



ANNUAL ACCOUNTS 2023

Stichting WASTE
Binckhorstlaan 36 Unit C-174
2516 BE 'S-GRAVENHAGE



Table of Contents

Abbreviations	3
1.1 Review 2023: major programmes and funders	4
1.2 Outlook 2024	8
1.3 Risk management in WASTE	10
1.4 Financial results	11
1.5 Developments after closing	12
1.6 Supervisory Board Report	13
2. FINANCIAL STATEMENT 2023.....	15
2.1 Balance per 31 December (after appropriation of result)	15
2.2 Statement of income and expenditure	16
2.3 Cash Flow	17
2.4 Accounting principles	18
2.5 Accounting policies in respect of the valuation of assets and liabilities	19
2.6 Reserves and funds.....	20
2.7 Accounting policies in respect of result determination	20
2.8 Notes to the statement of financial position – tangible and financial fixed assets	21
2.9 Notes to the statement of financial position – current assets	23
2.10 Notes to the statement of financial position – equity.....	24
2.11 Notes to the statement of financial position – liabilities	25
2.12 Notes to the statement of income and expenditure.....	28
2.13 Post balance sheet events	28
2.14 Legislation on standards for top salaries (Wet Normering Topinkomens WNT)	29
2.15 Approval and adoption of the annual accounts 2023	31



Abbreviations

A4A	Aqua for All
AMREF	Amref Flying Doctors
DGIS	Directorate General of International Cooperation
FINILOOP	Financial Inclusion & Improved Livelihood Out of Plastic
FINISH	Financial Inclusion Improving Sanitation and Health
FM	FINISH Mondial
FMF	FINISH Mondial Foundation
FSMC	FINISH Service Management Company
HR	Human Resources
IKEA SE	IKEA Social Entrepreneurship
NGO	Non-Governmental Organisation
RLVNT PPL	Relevant People
SDG	Sustainable Development Goal
SGB	Small and Growing Businesses
Sida	Swedish International Development Cooperation Agency
STOP	Stop Ocean Plastic
SWIF	Sanitation and Water Impact Fund
TAS	Take-a-Stake
TOP	Trust of People
WASH	Water Sanitation and Hygiene
YSB	Yunus Social Business Funds GmbH



1.1 Review 2023: major programmes and funders

This report reviews and reports on the accounts of WASTE over the year 2023. It is a report on the financial developments over the year and explains the figures. WASTE and its partners realised impact through its ambitious programmes and reached the level of € 6,6 million turnover. In 2023 we capitalised on the grants that were awarded during 2022 and earlier. WASTE is mainly active in the sanitation and solid waste market and operates in six countries.

Programme	Donor	Africa	Asia	2023 portfolio value in MEUR
FINISH Mondial	DGIS	Ethiopia, Kenya, Tanzania and Uganda	India and Bangladesh	4,5 million
Take-a-Stake	Sida	Kenya and Uganda	India	0,7 million
FINILOOP	IKEA Foundation		India	1,3 million
SDG-WASH	DGIS	Ethiopia	Bangladesh and Nepal	0,6 million

FINISH (Financial Inclusion Improves Sanitation and Health) Mondial (FM) is a programme that aims to substantially scale up the access and use of safe sanitation in Africa and Asia via engagement of multi-stakeholders and leveraging micro-finance (institutions) to provide loans to households and micro-entrepreneurs. The programme is developed and implemented by the consortium consisting of WASTE (lead partner) and Amref Flying Doctors (AMREF) and funded primarily by the Ministry of Foreign Affairs of the Netherlands, Directorate Generation of International Cooperation (DGIS).

The programme started in 2009 in India and has since expanded to Kenya (2013), Ethiopia, Uganda, Tanzania (2018) and Bangladesh (2019). At the end of 2023 a team from FM (India, Bangladesh, Netherlands, Singapore) investigated expansion to Indonesia. They presented their conclusions to the Supervisory Board for them to take a final call on the expansion.

FM includes a vast network of implementing non-governmental organisations (NGOs) and other partners on the ground, addressing vital water, sanitation and health (WASH), and solid waste needs. FM applies the ‘Diamond model’; a multi-stakeholder approach for systems-change in sanitation, which emphasises actions targeting key stakeholders in four domains: (1) communities – demand generation, (2) private sector – efficient and sustainable supply chain, (3) banking and financing sector – market-based and localised financing (micro-finance), and (4) governments – enabling environment where private and public actors can assume their roles and collaborate.

At the end of 2023, based on the € 20 million grant of DGIS and the earlier contribution to its predecessors (India, Kenya) and the start-up of FM against a DGIS contribution of € 35 million (since 2009), FM managed to facilitate construction of 2 million sanitation systems directly benefiting well over 10 million people. For this it mobilised over € 500 million in local, mostly microfinance resources.



Since FM aims to further upscale by factor 10, or even beyond, this long-term objective is beyond the capacities and mandate of WASTE and the current FM consortium. To strengthen capacities and enable FM to further upscale, WASTE has incubated a new entity, the FINISH Mondial Foundation (FMF) which will take up specialised tasks and responsibilities which are required for the long-term. The FMF was officially registered as a new legal entity in November 2023 to gradually transfer responsibilities and specific activities and continue FM after the end of 2025.

In 2023, WASTE received from DGIS the instalment of € 4,6 million as per the request in the Annual Plan 2023. The total implementation amount for 2023 was € 5,13 million and used to fund its implementation partners during the year 2023 as follows:

Name Partner	Country	Amount funded in €
BASA	Bangladesh	0,07 million
ESDO	Bangladesh	0,06 million
PRACTICAL ACTION	Bangladesh	0,10 million
Uttaran	Bangladesh	0,02 million
Bole Bible Baptist Church	Ethiopia	0,09 million
Facilitators for Change	Ethiopia	0,09 million
Finish Society / TOPS	India	0,67 million
FSMC	India	0,11 million
Sa'dhan	India	0,01 million
Dethink	India	0,11 million
FINISH INK	Kenya	0,17 million
HACH	Tanzania	0,17 million
Caritas- Hewasa	Uganda	0,19 million
Dutch partners		
Amref Flying Doctors (incl. Health Africa)*	The Netherlands	1,78 million
Total – partners		3,65 million

WASTE spent € 1,29 million in direct programme costs for the programme management, programme experts and support to the country implementation partners. A further € 0,2 million was used for programme development.

Mid 2020 WASTE was awarded a € 5 million proposal by the Swedish International Development Agency (Sida) for a pilot project that needs to create the basis for the setting up of an investment fund: **The Take-a-Stake (TAS) Fund** . The project duration is 63 months.

Take-a-Stake (TAS) is aimed at strengthening the development of a sustainable supply chain of the WASH, waste management, re-use businesses and sectors linked to the circular economy and agriculture. This is achieved by piloting the set-up of a fund (the 'Take-a-Stake Fund') which will address financial and non-financial capacity building needs of viable and scalable small and growing businesses (SGBs).



WASTE is the initiator and founding organisation of the initiative. Between July 2017 and June 2019, WASTE executed Phase 1, conducting various preparatory work. Phase 2 began on 1 April 2020 and is to continue until 31 December 2024. This phase is designed to prove the viability of investible SGBs and the set-up of a dedicated investment vehicle, the TAS Fund, provide technical assistance to entrepreneurs, and enable fundraising activities for the pilot and the TAS Fund. Since November 2021, Yunus Social Business Funds GmbH, (YSB) has also been a participant in the initiative as Fund Management Partner and also contributes with investments in SGBs. Additionally, IKEA Social Entrepreneurship (IKEA SE) joined the partnership with the aim to contribute with investments in SGBs and also knowledge sharing. Sida contributed an additional SEK 12,3 million in 2023 amounting to a total grant of SEK 54 million.

In 2023 TAS continued investing in SGBs, adding investments in India in addition to existing ones in Kenya and Uganda for a total amount of invested funds (jointly with partners) of approx. USD 1,7 million. The institutional structure of the fund is now comprised of investment channels in East Africa and India that can be directly 'recycled' as successor fund and are near completion.

FINILOOP (Financial Inclusion & Improved Livelihood Out of Plastic) commenced on 1 September 2022 with the support of the IKEA Foundation in two cities in India (Udaipur & Amritsar), with plans to include a third city during the programme implementation. WASTE, in partnership with local organisations Trust of People (TOP) and AspireLabs, is implementing FINILOOP under its 'Solid Waste Management' expertise. In December 2023, Jaipur was selected as the 3rd city and the implementation phase is expected to start in the first quarter of 2024.

FINILOOP is a three-year initiative scheduled for completion by 31 August 2025. However, the FINILOOP model holds the potential for scaling, diversifying and replication in various cities in India and other countries.

In September 2022, the IKEA Foundation, under its Employment & Entrepreneurship portfolio, approved a total budget of € 3.562.801 for the three-year programme implementation. WASTE received an initial instalment of € 500.000 upon the signing of the contract, and a second instalment of € 500.000 upon the submission of TOP's FCRA certificate in November 2022. The third instalment of € 1.000.000 was transferred to WASTE in December 2023, upon the submission of WASTE's 2022 annual accounts. Consequently, WASTE has received a total of € 1.500.000 from the IKEA Foundation by 2023 (€ 500.00 in 2022, and € 1.000.000 in 2023).



This was divided across the implementation partners for 2023 as follows:

Implementing Partner	Country	Amount contracted in €
WASTE	Netherlands	383.590
Trust of People	India	393.449
AspireLabs	India	132.889
Others direct costs	India/Netherlands	32.979
Total – partners		942.905
WASTE 8% overhead cost		75.432
TOTAL COSTS		1.018.338

In 2023 WASTE continued to be active with the **SDG-WASH II** programme in Bangladesh, Nepal, and Ethiopia financed by DGIS. This project is coordinated by AMREF for activities in Ethiopia, for which WASTE worked with implementation partner Bole Bible Baptist Church and activities continue until February 2024. In Asia, WASTE undertook technical assistance project activities that were coordinated by SIMAVI which finished in March 2023.

In 2023, IKEA SE and WASTE entered into an agreement to assess the waste value chain in Indonesia. This project builds on data obtained from Stop Ocean Plastic (STOP) and the (Norwegian Waste Management Association). Using this data, WASTE aimed to identify opportunities for improving plastic waste management in the East Java region, with a core focus on Banyuwangi Regency. This project ran from April – October 2023.



1.2 Outlook 2024

Budget

	Result 2023	Budget 2024
	€	€
INCOME		
Income from public contracts:		
- The Netherlands	4.676.535	5.300.900
- Other countries	654.785	901.700
Income from private funding organizations	1.291.890	1.637.400
Total income	6.623.210	7.840.000
EXPENDITURE		
Direct Program management costs	1.308.689	1.495.800
Direct Program partner implementation costs	4.233.937	4.553.400
Direct Program other activity costs	614.471	1.302.100
Total Direct programme/project costs	6.157.097	7.351.300
Personnel costs	203.450	111.700
Other staff related expenses	0	64.000
Temporary staff and consultancy costs	336.522	106.500
Housing, office costs and management expenses	155.344	158.100
Publicity, communication and acquisition	49.839	25.500
Depreciation	9.223	11.000
Total Indirect expenses	754.378	476.800
Total expenditure	6.911.475	7.828.100
Result before financial income and expenses	-288.265	11.900
Financial income	0	-
Financial costs	-21.086	-10.000
Result guarantee funds	0	-
Financial result	-21.086	-10.000
Result income and expenditure	-309.351	1.900
Appropriation of results		
Continuity reserve	-309.351	1.900
Designated reserve	-	-

The 2023 portfolio has a healthy funding foundation and is fully based on signed contracts. Most of these programmes fall under the umbrella of sanitation, livelihood improvement and/or financial inclusion with funding from DGIS, Sida and IKEA Foundation.

WASTE has a portfolio of programmes that provide substantial social, environmental and economic impact, and leverage grants with private funding. In 2023 WASTE will use this basis to increase our impact and shape our strategic plan based on the identified relevant trends and lessons learned. With our three flagship programmes, FINISH Mondial, Take-a-Stake and FINILOOP, we have strong building blocks in place to support multi-stakeholders and have great potential for upscaling. Our 2023 implementation plan will



continue to strengthen these foundations and build a track record to increase WASTE's impact and mobilise sustainable funding to further increase our contribution to the Sustainable Development Goals (SDGs). To upscale our impact within our existing programmes, we will also look for new opportunities to diversify our current portfolio and funding base. Thematically, this means solid waste management will take greater focus in our work to balance out the current dominance of sanitation and reach a wider array of stakeholders. In addition to programme funding, we also aim to raise core funding. However, this requires a longer-term strategy which we will develop later in 2023.

With WASTE's 40-year track record and current flagship programmes, we are in a good position to capitalise on our experience, extend our partnerships and raise funds. However, in 2023 we need to boost this potential by strengthening WASTE's measurement of its impact, our communication and visibility. We will also widen our sector scope to cover other vital topics that attract high attention like health, climate change, food security, renewable energy and employment, especially in low-income communities. In summary, in 2023, WASTE will evaluate and revise its fundraising strategy and business model to sustainably adapt to current and future challenges and will bring further value addition to partners and stakeholders.



1.3 Risk management in WASTE

Background

In 2023 WASTE addressed the challenges it faced in the summer of 2022, when simultaneously the Executive Director and the Financial Controller resigned for personal reasons. The Supervisory Board appointed Mrs. Emma Harbour as Interim Executive Director with the mandate to oversee the organisation, lead scenario development, and initiate transformation processes. Ms. Tinja Huijgen filled the role as Interim Controller. To ensure continuity, as per June, the Programme Director for TAS, Mr. Kajetan Hetzer formally took over the role as Executive Director and worked with the support of interim controllers, to further build on the basis laid by the previous management. Entering our 40th year was a pivotal moment for the organisation in 2023. It was a good moment to reflect on our values and contribution, refine our organisational structure and strategy, and relay our foundations. Building on the organisational assessment, which was conducted in 2022, we assessed again which aspects needed attention, developed an improvement plan and set priorities. All to ensure WASTE continues to create impact and contributes to a more sustainable future while adequately managing risks.

More specifically in 2023 we addressed the following topics:

1. Income model

One priority which we addressed was the transition from a consultancy to a stable NGO structure, e.g. we adjusted our income/business model towards market conform project management fees, instead of depending heavily on coverage of overhead costs via project fees of staff working hours.

2. Organisational evaluation and measures

As an organisation we recognised the importance of remaining adaptive and agile during a fast-changing global context. An overarching goal, reflected in the improvement plan, was to strengthen internal working methods, fostering cross-organisational learning, innovation and risk identification and mitigation. One of the priorities was to improve our Human Resource (HR) processes and internal and external communication, with the support of a new HR and a new Communication Expert. Further on the improvement plan contained IT, administrative support, and management procedures.

Other organisational measures taken were the set-up a Management Team and two committees: 1) a committee with Programme Leads and Managers to enhance learnings (including risks) and identification of opportunities to collaborate across the programmes and 2) a Fundraising Committee to shape and lead our acquisition strategy (see also 3. below).

3. Acquisition strategy

Our Fundraising Committee, with support of external experts, developed a new acquisition strategy which included diversifying funding sources to mitigate dependency risks.



1.4 Financial results

Portfolio

WASTE's turnover remained at a similar level with a slight increase from € 6.604.430 in 2022 to € 6.623.210 in 2023.

Funding Sources

The distribution of funding sources was as follows:

2023		As percentage of total
Source of funding	Amount spent €*	funding %
1) Dutch public Funding (DGIS, RVO, A4All, AMREF, Simavi)	4.676.535	71%
2) Non-Dutch public Funding (SIDA, EU)	654.785	10%
3) Private Organisations (Unicef, IKEA)	1.291.890	20%
4) Public Private Partnerships	-	0%
Total Funding	6.623.210	100%

*Amounts as spent by WASTE on projects in 2023.

Result

The gross value of the contracts in 2023 was € 6,6 million with direct project costs of € 6,2 million resulting in an operational income of € 0,4 million for WASTE. WASTE's income comes from a margin made on tariffs of consultants that are deployed on WASTE programmes, and a contribution (€ 200.000 over three years) from Sida to WASTE for organisational support, a.o. to strengthen control and governance. Furthermore, an overhead coverage of 8% is allowed by IKEA Foundation on the FINILOOP programme.

Total operating expenses in 2023 of € 754.378 is considerably higher than the € 457.222 budgeted. This is mainly because of the hiring of temporary staff for HR, finance and office management to make the organisation more financially robust and futureproof.

The overall result in 2023 is a net loss of € 309.351 as compared to a net loss in 2022 of € 33.301. This is composed of a net operating loss of € 288.265 (compared to a net operating loss of € 39.734 in 2022) and a financial result of € -21.086 (compared to a financial income of € 6.433 in 2022).

The operating loss can be explained by decrease in the related margin compared to 2022, whereby the operating expenses exceeded budget. The net effect of financial income and costs is mainly explained by Dollar-Euro exchange and the effect of end of project closing results.



Reserves

In 2021 management has performed a risk assessment and concluded that the required level of continuity reserve is estimated at € 725.000. Management applies a factor between 0-25 % that the continuity reserve can be topped up for future risk-coverage. After appropriation of the 2023 income, the continuity reserve amounts to € 410.937 which means that the continuity reserve is considerably reduced below the bandwidth.

the continuity reserves will be used to fulfil the statutory purpose of Stichting Waste. The purpose is detailed under the accounting principles on page 18.

The level of the designated reserve is linked to the total amount of outstanding guarantees. At the end of 2023 the outstanding guarantees have been reduced to € 18.420.

In 2024 management foresees an increase in the amount of designated reserve due to the expected return/re-utilisation of earlier invested programme funds with financial partners in Kenya and Uganda. These funds may be utilised for operational expenditures supporting our programme goals, fundraising and other important activities of WASTE.

1.5 Developments after closing

We had the following changes in manpower. In December 2023 the interim HR position was replaced by a partnership with an HR organisation, Relevant People (RLVNT PPL). In April 2024 a new Office Manager was recruited and in May 2024 we recruited a Financial Controller to replace the interim team.

There have been also changes in the composition of the Supervisory Board due to two new members joining, and one member of the board stepping down. In December 2023 Mrs. Hanny Maas joined and in April 2024 Mr. Frank Wijngaard joined the Board. Mrs. Erlijn Sie resigned in June 2024.

*The Hague,
26 March 2025*

Kajetan Hetzer, Executive Director



1.6 *Supervisory Board Report*

Role and composition

WASTE continued its impactful flagship programmes FINISH Mondial, Take-a-Stake and FINILOOP in 2023.

Until mid 2023, WASTE still struggled with understaffing, related to various staff having left the organisation in 2022 or falling ill. In November 2022 the Supervisory Board appointed Mrs. Emma Harbour as Interim Executive Director. We would like to thank her and appreciate her role in organisational restructuring in 2022 and 2023. As per June, Mr. Kajetan Hetzer formally took over her role as Executive.

The Supervisory Board welcomed Mrs. Hanny Maas as a new board member in December 2022. Hanny knows the WASH sector and WASTE very well since she was the Director from 2018-2020. Prior to this Hanny was **Programme Director of the WASH Alliance International** and additionally brings in expertise on impact and strategy. Mrs. Ljiljana Rodic-Wiersma left the Supervisory Board in June 2022 and Mrs. Rolien Sasse left in October 2022. We owe them both a lot of thanks for their valuable contributions to shaping and setting a new direction for WASTE. Mr. Adriaan Mels assumed the position as Chair of the Supervisory Board.

Organisational highlights

Internal structures were fortified and measures put in place to strengthen the position of WASTE as a pioneer of innovation and to increase engagement with stakeholders and accountability in WASH and waste management.

A plan was initiated to further strengthen policies and procedures and to restructure the organisation into thematic departments and non-programmatic expertise areas. To align with this clear roles and responsibilities were established within the organisation to ensure effective lines of communication between programme leads, non-programmatic staff, and the Management Team.

No breach of our code of conduct was reported over the year.

Another highlight was the incubation of a new entity, the FINISH Mondial Foundation (FMF). Since our FINISH Mondial programme has outgrown the WASTE organisation it was time to spin-off and become an independent entity that will further upscale FM and take up the specialised tasks and responsibilities which are required for the long-term future. FMF was registered in December 2023, and we are planning a gradual hand-over process in the coming two years (2024-2025).

Risk and finance

The income in 2023 was € 1,1 million lower than we proposed in our annual budget. The main causes are delays in programme implementation due to undercapacity of staff and less programme turnover and we also faced higher costs since the positions of director, controller, administration officer and HR were recruited on an interim basis, some of which also were found via agencies who charged fees. Management



has been working on corrective actions while staying in good contact with our funders. We closed the financial year 2023 with a negative net result of € 309 thousand which can be taken from the continuity reserve that was built up over the last years.

Outlook 2024

In 2024 we look forward to successful upscaling of our existing programmes and establishing of new programmes. Additionally, we look forward to helping create a track record of our spin-off, the FMF, to enable this new foundation to stand on its own feet and working together with our complementary skills in the short- and long-term future.

The main challenge for the year, and years to come, will be to ensure staff capacity is restored and continue raising funds for continuation and expansion of our current programmes as well as new programmes.

Composition Supervisory Board 2024

Name RVT member	Role	Current tenure from	Expiration date	Renewable	Other positions
Mr. Adriaan Mels	Chair, vice chair, audit cttee	April 2022	April 2025	No	Regional Director VEI, Dutch Water Operators BV Board member Stichting de Vierde Muskietier en Stichting Vrienden voor Gerechtigheid
Ms. Erlijn Sie	Member, audit cttee	Jan 2023	Jun 2024	No	Board member (chair & founder) of Kula Loans International
Ms. Hanny Maas	Audit cttee	Jan 2024	Jan 2026	Yes	Board member (chair & founder) of Kula Loans International Global Leader Corporate Partners & Alliances at Ashoka.
Mr. Frank Wijngaard	Member, audit cttee	April 2024	Jan 2026	Yes	Senior Business Controller for Board of Directors and management of an elderly care organisation working in the head of North Holland.

*The Hague,
26 March 2025*

Adriaan Mels, Chair of the Supervisory Board



2. FINANCIAL STATEMENT 2023

2.1 Balance per 31 December (after appropriation of result)

ASSETS		31/12/2023	31/12/2022
	<i>notes</i>	€	€
Fixed assets			
Tangible fixed assets	2.8	21.032	30.255
Financial fixed assets	2.8	19.118	19.118
		40.150	49.373
Current assets			
Debtors	2.9	51.236	46.479
Prepays and other receivables	2.9	37.540	45.181
Receivables on projects	2.11	51.301	42.941
		140.077	134.602
Cash	2.9	5.628.626	5.946.793
Total Assets		5.808.853	6.130.767
Equity and Liabilities			
Reserves and funds			
	<i>notes</i>	€	€
Continuity reserve	2.10	410.937	720.288
Designated funds	2.10	18.420	19.117
		429.357	739.405
Current liabilities			
	<i>notes</i>		
Creditors	2.11	274.306	124.109
Payable to tax authorities	2.11	53.667	26.892
Advances on Projects	2.11	4.409.620	3.648.384
Project liabilities	2.11	492.765	1.452.444
Other short-term liabilities	2.11	149.138	139.532
		5.379.496	5.391.362
Total Equity and liabilities		5.808.853	6.130.767



2.2 Statement of income and expenditure

	Result 2023	Budget 2023	Result 2022
<i>notes</i>	€	€	€
INCOME			
Income from public contracts:			
- The Netherlands	4.676.535	5.422.490	5.523.322
- Other countries	654.785	1.089.138	575.796
Income from private funding organizations	1.291.890	1.213.248	507.313
Total income	6.623.210	7.724.876	6.606.430
EXPENDITURE			
Direct Program management costs	1.308.689	2.059.590	1.196.490
Direct Program partner implementation costs	4.233.937	4.481.274	4.357.584
Direct Program other activity costs	614.471	589.626	519.419
Total Direct programme/project costs	6.157.097	7.130.490	6.073.492
Personnel costs	2.12 203.450	164.520	251.356
Temporary staff and consultancy costs	336.522	62.702	76.631
Housing, office costs and management expenses	2.12 155.344	115.000	160.410
Publicity, communication and acquisition costs	49.839	115.000	76.145
Depreciation costs	9.223	0	8.129
Total indirect expenses	754.378	457.222	572.672
Total expenditure	6.911.475	7.587.712	6.646.164
Result before financial income and expenses	-288.265	137.164	-39.734
Financial income	0	0	7.070
Financial costs	-21.086	0	-637
Result guarantee funds	0	0	0
Financial result	-21.086	0	6.433
Result income and expenditure	-309.351	137.164	-33.301
Appropriation of results			
Continuity reserve	2.10 -309.351	137.164	-32.737
Designated reserve	2.10 0	-	-564



2.3 Cash Flow

	2023	2022
	€	€
Cash flow from operational activities		
Result income and expenditure	-309.351	-33.301
Adjustments for:		
Result guarantee funds	-697	564
Depreciation	9.223	8.129
	8.526	8.693
Movements in working capital:		
Change in debtors	-4.757	126.161
Change in receivables on projects	-8.360	512.034
Change in prepaids and other receivables	7.641	-3.729
Change in creditors	150.197	-51.652
Change in payable to tax authorities	26.775	-12.521
Change in advances on projects	761.236	2.216.372
Change in project liabilities	-959.679	-843.732
Change in other short-term liabilities	9.605	31.438
	-17.342	1.974.371
Cash generated from operations	-318.167	1.949.763
Cash flow from investments		
Investments in fixed assets	0	-13.852
Reimbursements of closed contracts guarantee funds	0	0
Total cash flow from investment activities	0	-13.852
net cash flows	-318.167	1.935.911
Cash and cash equivalents 1 January	5.946.793	4.010.882
Cash and cash equivalents 31 December	5.628.626	5.946.793
Changes in cash	-318.167	1.935.911

The cash flow statement analyses the changes in cash and cash equivalents between 1 January 2023 and 31 December 2023 and is prepared to the indirect method.



2.4 Accounting principles

General information

The Foundation aims to enable residents in predominantly poor urban areas in low- and middle-income countries to sustainably create a healthy living environment.

To achieve this, the Foundation promotes participatory interaction among local stakeholders, such as the population, the private sector, and governments. The Foundation strives for a well-balanced approach to financial, institutional, ecological, technological, and social sustainability aspects.

To realize this objective, the Foundation mobilizes networks, knowledge, and financial resources. It seeks to achieve its goal on a non-profit basis by:

- Developing and leading projects and programs.
- Conducting and commissioning studies and research.
- Acquiring, accepting, and executing advisory and study assignments.
- Evaluating projects and programs.
- Developing innovative concepts in the field of urban waste management and sanitation.
- Providing knowledge transfer and management.
- Publishing and disseminating information related to the objectives.
- Advocating for the target group and promoting the objectives in the broadest sense.
- Undertaking activities that contribute to the realization of the objectives in the broadest sense

The Foundation serves the public interest.

The financial statements are drawn up in accordance with the Guideline C1 of the Dutch Accounting Standards Board, the guideline for “Small-not-for-profit-organizations”. The financial statements are prepared in Euro (€).

Use of estimates

The preparation of the financial statements requires the Executive Director to make judgements – as well as estimates and assumptions – that affect the application of accounting policies and the reported value of assets and liabilities, and income and expenditure. Actual results may differ from these estimates. The estimates and underlying assumptions are continuously assessed. Revisions to estimates are included in the period in which the estimate is revised and in the future periods affected by the revision.

Translation of foreign currency

Transactions in foreign currency are converted into euros at the exchange rate on the transaction date. At the end of the financial year all assets and liabilities in foreign currencies are converted into euros at the final exchange rate at the balance sheet date. The ensuing exchange results are processed in the statement of income and expenditure.



2.5 *Accounting policies in respect of the valuation of assets and liabilities*

General

Unless presented otherwise at the relevant principle for the specific balance sheet item, assets and liabilities are presented at face value.

Tangible fixed assets

Tangible fixed assets are valued against purchase price less accumulated depreciation and, if applicable, impairments. Investments less than € 500 are not capitalised. Depreciation is based on the useful life and calculated as a fixed percentage of the acquisition price, considering any residual value. Depreciation starts at the moment of commissioning.

Financial fixed assets

The guarantee funds are presented as financial fixed assets and stated at amortized cost price at year end considering losses on loans (defaults), exchange rate differences and received interest. Cost of fund management is already included in the projects.

The guarantee funds were originally financed by project donors. The ownership of the funds has been formally transferred to WASTE. WASTE pledged to keep using the funds for the original objective: mobilising (local) financing for water and sanitation. Therefore, the funds are also presented as designated funds under Reserves and Funds. Future withdrawals will be deducted from the guarantee funds through the statement of income and expenditure.

Receivables

Receivables are recognised at fair value. If payment of the receivable is postponed under an extended payment deadline, fair value is measured based on discounted value of the expected revenues. Interest gains are recognised using the effective interest method. When a receivable is uncollectible, it is written off against the provision for bad debts.

Cash

Cash is stated at face value.

Pension

WASTE has no internal pension fund, instead we have entered into a pension scheme with brand New Day to which the provision of the Dutch pension Act is applicable. WASTE contributes 10.15 % of the referred “pensioengrondslag” factor.



2.6 Reserves and funds

The promised subsidy income and efforts for additional benefits do not prevent a certain degree of uncertainty about the continuity of the organisation. The subsidy commitments assume a continuation of the Foundation and in these annual accounts the principles of valuation and determination of the result are based on the assumption of continuity of the Foundation.

The continuity reserve is created to ensure that the Foundation can meet its legal and moral obligations in case of a significant fall in income in the future. The board has the authority to assign special purpose reserves for specific projects.

The designated reserve covers the pledged funds available for guarantee funds.

2.7 Accounting policies in respect of result determination

Income and expenditure

Income and expenditure are recognised as they are earned or incurred and are accounted for in the financial statements in the year to which they relate. Losses are taken into account if they originate in the financial year and as soon as these are anticipated. Profit or loss is determined as the difference between the realistic value of the services delivered and the costs and other charges for the year. WASTE defines the net income as a result of realised productive hours against the tariff agreed with the funders. Direct project costs are directly made for projects such as costs of partners and travel costs.

The general and administrative expenses comprise partly costs chargeable to the year that are not directly attributable to the cost of the services rendered. Salaries, pension, and social security contributions are taken to the income statement based on the terms of employment, where they are due to employees.

Interest paid and received is recognised on a time-weighted basis, taken account of the effective interest rate concerned.

The financial results on transactions are recognised in the year in which they are realised. The result is determined considering the recognition of unrealised changes in fair value of financial instruments.



2.8 Notes to the statement of financial position – tangible and financial fixed assets

Tangible fixed assets

	<u>Computer</u> €	<u>Inventory & Equipment</u> €	<u>Total</u> €
Balance as at 1 January 2023 Purchase value	44.215	2.101	46.316
Accumulated depreciation	-14.070	-1.991	-16.061
Book values as at 1 January 2023	<u>30.145</u>	<u>110</u>	<u>30.255</u>
Movements during the financial year Investments	0		0
Movements during the financial year Desinvestments	0		0
Depreciation	-9.113	-110	-9.223
	<u>-9.113</u>	<u>-110</u>	<u>-9.223</u>
Balance as at 31 December 2023 Purchase value	44.215	2.101	46.316
Accumulated depreciation	-23.183	-2.101	-25.284
Book values as at 31 December 2023	<u>21.032</u>	<u>0</u>	<u>21.032</u>
Depreciation percentage	20%	20%	



Financial fixed assets

	2023	2022
	€	€
Financial fixed assets		
Guarantee funds	19.117	19.117
Investment in companies	1	1
Balance as per 31 December	19.118	19.118
	2023	2022
	€	€
Outstanding guarantees		
Issued guarantee	20.933	20.933
Interest, provisions and exchange rate differences	-1.119	-1.816
Balance as per 31 December	19.814	19.117

A guarantee fund was established with BAANKII SIINQEE for ETB 1.1000000 (equivalent to € 20.933) for the period up to 31 December 2022. This is a risk sharing facility for household sanitation systems.

The difference of ETB 900.000 was paid for by FINISH Mondial and utilised for as capacity building to support BAANKII SIINQEE in facilitating the issuance of loans.

Investment in companies

WASTE previously invested € 25.000 in FINISH Service Management Company Ltd. (FSMC Ltd.) in India. WASTE owns 6.118 normal shares constituting 38% of the expanded ordinary capital and 158.768 shares (100%) in the form of redeemable preference capital (6%).

The investment in FSMC Ltd. was fair valued as of 31 December 2023 at € 1. The current and forecasted results do not generate enough profit and future free cash flow for maintaining the investment at cost.



2.9 Notes to the statement of financial position – current assets

Debtors

	<u>2023</u>	<u>2022</u>
	€	€
Opening balance	46.479	172.640
Decrease for the period	4.757	-126.161
Total Provision	0	0
Balance as per 31 December	<u><u>51.236</u></u>	<u><u>46.479</u></u>

Other receivables

	<u>2023</u>	<u>2022</u>
	€	€
Guarantee fund; funds released from contract obligations and to be received	29.709	29.709
Prepaid expenses	7.831	15.472
Balance as per 31 December	<u><u>37.540</u></u>	<u><u>45.181</u></u>

Cash

	<u>2023</u>	<u>2022</u>
	€	€
Current bank accounts	1.528.667	5.846.864
Savings accounts	4.099.959	99.928
Balance as per 31 December	<u><u>5.628.626</u></u>	<u><u>5.946.793</u></u>

All cash can be withdrawn upon demand.



2.10 Notes to the statement of financial position – equity

Continuity reserve

	<u>2023</u>	<u>2022</u>
	€	€
Balance as at 1 January	720.288	753.025
Appropriation of result	-309.351	-32.737
Balance as at 31 December	<u><u>410.937</u></u>	<u><u>720.288</u></u>

Designated Funds

	<u>2023</u>	<u>2022</u>
	€	€
Balance as at 1 January	19.117	19.681
Appropriation of result	-697	-564
Balance as per 31 December	<u><u>18.420</u></u>	<u><u>19.117</u></u>

Appropriation of the result

The result for the year 2023 of € 309.351 will be appropriated for the full amount to the continuity reserve of WASTE, decreasing the continuity reserve to € 410.937 as of 31 December 2023.



2.11 Notes to the statement of financial position – liabilities

Project receivables and advances

Project	Balance 01-01-2023	received on projects	spent on projects	balance 31-12-2023
	€	€	€	€
ICI Mali EJOM	-34.329	12.944	-21.385	-
Finish Mondial	519.690	4.598.947	4.283.903	834.734
TAS Sida	2.323.970	1.079.814	538.712	2.865.072
SDG II Amref	-8.612	114.000	122.299	(16.911)
SDG II Simavi	35.748	0	2.744	33.004
FINILOOP	763.928	1.000.000	1.124.144	639.784
IKEA	0	45.000	57.290	(12.290)
VEI	0	37.883	857	37.026
WRI	5.049	0	27.149	(22.100)
	3.605.443	6.888.588	6.135.713	4.358.319
Receivables on projects	-42.941			(51.301)
Advances on projects	3.648.384			4.409.620
	3.605.443			4.358.319

The total spent on projects include the costs which WASTE has already committed to, but which have not been paid in 2023. The total and specification of this commitment are mentioned under the project liabilities.



Project liabilities

	2023	2022
	€	€
A4A Finish Mondial	37.134	36.319
SIDA TAS	42.769	276.290
SDG II Amref	40.571	22.720
SDG II Simavi	801	2.625
WRI	5.508	14.123
FINILOOP	189.924	84.004
IKEA	17.101	0
Finish Mondial	158.957	1.016.364
Balance as at 31 December	492.765	1.452.445
Receivables on projects	0	0
Project liabilities	492.765	1.452.445
	492.765	1.452.445

Current liabilities

	2023	2022
	€	€
Creditors	274.306	124.109
Payable to tax authorities	53.667	26.892
Accrued staff related costs	69.513	35.819
Payable VAT and wage tax	12.413	46.438
Accrued audit costs	66.899	32.769
Other liabilities	313	24.507
Balance as per 31 December	477.111	290.534



Assets and liabilities not recognised in balance sheet

Project	total grant amount	total received 2023	receivable amounts	total spent on projects	balance 31-12-2023
	€	€	€	€	€
TAS Sida	5.094.340	5.078.465	15.875	2.213.393	2.865.072
ICI Mali	995.585	913.205	82.380	913.205	0
SDG Amref II	339.851	561.607	-221.756	578.518	-16.910
SDG Simavi II	199.350	176.674	22.676	143.670	33.004
WRI	135.314	135.314	0	157.414	-22.100
FINILOOP	3.562.801	2.000.000	1.562.801	1.360.216	639.784
IKEA	57.160	45.000	12.160	57.290	-12.290
VEI	75.000	37.883	37.117	857	37.026
Finish Mondial	24.114.755	19.459.196	4.655.559	18.624.463	834.733
	34.574.156	28.407.344	6.166.812	24.049.026	4.358.319

This overview includes the full contractual grant. The table above includes the cash received following the awarding of the grant.

WASTE received multi-year grants for projects to be executed over longer periods. The grants are subject to restrictions and could ultimately be withdrawn. As far as these grants are not yet unconditionally committed, they have not been included in the balance sheet and are considered as not recognised in the balance sheet. The table above provides an overview of these grants.

The yearly gross rent of the office in The Hague is € 14.000. The extension of the existing rental contract has entered into force on 1 January 2023 for the period of 1 year.



2.12 Notes to the statement of income and expenditure

Personnel costs

	<u>Result 2023</u>	<u>Budget 2023</u>	<u>Result 2022</u>
	€	€	€
Gross staff salaries	850.392	1.211.531	801.757
Social charges	170.443		148.672
Pension costs	61.825		68.907
Trainings and courses	6.954	0	3.094
Other personnel costs	39.422	20.000	24.230
recharged to program / projects	-925.586	-1.067.011	-795.304
	<u>203.450</u>	<u>164.520</u>	<u>251.356</u>

At the end of December 31, WASTE employed directly 12 staff members (in 2022: 14) which was equivalent to 11.4 fte (in 2022: 13.0 fte). Those functions represented 2 staff members on part-time basis and 10 staff members on full-time basis. Full time basis is following the contractual 36 hours a week. For the full programme WASTE contracted 12 staff members and 5 consultants for functions in programme management. In total WASTE contracted 17 staff members (in 2022: 21), of which 7 were female and 10 were male.

Housing, office costs and general management expenses

	<u>Result 2023</u>	<u>Budget 2023</u>	<u>Result 2022</u>
	€	€	€
Housing costs	20.373	15.000	15.794
Office costs	65.550		69.099
Accountant	58.300		30.000
Management costs	6.062		39.947
General costs	5.059	100.000	5.571
	<u>155.344</u>	<u>115.000</u>	<u>160.410</u>

2.13 Post balance sheet events

We had the following changes in manpower. In December 2023 the interim HR position was replaced by a partnership with an HR organisation, Relevant People (RLVNT PPL). In April 2024 a new Office Manager was recruited and in May 2024 we recruited a Financial Controller to replace the interim team. There have been also changes in the composition of the Supervisory Board due to two new members joining, and one member of the board stepping down. In December 2023 Mrs. Hanny Maas joined and in April 2024 Mr. Frank Wijngaard joined the Board. Mrs. Erlijn Sie resigned in June 2024.



2.14 Legislation on standards for top salaries (Wet Normering Topinkomens WNT)

According to the law on top of salaries (WNT), all payments by WASTE for persons registered as Directors in the Chamber of Commerce must be provided here.

Table 1A

Details of function	2023	2022
Name	K. Hetzer	H. de Groot
Function	Director	Director
Start of function	01/07/2023	01/01/2022
End of function	31/12/2023	30/09/2022
Extend of employment in FTE	0,6	0,9
Fictional engagement	yes	yes
	€	€
Remuneration		
Remuneration including taxable compensations	22.949	77.172
Management expenses	0	0
Direct programme/project expenses	0	0
Subtotal	<u>22.949</u>	<u>77.172</u>
Individual applicable remuneration maximum	<u>59.700</u>	<u>132.833</u>
Subtotal	<u>22.949</u>	<u>77.172</u>
-/- amount paid not due	<u>-</u>	<u>-</u>
Total remuneration	<u>22.949</u>	<u>77.172</u>
Reason exceeding maximum and/or reason that exceeding is allowed	N/A	N/A
Reason amount paid not due	N/A	N/A

Table 1B

Details of function	2023	2022	2022
Name	E.L. Harbour	E.L. Harbour	N. Terra
Function	Director	Director	Director
Start of function	01/01/2023	01/11/2022	01/10/2022
End of function	30/06/2023	31/12/2022	22/11/2022
Extend of employment in months	6	2	2
Extend of employment in hours	624	173	120
	€	€	€
Maximum tariff / hour	206	206	206
Individual applicable remuneration maximum	102.960	34.320	19.900
Actual tariff / hour lower than maximum	yes	yes	yes
Remuneration including taxable compensations	78.322	17.800	12.475
-/- amount paid not due	0	0	0
Individual applicable remuneration Total	78.322	17.800	12.475
Reason exceeding maximum	N/A	N/A	N/A
Reason amount paid not due	N/A	N/A	N/A

Table 1D

Details of function	2023
Name	Function
R. Sasse	Chair Supervisory Board
A. Mels	Member Supervisory Board
E. Sie	Member Supervisory Board
N. Terra	Member Supervisory Board
L. Rodic-Wiersma	Member Supervisory Board

Members of the Supervisory Board do not receive a remuneration but receive a cost allowance for attending the Board Meeting. The members of the Supervisory Board received a cost allowance in 2023; the chair position of the Supervisory Board is entitled to euro 500 on a yearly basis, and all other members of the supervisory Board are entitled to euro 250 on a yearly basis.



2.15 Approval and adoption of the annual accounts 2023

The Supervisory Board shall approve the annual report and financial statement 2023 of WASTE in the next meeting, including the allocation of the result of income and expenditure as presented on page 16 (2.2).

*The Hague,
26 March 2025*

*Kajetan Hetzer,
Executive Director*

ANNUAL ACCOUNTS 2023

Stichting WASTE
Binckhorstlaan 36 Unit C-174
2516 BE 'S-GRAVENHAGE

www.waste.nl