106.879	125.058	113.500
	1.906.197	2.372.146	1.626.095
Expenses for Fundraising			
Expenses private fundraising	73.540	100.554	69.445
Expenses for joint actions	0	0	0
Expenses for actions by third parties	0	0	0
Expenses for raising Governmental & Institutional grants	0	0	802
Expenses for shares	0	0	0
	73.540	100.554	70.247
Expenses for Management & Administration			
Expenses for Management & Administration	136.992	149.646	125.316
Total expenditure	2.116.729	2.622.346	1.821.658
Result	-413.291	-335.159	-626.988
Change			
FOUNDATION EQUITY	-413.291	-335.159	-626.988

	Result 2017	Budget 2017	Result 2016
The profit/loss has been charged to the foundation equity as follows:			
<i>Appropriated funds</i>			
Sexual & Reproductive Health and Rights	994		47.118
Infectious diseases (ID-Mal)	0		-17.828
Disability	4.617		47.317
Microcredit revolving fund	-32.000		0
Community Managed Health Development	9.706		-101.831
Community Manged Health & Livelihood	0		0
Women Empowerment (WE)	-11.502		11.502
Social Enterprice	0		0
LEARN (EU)	-45.060		-49.318
US-AID occupational training	-133.580		-22.593
US-AID speech therapy	38.973		
ASR MVO	0		0
Balance change appropriated funds	-167.852		-85.633
Tangible fixed assets	398		-821
Continuity Reserve	-245.837		-206.265
Project Reserve	0		-344.669
Change Foundation EQUITY	-413.291	-335.159	-637.388

3. ACCOUNTING PRINCIPLES

General: the general principle for the valuation of assets and liabilities, as for determining the result, is the price of acquisition. Unless stated otherwise, assets and liabilities are shown at their nominal values.

Guideline for annual reporting 650 by the Dutch Accounting Standards Board: MCNV's annual account was composed in accordance with this guideline.

Foreign Currencies: in the balance sheet, foreign currencies are converted to € at the exchange rate of the balance sheet date. Transactions in foreign currencies are converted to € at the exchange rate on the transaction date. Currency results from advances and settlements of projects are in general reported at that specific project under own activities structural project support.

Dutch law called “Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector” (WNT): The purpose of the Standards for Remuneration Act (WNT) is restricting excessive remuneration and severance payments in the public and semi-public sector. Remuneration at MCNV is in accordance with this act.

ACCOUNTING PRINCIPLES BALANCE SHEET

Tangible fixed assets: tangible fixed assets necessary for operational management are valued at acquisition value depreciated over their estimated life time. Depreciation is a fixed percentage of the acquisition value. Tangible fixed assets that are used directly in the context of the objective and can be charged to one specific project, will be charged directly to this project.

Investments: investments in listed shares are valued at market value at the balance sheet date. Unrealised and realised differences in value are reported in the statement of income and expenses.

Receivables: receivables are recognised initially at fair value minus a provision in case they are unrecoverable. When a receivable is unrecoverable, it is written off.

Cash and cash equivalents: include cash-in-hand, bank balances and deposits held at call with maturities of less than 12 months. Cash and cash equivalents are stated at face value.

Equity

Continuity Fund and Project Reserve: part of the foundation's equity that is allocated to projects, allocated for replacement of tangible fixed asset or is used as a fund for the continuity of the organization.

Appropriated funds

Appropriated funds represent the value of income that is not yet spent, this income is acquired for a specific purpose. There is not yet a contractual obligation for these appropriated funds. Appropriated funds can be created by a decision of the director. The average percentage of fundraising costs for the last 3 years is seen as overhead contribution.

Pension provision

MCNV is member of PFZW, this is a pension fund based on the average salary the employee receives. In the annual account the pension contribution of MCNV is administered as a defined contribution arrangement. The premiums paid in a year are justified as expenses in that year.

Future changes in pension contribution by the development of salaries, price indexation and return on investment of the income of the pension fund are a risk. In the balance sheet of MCNV these risks are not reflected in a provision. When a shortfall of PFZW occurs MCNV only has the obligation to pay higher future contributions, additional contributions are not applicable.

Liabilities

Short-term liabilities are liabilities with a maximum duration of one year.

Long-term liabilities have a duration of more than one year.

PRINCIPLES DETERMINING THE RESULT INCOME

Donations, legacies, inheritances and benefits from actions: are accounted for in the year in which the amounts were received.

Result from sales of goods: are accounted for in the year in which the goods were sold.

Governmental & Institutional grants: are accounted for in the period in which they are awarded and its activities started. Difference between received and committed benefits from grants are accounted for in the statement of income and expenditure in the year the differences appear.

Result on Investments: the realised and unrealised value adjustments on investments, the related income and expenses from interest and any dividends received in the year.

EXPENDITURE

Expenses for Objectives: are included under own activities. Differences between paid and committed expenses from grants are included in the statement of income and expenditure in the year in which the differences appear.

Received grants for programs that are not yet executed are accounted for as short-term liabilities. This way the grant remains available for program expenses to be spend.

The actual costs at the balance sheet date and corresponding grants are accounted for in the statement of income and expenditure under “Governmental & Institutional grants” and “Structural project support”.

Staff expenses of MCNV are allocated to the various projects and objectives based on an estimate of the hours spent per project.

MCNV’s other implementation expenses are allocated to the project at the rate of the direct on behalf of the project or objective costs incurred.

Expenditure on behalf of the objective based on cash accounting: some institutional donors require financial reporting on the programs they fund based on cash accounting. To meet the requirements of the institutional donor the local auditor certifies the financial reports on cash accounting. Condition is that the subsidised projects have a duration of more than one year.

To maintain the connection between the financial project reports to institutional donors and the other financial records, MCNV has chosen to only include those projects, on cash accounting, in the annual account when is a requirement of the institutional donor.

Depreciation: depreciation of tangible fixed assets is calculated with 20% - 33 1/3% of the acquisition value.

4. CLARIFICATION OF BALANCE SHEET 31 DECEMBER 2017

	<u>31-12-2017</u>
1. BALANCE SHEET 31 December 2017	€
Tangible fixed assets	1.612
Inventory	
Purchase value 1 January 2017	50.940
Purchases 2017	<u>849</u>
	51.789
Accumulated depreciation until 2017	49.726
Depreciation 2017	<u>451</u>
	<u>50.177</u>
Balance as at 31 December 2017	<u><u>1.612</u></u>

The depreciation period for inventory is 3 or 5 years

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
FINANCIAL FIXED ASSETS	556.783	457.176
Shares		
Value of shares 1 January	457.176	408.618
Reinvestment dividend	0	8.246
Profit	<u>99.607</u>	<u>40.312</u>
Value of shares 31 December	<u><u>556.783</u></u>	<u><u>457.176</u></u>

The portfolio:

BNP Netherlands Fund	115.852	108.123
Wolters Kluwer	<u>440.931</u>	<u>349.053</u>
	<u><u>556.783</u></u>	<u><u>457.176</u></u>

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
Receivables and accrued asset	76.704	12.805

Recapitulation

Dividend taxes	3.479	3.701
Debtors	0	0
US-AID / OT	66.058	0
Other receivables	2.815	4.596
Prepaid expenses	<u>4.352</u>	<u>4.508</u>
	<u><u>76.704</u></u>	<u><u>12.805</u></u>

Taxes and social premiums payable

Dividend taxes	<u><u>3.479</u></u>	<u><u>3.701</u></u>
----------------	---------------------	---------------------

	31-12-2017	31-12-2016
	€	€
US-Aid		
Balance 1 january	-48.508	
Correction of financial statements Vietnam 2016	48.508	
Received advances	-134.990	
Calculated subsidy	201.048	
Exchange differences	0	
Subsidy	0	
	<u>66.058</u>	

	31-12-2017	31-12-2016
	€	€
<i>Other receivables</i>		
Interest	29	507
Various	2.786	4.089
	<u>2.815</u>	<u>4.596</u>

<i>Prepaid Expenses</i>		
Insurance and other fixed costs	4.352	4.508
	<u>4.352</u>	<u>4.508</u>

CASH AND CASH EQUIVALENTS

The Netherlands:

Cash	39	91
Triodos Bank, account-courant 760	89.815	0
ABN-AMRO Bank N.V., account - courant 047	8.621	250.759
ABN-AMRO Bank N.V., interest account	56.369	355.586
ABN-AMRO Bank N.V., US \$ account	2.109	2.109
ABN-AMRO Bank N.V., account - courant 297	63.929	82.402
ABN-AMRO Bank N.V. Learn account-courant 209	247.630	167.879
ING bank 1090400	134.101	60.289
ING bank 1090400, interest account	3.227	3.140
ING bank 1706415	4.896	2.594
ING bank 1706415, interest account	23.641	33.496
Subtotal	<u>634.377</u>	<u>958.345</u>

Vietnam & Lao PDR:

Vietnam central bank	444.287	397.907
Lao PDR office	240.743	27.785
Lao PDR office, regarding European Commission	0	462.232
Subtotal	<u>685.030</u>	<u>887.924</u>

TOTAL	<u>1.319.407</u>	<u>1.846.269</u>
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Cash and cash equivalents are for free disposal

	31-12-2017	31-12-2016
RESERVES AND FUNDS	€	€
Balance 1 January	611.475	817.740
	<u>-245.837</u>	<u>-206.265</u>
Continuity Fund	<u>365.638</u>	<u>611.475</u>
 Appropriate Reserve	 1.612	 1.214
Balance 1 January	1.214	2.035
Supplement	849	0
Withdrawal	<u>-451</u>	<u>-821</u>
Balance 31 December	<u>1.612</u>	<u>1.214</u>
 Project reserve		
Balance 1 January	0	344.669
Mutation from statement of Income and Expenditure	<u>0</u>	<u>-344.669</u>
Balance 31 December	<u>0</u>	<u>0</u>
 Appropriated Funds		
Infectious diseases (ID-Mal)	0	0
Disability (inc Phu Yen Special School)	107.554	102.937
Community Managed Health Development (CMHD)	76.664	66.958
Women Empowerment (WE)	0	11.502
Sexual & Reproductive Health and Right (SRHR)	48.111	47.117
LEARN (EU)	239.488	284.548
US-AID occupational training	0	133.580
US-AID speech therapy	38.973	0
Microcredit revolving fund	0	32.000
Social Enterprise (KBU)	28.776	28.776
ASR MVO	<u>10.400</u>	<u>10.400</u>
	<u>549.966</u>	<u>717.818</u>
 Explanation progress Appropriated Funds		
 Infectious Diseases (ID-Mal)		
Balance 1 January	0	17.828
Received donations	0	26.746
Balance to SRHR	0	-31.311
Spent on objective	<u>0</u>	<u>-13.263</u>
Balance 31 december	<u>0</u>	<u>0</u>
 Disability (inc Phu Yen Special School)		
Balance 1 January	102.937	55.620
Received donations	54.453	109.303
Contribution in overhead	-6.262	-11.805
Spent on objective	<u>-43.574</u>	<u>-50.181</u>
Saldo per 31 december	<u>107.554</u>	<u>102.937</u>

	31-12-2017	31-12-2016
	€	€
Community Managed & Health Development (CMHD)		
Balance 1 January	66.958	168.789
Balance CMHLD	0	0
Received donations	31.931	42.008
Contribution to overhead	-3.672	-4.537
Spent on objective	-18.553	-139.302
Balance 31 december	<u>76.664</u>	<u>66.958</u>
Women Empowerment (WE)		
Balance 1 January	11.502	0
Received donations	43.944	103.918
Contribution to overhead	-4.219	-11.223
Spent on objective	-51.227	-81.193
At the expense of the project reserve	0	0
Balance 31 december	<u>0</u>	<u>11.502</u>
Sexual & Reproductive Health and Rights		
Balance 1 January	47.117	0
Donations Infectious Diseases	0	26.746
Received donations	37.153	63.603
Contribution to overhead	-4.272	-9.758
Spent on objective	-31.887	-33.474
At the expense of the project reserve	0	0
Balance 31 december	<u>48.111</u>	<u>47.117</u>
LEARN (EU)		
Saldo per 1 january	284.548	333.866
Supplement	83.720	0
Contribution to overhead	0	0
Spent on objective	-128.780	-49.318
Balance 31 december	<u>239.488</u>	<u>284.548</u>
US-AID / OT		
Balance 1 january	133.580	156.173
Supplement	40.000	0
Contribution to overhead	0	0
To LEARN	-73.097	0
To continuity fund	-58.813	0
Spent on objective at the expense of MCNV	-41.670	-22.593
Balance 31 December	<u>0</u>	<u>133.580</u>

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
US-AID / ST		
Balance 1 january	0	0
Supplement	50.000	0
Contribution to overhead	0	0
Spent on objective at the expense of MCNV	-11.027	0
Balance 31 december	<u>38.973</u>	<u>0</u>
Microcredit revolving funds		
Balance 1 januari	32.000	32.000
Received donations	0	0
Contribution to overhead	0	0
Spent on objective	-32.000	0
Balance 31 december	<u>0</u>	<u>32.000</u>
Social Enterprise (KBU)		
Balance 1 january	28.776	28.776
Positive result social enterprise	0	0
Spent on objective	0	0
Balance 31 December	<u>28.776</u>	<u>28.776</u>
ASR MVO		
Balance 1 january	10.400	0
Received	0	10.400
Spent on objective	0	0
Balance 31 december	<u>10.400</u>	<u>10.400</u>

MCNV organized several fundraising activities in 2017 to raise funds for a specific objective. These funds will only be allocated to that specific objective.

The appropriated reserves were charged with a contribution in overhead costs. This contribution was a percentage of the received income from fundraising, the average percentage costs for fundraising over the previous three years (11,5% over the years 2015 till 2017).

	31-12-2017	31-12-2016
	€	€
Long-term liabilities		
Contract obligations long-term	<u>0</u>	<u>32.000</u>
Short-term liabilities		
Recapitulation		
Contract obligations	217.659	41.676
Creditors	9.202	17.285
European Commission	500.946	578.454
US-Aid	0	48.508
Food Security and Nutrition (FSN)	122.835	191.043
Voice	53.429	0
Wotro	20.399	0
AFAS	39.421	0
Other short-term liabilities and prepayments	<u>73.399</u>	<u>77.991</u>
	<u>1.037.290</u>	<u>954.957</u>
Contract obligations		
Balance contracts with creditors 1 January	112.315	128.955
Contract obligations 2017	191.720	438.369
Actual incurred costs in fiscal year, excluding cash	-199.506	-430.838
Loans converted into gifts	-32.000	0
Settlement contracts	<u>-11.190</u>	<u>-24.171</u>
	61.339	112.315
Advances to partners	-37.485	-75.654
Other receivables/liabilities offices Vietnam/Lao PDR	193.805	37.015
Contract obligations 1> year	<u>0</u>	<u>-32.000</u>
	<u>217.659</u>	<u>41.676</u>
Creditors	<u>9.202</u>	<u>17.285</u>
European Commission		
Balance 1 january	578.454	250.316
Received advances	434.629	561.698
Received interest	0	212
Exchange rate differences	0	-173
Calculated grant 1/1 untill 30/4	-142.079	-74.166
Calculated grant 1/5 until 31/12	-370.058	-159.433
Reduction subsidy year 1 & 2.	<u>0</u>	<u>0</u>
	<u>500.946</u>	<u>578.454</u>

	31-12-2017	31-12-2016
	€	€
US-Aid		
Balance 1 january		0
Corrections financial statements Vietnam 2017		0
Received advances		186.542
Received interest		0
Exchange rate differences		1.932
Subsidy		<u>-139.966</u>
		<u>48.508</u>
Canteen		
Balance 1 january	191.043	0
Received advances	0	191.043
to be received	0	0
Exchange rate differences	0	0
Calculated subsidy	<u>-68.208</u>	<u>0</u>
	<u>122.835</u>	<u>191.043</u>
Voice		
Balance 1 january	0	0
Received advances	145.000	0
Received interest	0	0
Exchange rate differences	0	0
Calculated subsidy	<u>-91.571</u>	<u>0</u>
	<u>53.429</u>	<u>0</u>
Wotro		
Balance 1 january	0	0
Received advances	81.191	0
Received interest	0	0
Exchange rate differences	0	0
Calculated subsidy	<u>-60.792</u>	<u>0</u>
	<u>20.399</u>	<u>0</u>
AFAS		
Balance 1 january	0	0
Received advances	52.304	0
Received interest	0	0
Exchange rate differences	0	0
Calculated subsidy	<u>-12.883</u>	<u>0</u>
	<u>39.421</u>	<u>0</u>

	<u>31-12-2017</u>	<u>31-12-2016</u>
	€	€
Other short-term liabilities		
Holiday allowance/Holiday leave	17.053	19.576
Income taxes	8.918	8.000
Pension fund	390	414
Auditors fee	14.250	14.250
Administration office	7.000	7.000
Bank expenses	1.206	0
VU	12.145	25.456
Others	12.437	3.295
	<u>73.399</u>	<u>77.991</u>

Off-balance sheet Rights and Obligations

Rights

Donations with an agreement periodic gift

Donations to an ANBI organization, like MCNV, can be tax deduct, under the condition that an agreement for a periodic gift for a period of at least five years is signed, using the format of the Dutch Tax authority. On 31 December 2017, the number of donations registered with such an agreement was € 63.183, -
These donations are specified in the statement of Income and Expenditure

European Commission

30 December 2014 MCNV signed a contract for a grant for Lao PDR from the European Commission: the LEARN program for a period of 5 years. The program started 1 May 2015 and will end 30 April 2020. The contract value is € 2.168.269.

On December 14th, 2016 MCNV signed a grant contract coming from the European Commission to implement a program in Lao PDR on nutrition: the CANTEEN program running for a period of 54 months, starting from January 1st, 2017. The contract value is € 983,235.

US-AID - Handicap International

Vietnam Advancing Leadership on Rehabilitation (VALOR) a five-year program funded by US-AID, Handicap International is the lead partner, MCNV a subcontractor. The program started August 2015 and will end 31 December 2020. The contract was signed in 2015 for an amount of US\$ 968.413.

US-AID – VietHealth

This five-year program aims at establishing a solid foundation for development of an official education system of SALT profession in Vietnam. Funded by US-AID, VietHealth is the lead partner, MCNV a subcontractor. The program started on October 1st, 2017 and will end 30 September 2022. The sub-contract was signed in 2017 for an amount of US\$ 1,125,210.

Obligations

Rental contract

In 1974 MCNV started renting the office building at the Weteringschans 32, Amsterdam. The rent is yearly indexed. From 1 juli 2017 the rent is € 1.500, - per month.

Pension provision

MCNV is member of the PFZW pension fund, risks (obligations) for MCNV in participating in PFZW are not shown as provision in the balance.

5. CLARIFICATIONS OF STATEMENT OF INCOME AND EXPENDITURE 31 DECEMBER 2017

	Result 2017	Budget 2017	Result 2016
	€	€	€
Benefits from private individuals	555.376	844.785	663.436
Actions donations	116.672	130.000	166.138
Non-specific donations	295.694	275.000	293.432
Specific donations	143.010	439.785	191.379
Inheritance and legacies	0	0	12.487
Total	<u>555.376</u>	<u>844.785</u>	<u>663.436</u>
Actions donations			
Community Managed Health & Livelyhood Development	29.681		7.892
Comm. Based Rehabilitation & IE	26.894		66.903
WE Womens Empowerment	42.944		36.918
SRHR	17.153		27.679
Infectious diseases	0		26.746
Total	<u>116.672</u>	<u>130.000</u>	<u>166.138</u>
Benefits from products and services			
<i>Results from sales of goods</i>			
Netto turnover	8.027	0	6.832
less: cost price	-6.730	0	-6.423
Gross result	<u>1.297</u>	<u>0</u>	<u>409</u>
Benefits from governmental grants			
<i>Registered on transaction base</i>			
NL / MFS II MCNV for TEA program	0	0	69.428
<i>Registered on cash basis</i>			
EU / LEARN	512.137	599.538	233.598
EU / Canteen / Food Security and Nitriton (FSN)	68.208	209.312	0
US-AID / OT, received	128.993	142.287	139.966
US-AID / OT, accrued income	72.055	0	0
US-AID / ST, received	54.140	0	0
	<u>835.533</u>	<u>951.137</u>	<u>442.992</u>

	Result 2017	Budget 2017	Result 2016
	€	€	€
Benefits from other non-profit organizations			
<i>Registered on transaction base</i>			
Local partners	10.622	0	16.610
Fundraising Vietnam	49.778	52.942	20.713
Target inst. Funds to be raised	0	65.000	0
<i>Registered on cash basis</i>			
Oxfam / Voice	91.571	186.916	0
Wotro / Food Security and Nitrition (FSN)	23.649	20.250	0
Wotro / NSA	14.347	0	
Wotro / General	22.796	0	
AFAS / Food Security and Nitrition (FSN)	12.883	0	0
Lumpsum OHC	0	141.157	0
	<u>225.646</u>	<u>466.265</u>	<u>37.323</u>
Result investments			
<i>Shares</i>			
Result on change in value	99.607		40.312
Dividend shares	12.074		7.772
	<u>111.681</u>	<u>25.000</u>	<u>48.084</u>
Others			
Interest bankaccounts	1.471		3.324
Currency result	-27.566		-898
	<u>-26.095</u>	<u>0</u>	<u>2.426</u>
EXPENSES FOR OBJECTIVES			
Structural project support			
Programs registered on transaction base	191.720	421.967	428.725
Settlements projects previous years	-11.190	0	-14.527
Programs registered on cash base	1.130.515	1.484.948	494.371
Other project expenses	0	0	0
<i>Grants and contributions</i>	<u>1.311.045</u>	<u>1.906.915</u>	<u>908.569</u>

	Result 2017	Budget 2017	Result 2016
	€	€	€
<i>Programs registered on transaction base</i>			
SRHR (vh HIV / AIDS)	25.810	22.122	35.313
Malaria	0	0	13.263
Community Based Rehabilitation Inclusive Educ.	51.778	88.709	56.669
Community Managed Health & Livelihood Development	45.233	118.686	139.302
Women Empowerment (WE)	65.399	78.380	85.893
Support Training Institutes (STI)	3.500	0	7.312
HRH Progr Human Resource for health	0	5.600	0
TEA / MFSII for Vietnam	0	0	92.522
TEA / MFSII for other countries	0	0	-1.549
TA MCNV programs funded by private donors	0	108.468	0
New programs	0	2	0
Subtotal	191.720	421.967	428.725
<i>Programs registered according to actual project-costs per report-date (cash-base) projectkosten per verslagdatum</i>			
Learn	640.171	787.673	297.129
US-AID / OT	208.351	210.889	189.002
US-AID / ST	55.136	0	0
Greenway School	0	0	8.240
Food Security and Nitriton(FSN)	0	286.386	0
L.I.C.M.	84.975	200.000	0
Wotro	60.792	0	0
Canteen	68.207	0	0
AFAS	12.883	0	0
Subtotal	1.130.515	1.484.948	494.371
Total	1.322.235	1.906.915	923.096
Other project expenses	0	0	0
Settlement projects previous years	-11.190	0	-14.527
Subsidies and contribution	1.311.045	1.906.915	908.569
Publicity and Communication	8.589	0	9.133
Staff expenses	401.157	282.060	482.187
Housing expenses	27.278	11.323	11.176
Office and general expenses	50.403	46.790	101.096
Depreciation and interest	240	0	434
Totale structural project support	1.798.712	2.247.088	1.512.595

CBF requires a specification of the remuneration of the director, see annex B-2. Besides a specification is required for the Standards for Remuneration Act (WNT):

1. Remuneration Board of Director

Amount x € 1	G.J.Paardekooper
Position	Board of Director
Duration of the employment in 2017	1/1 - 31/12
FTE in the year 2017	1,0
Former senior official?	no
(Fictive) employment?	no
Individual WNT-maximum	168.000
Remuneration	98.251
Taxable fixed and variable expense allowances	0
Provisions for post-employment benefits	0
<i>Subtotal</i>	98.251
-/- Undue payment	0
Total remuneration	98.251
Obligated motivation in case of exceeding the individual WNT-maximum	-
2016 data	
Duration of the employment in 2016	1/1 – 31/12
FTE in the year 2016	1,0
Remuneration	90.235
Taxable fixed and variable expense allowances	-
Provisions for post-employment benefits	-
Total remuneration 2016	90.235

2. Remuneration Members of the Supervisory Board

Amount x € 1	M.I.A. Postma-Rustenhoven	H. van de Ruit	L.N. Hoat	M. Smits	P. van den Hombergh	W.N.J. Welbers
Position	Acting Chair	Member	Member	Member	Member	Member
Duration of the employment in 2017	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12
Individual WNT-maximum	25.200	16.800	16.800	16.800	16.800	16.800
Remuneration	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0
Provisions for post-employment benefits	0	0	0	0	0	0
<i>Subtotal</i>	0	0	0	0	0	0
-/- Undue payment	0	0	0	0	0	0
Total remuneration	0	0	0	0	0	0
2016 data						
Duration of the employment in in 2015	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 - 31/12	1/1 – 31/12	1/1 – 31/12
Remuneration	0	0	0	0	0	0
Taxable fixed and variable expense allowances	0	0	0	0	0	0
Provisions for for post-employment benefits	0	0	0	0	0	0
Total remuneration 2016	0	0	0	0	0	0

Cost Allocation:

Grants and Contributions

Grants and Contributions were entirely allocated to direct project expenses.

Communication

Costs refer to 3 activities: structural project support, communication and fundraising. At the moment of spending the costs were allocated to one of these activities. The only exception is MCNV's quarterly newsletter, these costs were allocated as follows:

- 60% of the total costs are communication costs
- 40% of the total costs are fundraising costs

Staff expenses

For each staff member was determined annually how much of his/ her time (percentage) was for direct (project) costs and how much was indirect. Each staff member filled in a time registration sheet. A calculation was made of direct versus indirect time, to calculate the hourly rate.

Housing expenses

In Amsterdam, the housing expenses are spread over all activities. Starting point is to allocate staff costs from the Amsterdam office to activities. Housing expenses in Vietnam and Lao PDR are allocated entirely to structural project support.

Office and General expenses

These expenses can be divided in:

- Expenses that are entirely allocated to Management & Administration
- Expenses with staff costs of the Amsterdam office as starting point
- Expenses with a fixed allocation for each general ledger account
- Expenses for which the allocated activity will be determined for each booking

Office and General expenses in Vietnam and Lao PDR are allocated entirely to structural project support.

Depreciation and interest

In Amsterdam, the depreciation and interest are spread over all activities. Starting point is to allocate staff costs from the Amsterdam office to activities.

DESTINATION CATEGORY OF EXPENDITURE (as RJ650 prescribes for income statement)

Destination category of expenditure 2017	Expenditure towards objective		Expenditure towards fundraising					Management & Admin	Total
	Structural project support	Communication	Own fundraising	Joint actions	Third parties	Grants	Investments		
Budget 2017 €									
Grants	1.906.915	0						0	1.906.915
Contributions	0	0	0	0	0	0	0	0	0
Procurements	0	0	0	0	0	0	0	0	0
Outsourcing	0	0	0	0	0	0	0	0	0
Communication	0	69.860	30.640	0	0	0	0	0	100.500
Staff expenses	282.060	40.102	51.150	0	0	0		71.343	444.655
Housing Expenses	11.323	2.387	3.044	0	0	0	0	4.246	21.000
Office & General expenses	46.790	12.709	15.720	0	0	0	0	74.057	149.276
Depreciation and interest	0	0	0	0	0	0	0	0	0
Total	2.247.088	125.058	100.554	0	0	0	0	149.646	2.622.346

Destination category of expenditure 2017	Expenditure towards objective		Expenditure towards fundraising					Management & Admin	Total 2017	Budget 2017	Total 2016
	Structural project support	Communication	Own fundraising	Joint actions	Third parties	Grants	Investments				
Actual result 2017 €											
Grants	1.311.651	0	0	0	0	0	0	0	1.311.651	1.906.915	908.569
Contributions	0	0	0	0	0	0	0	0	0	0	0
Procurements	0	0	0	0	0	0	0	0	0	0	0
Outsourcing	0	0	0	0	0	0	0	0	0	0	0
Communication	8.589	58.377	14.688	0	0	0	0	0	81.654	100.500	89.511
Staff expenses	401.157	37.858	43.936	0	0	0	0	54.243	537.194	444.655	620.981
Housing Expenses	27.278	2.597	3.014	0	0	0	0	3.720	36.609	21.000	21.149
Office & General Expenses	50.403	7.988	11.834	0	0	0	0	78.945	149.170	149.276	180.628
Depreciation and interest	240	59	68	0	0	0	0	84	451	0	820
Total	1.799.318	106.879	73.540	0	0	0	0	136.992	2.116.729	2.622.346	1.821.658

Destination category of expenditure	Expenditure towards objective		Expenditure towards fundraising					Management & admin	Total
	Structural project support	Communication	Own fundraising	Joint actions	Third parties	Grants	Investments		
Actual results 2016 €									
Grants	908.569	0	0	0	0	0	0	0	908.569
Contributions	0	0	0	0	0	0	0	0	0
Procurements	0	0	0	0	0	0	0	0	0
Outsourcing	0	0	0	0	0	0	0	0	0
Communication	9.133	66.279	14.099	0	0	0	0	0	89.511
Staff expenses	482.187	35.617	42.415	0	0	730	0	60.032	620.981
Housing expenses	11.176	2.559	3.048	0	0	52	0	4.314	21.149
Office & general expenses	101.096	8.946	9.765	0	0	18	0	60.803	180.628
Depreciation and interest	434	99	118	0	0	2	0	167	820
Total	1.512.595	113.500	69.445	0	0	802	0	125.316	1.821.658

6. CONTROL STATEMENT INDEPENDENT AUDITOR

Annual Account

Annexes

F-I CLARIFICATION OPERATION COSTS FOR EACH LOCATION IN €

	Amsterdam	Vietnam	Laos	Total
Other expenses 2017				
Communication	72.459	-	-	72.459
Staff expenses	290.921	205.860	40.412	537.193
Housing expenses	19.954	13.488	3.168	36.610
Office and general expenses	108.173	52.398	(2.208)	158.363
Depreciation and interest	451	-	-	451
	<u>491.958</u>	<u>271.746</u>	<u>41.372</u>	<u>805.076</u>

	Amsterdam	Vietnam	Laos	Total
Other expenses 2016				
Communication	84.521	-	-	84.521
Staff expenses	294.327	280.081	53.960	628.368
Housing expenses	21.149	12.666	11.856	45.671
Office and general expenses	95.877	45.112	12.720	153.709
Depreciation and interest	821	-	-	821
	<u>496.695</u>	<u>337.859</u>	<u>78.536</u>	<u>913.090</u>

		<u>2017</u>	<u>2016</u>
Other expenses Amsterdam		€	€

Communication

Exhibition	-	2.528
Printed matter	-	2.782
Newsletter	36.721	34.353
Design	10.828	10.280
Writing and editing work	8.913	9.698
Ads	1.573	4.504
Meeting with private donors	3.224	2.197
Notary fees	-	-
Consultancy Fees	-	6.789
Travel expenses	8.589	9.133
Fundraising	-	-
Other	2.611	2.257
	<u>72.459</u>	<u>84.521</u>

Staff Expenses

Salaries	225.214	278.123
Social security and pension	89.379	106.667
Received sick payment	-	(24.650)
Other staff expenses	10.920	12.725
Charged staff salary	(34.592)	(78.538)
	<u>290.921</u>	<u>294.327</u>

	<u>2017</u>	<u>2016</u>
	€	€
<u>Housing expenses</u>		
Rent	17.955	17.928
Other housing expenses	<u>1.999</u>	<u>3.221</u>
	<u>19.954</u>	<u>21.149</u>
 <u>Office and General expenses</u>		
IT	909	1.479
Office Supplies	1.729	3.524
Telephone	939	988
Postage	1.404	937
Maintenance inventory	10	140
Maintenance database	11.177	6.647
Insurances	2.193	2.980
Contributions/Professional literature	5.863	5.978
Travel & Accomodation costs	3.551	12.554
Transport expenses	-	-
Representation	450	869
Expenses of the supervisory board	687	2.246
Administration Office	14.003	17.134
Auditors fee	13.695	14.250
Other consultancy	45.130	24.465
Notary Fees	-	-
Bank charges	5.074	4.884
 Charged office expenses	(4.922)	(10.176)
Other general expenses	<u>6.281</u>	<u>6.978</u>
	<u>108.173</u>	<u>95.877</u>
 <u>Depreciation and interest</u>		
Depreciation inventory	451	821
Interest	<u>-</u>	<u>-</u>
	<u>451</u>	<u>821</u>

Other expenses Vietnam and Laos 2017 €

	Vietnam	Laos	Total
Salaries	290.868	83.884	374.752
Meeting expenses	9.481	4.864	14.345
Other staff expenses	4.186	-	4.186
Rent	14.393	8.850	23.243
Housing expenses	4.375	-	4.375
IT	4.445	-	4.445
Photocopying	240	-	240
Office supplies	1.910	6.550	8.460
Telephony	1.341	1.535	2.876
Postage	562	-	562
Small purchases	1.663	6.874	8.537
Maintenance Inventory	159	-	159
Insurance inventory	277	-	277
Contributions/Professional Literature	1.094	-	1.094
Translation	-	983	983
Travel & Accomodation cost	5.957	5.003	10.960
Car	-	1.423	1.423
Representation	3.868	4.658	8.526
Public relations	128	-	128
Auditors fees	12.788	11.742	24.530
Monitoring & evaluation	-	-	-
Communication & Fundraising	9.195	23.521	32.716
Bank charges	1.027	595	1.622
Other expenses	-	-	-
Other general expenses	(665)	8.909	8.244
	<u>367.292</u>	<u>169.391</u>	<u>536.683</u>
Other	-	-	-
ICT	-	343	343
AON staff expenses	-	31.949	31.949
Less: charged staff expenses	(89.194)	(75.421)	(164.615)
Less: charged office expenses	(1.072)	(79.208)	(80.280)
Less: charged office expenses	(5.280)	(5.682)	(10.962)
Less: charged other expenses	-	-	-
	<u>271.746</u>	<u>41.372</u>	<u>313.118</u>
<u>Summary expenses</u>			
Office and general expenses	52.398	(2.208)	50.190
Staff expenses	205.860	40.412	246.272
Other expenses	-	-	-
Communication	-	-	-
Housing expenses	13.488	3.168	16.656
	<u>271.746</u>	<u>41.372</u>	<u>313.118</u>

