

HOCKEY DREAMS



FOUNDATION



HOCKEYDREAMS.NL





# COLOFON



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# FOREWORD





We have successfully completed the post-anniversary year with great enthusiasm from the volunteers, coaches and others involved. The Foundation stands like a house.

Last year, new accommodation was moved into for the 4th time in our existence. After being born on the Postjeskade, crawling the first few meters on the Ruyterkade, and having taken careful first steps on De Amsteldijk, we became young adults on (again) the Ruyterkade.

And now we can grow up on the Van Tuyll van Serooskerkenweg with a view of the Olympic Stadium Amsterdam. A location where we do not have to leave for the time being and can reach maturity. And that gives rest. From here we will continue to build opportunities for young people from our target countries to give them a view of a better life through sport (hockey). In the past year we again achieved good results there. We have had over 7000 children in a multi-day hockey camp, 26 coaches in 3 countries are working hard on their future with our (your) help, connected 30 schools to our programmes, bi-weekly at least 2.200 children participated in a clinic, over 1.000 hockey sticks were collected and sent to Africa and we now have 32 business partners, sponsors, suppliers and hockey clubs involved in our work.

In short, a result that we are quite proud of. But we are not there yet, by no means. We still have a lot of work to do and sometimes have to "recover", because in addition to all the great successes, our remote work sometimes has to deal with setbacks.

Unwanted pregnancies, failures at school and drop outs in our programmes are examples of this. Fortunately there are very few of them, but we have to deal with it and learn from it and make us stronger.

Finally, I would like to mention another milestone in our still young existence; the launch of the Hockey Dreams Foundation Academy - Game of Change! A modular Academy to turn our young coaches into real Game Changers. Personal Planning, Competent Coaching & My Management are the Game Plans. These Game Plans each consist of four modules through which the coaches discover and develop different skills: Hockey Coaching skills, Organizational skills, Leadership skills and Administrative skills. A trainee programme that not only makes them better as a coach, but also helps them to develop as individuals.

We are very proud of the result that was presented in our new office in the presence of KNHB and FIH officials. Many thanks to our trainee Thyrví van Roosendaal, without whom this Academy would never have existed.

In short, beautiful results again! And that's where we are all working for. The volunteers, sponsors, partners, employees, board, but especially our coaches in Africa. A wonderful Team, where I would like to be part of for many more years.

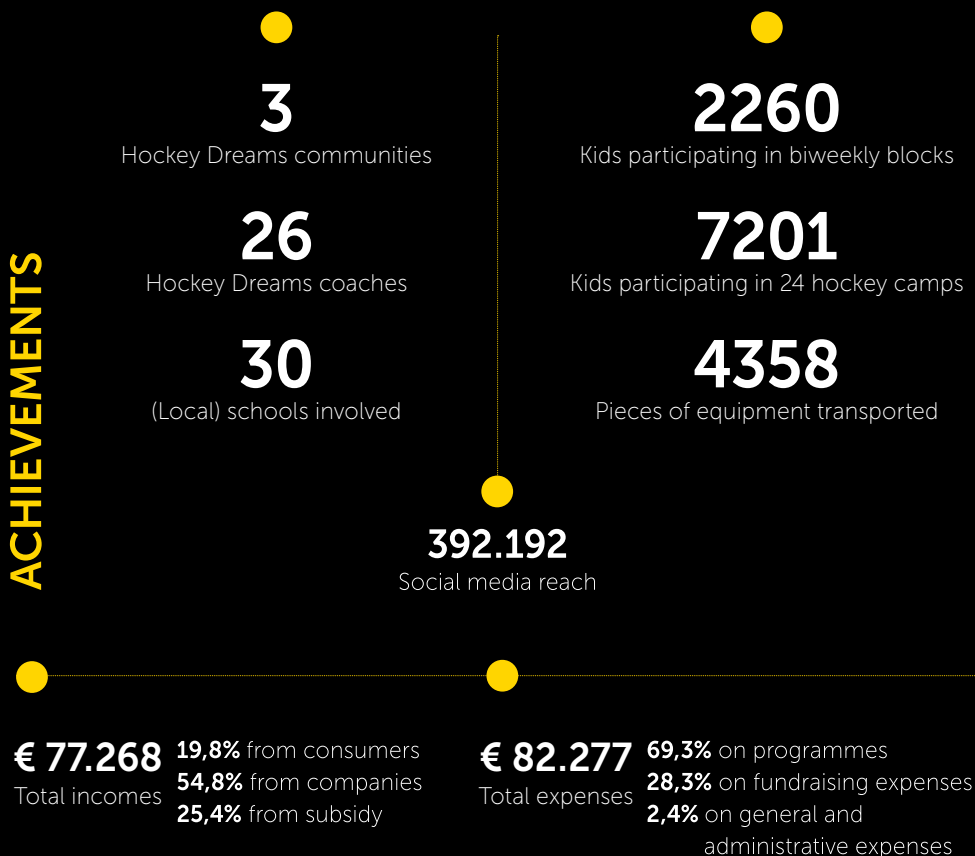
**Jan Willem Bredius**

Chairman Hockey Dreams Foundation

# SUMMARY

Hockey Dreams Foundation (HDF) is a Dutch-based organisation with the mission to create a better future through sport. By way of play, the children in our programmes improve their physical, psychological and social health - benefits that last into adulthood. The foundation supports the personal development of young local coaches, most of whom only have a basic education. In the Hockey Dreams communities people get the chance to create their own future!

## ACHIEVEMENTS



- + We managed to start a Hockey Dreams community in Uganda
- + Two coaches in Zambia have found a job at a private school. This proves our strategy works.
- + Our fundraising income increased over the last year.
- + We have joined forces with Redbeans and will start a promo team in 2019 that will visit Hockey events. Redbeans will then sponsor a minimum amount of € 10.000.
- + We created an app group for all of our coaches and others involved. Now there is easy and regular sharing of information, inspiration and motivation across borders.
- + We managed to receive our 9th and 10th coach for their Hockey Dreams Trip to The Netherlands.
- It remains very challenging to build long-term partnerships with more businesses and organisations.
- It remains a big challenge to find new good and loyal volunteers







# 1. ABOUT HOCKEY DREAMS



Hockey Dreams Foundation aims to enable a better future through hockey. We do this by developing sustainable hockey communities: the hockey pitch provides a background for local learning opportunities. Coaches and kids from communities with challenging circumstances, come together through their shared passion for the hockey sport. Together they play, share, learn and grow.

## 1.1 THE KICK-OFF

Hockey Dreams Foundation, formerly known as the Kadish Foundation, was founded by Gijs Hardeman in April 2012. He started the organisation after running a half year project in Zambia on behalf of the Dutch Hockey Association (KNHB). Invited by the International Olympic Committee, that project supported a hockey programme at a new artificial grass pitch in Lusaka, whereby local coaches introduced the sport to the community. When this project ended, Gijs decided to start the foundation to continue with its objectives.



## 1.2 OUR DREAM

### A better future...

Hockey Dreams Foundation aims to enable a better future through hockey. We do this by developing sustainable hockey communities: the hockey pitch provides a background for local learning opportunities. Our dream is to work in ten different developing countries through these hockey communities. We facilitate the development of the coaches on and off the pitch. The coaches take on leadership roles, organise hockey clinics, leagues and camps for kids and become role models to the kids. The goal is for the coaches to keep the hockey community running by: a) pursuing local sponsorships to finance their local projects and; b) passing on their skills to a new generation of coaches

### ...through hockey...

#### OUR VISION

When empowered, youth has the competences and confidence to pursue their personal ambitions while giving back to their community. Our belief is that youth in underprivileged communities can be the coaches of today and the game changers of tomorrow.

### ...for every coach...

#### OUR MISSION

Our mission is to create community-based learning opportunities. In Hockey Dreams communities underprivileged coaches and kids develop through sport & play and personal guidance & coaching, gaining new skills and knowledge that help them pursue their ambitions. Ten carefully selected coaches are at the heart of each local organisation as trainees and trainers. The coaches follow a trainee programme, become role models and together reach hundreds of kids on a weekly basis. Through sport and play the kids have fun together while also learning various social skills and discussing social themes.

### ...by striving to achieve...

#### OUR VALUES

Our dreams, vision and mission are grounded in our core values. On a daily basis, we take these in mind to make choices, communicate and work on our projects.

**Sustainability** - By investing in sustainable impact, goods and relationships we are able to continue providing the best help we can.

**Innovation** - We aim to constantly think 'out of the box', to derive the best solutions for the problems we encounter.

**Intrinsic motivation** - Loyalty and trust are central themes. Our approach is positive and we believe in second chances.

**Role models** - We strive to be exemplary.

**Adaptation** - We don't tell others what to do, but give room for ideas and for each local context.

### ...a better quality of life.

#### OUR CONTRIBUTION

Our mission supports the United Nations Global Goals, aspiring to make the world a better and more sustainable





## 1.3 THEORY OF CHANGE

The Hockey Dreams approach revolves around local coaches. We lay the emphasis on the development of their educational, personal and social skills, so they become positive role models at the core of the Hockey Dreams communities. Through them we can reach so many others.

### Sustainable communities

Through our programmes, we are setting up sustainable hockey communities run by local people. We engage local coaches and share our knowledge and provide equipment, and each coach is in charge of a training project and organisational responsibilities. The local coaches eventually set up their local NGO. The coaches choose their successors when a coach spot is available. It is also their responsibility to train their replacements. In this way, the knowledge is transferred from one coach to the next with little intervention from abroad. The coaches organise weekly training blocks for the kids in their communities, and throughout the year they organise camps, leagues and tournament for the kids.

Through these different activities in their hockey community, the coaches gain experience, skills and knowledge, that are also valuable off the pitch. The goal is for the coaches to feel empowered

and equipped to be the architects of their future, and that they can provide themselves and their family with the

necessities of life. Besides their work on the pitch, coaches have the opportunity to finish their high school, follow a computer

course and attend college. Hockey Dreams Foundation provides financial help for these services for coaches to develop into young





# 10

**Ten coaches** - from underprivileged areas - in every hockey community each running a registered, active hockey club. These clubs oversee: training, competition, equipment and other matters that are common in sport organisations. All our coaches receive a monthly allowance (their first job) and most important: their school fees. Education first!

# 100

**Hundreds of children** mentored on and off the pitch by our coaches. The children learn the importance of cooperation, how to respect each other and how to set goals. Other subjects covered include health and hygiene. The coaches motivate the children to play in a safe environment and, by example, demonstrate that anyone can have a bright future independent of where they come from.

# 1000

**Thousands of people** are reached through the programmes of Hockey Dreams Foundation, not only coaches and children. By creating a healthy and safe sport community, we stimulate family members, neighbours, friends and other athletes to be part of the Hockey Dreams community.





## 1.4 WHERE IT HAPPENS

Our work targets developing regions in the world where sport expansion is low and the demographic share of the youth population high. We have a specific focus on Africa until 2022. We currently sustain three active Hockey Dreams communities where we roll out our programmes, and support a local network of existing hockey projects.

To facilitate operations within the countries where we are present, our communities are either legally registered as NGOs or in the process of being recognised as legal entities.

While Zimbabwe and Namibia are not official Hockey Dreams communities, Hockey Dreams Foundation has given more support to them than to other countries in our network. Developing them into a Hockey Dreams community is subject to funding.



### HDF Communities

- All programmes for coaches and children
- Knowledge sharing
- Monitoring and evaluation
- Financial support
- Capacity building
- Long-term cooperation
- To facilitate operations, they are either legally registered as NGOs or in the process of being recognised as legal entities

Zambia  
Malawi  
Uganda  
(Zimbabwe)  
(Namibia)

### Communities in our network

- External initiative
- Hockey Stixx: equipment programme
- Knowledge sharing
- Can grow into an HDF community

South-Africa  
Togo  
Swaziland  
Kenya







## 2. OUR PROGRAMMES

Our programmes focus on the following three elements coaches, kids and equipment.

### 2.1 COACHES

A big achievement in 2018 was the development of the Hockey Dreams Coach Academy: Game of Change! The Academy: Game of Change is a trainee programme in which our coaches discover and develop their personal leadership and their ambitions for their communities. In other words, how they can be game changers. The Academy is a way to structure the coaches' development and to make their work and experiences around the hockey pitch more tangible. They gain new coach skills on the pitch, which should also give them confidence in their organisational and leadership skills off the pitch. The Academy follows three Game Plans: Personal Planning, Competent Coaching, and My Management.

#### Personal Planning

In this Game Plan, coaches prepare for the job market or an enterprise. An important part of the Academy is to facilitate the formal education of the coaches. Based on the coaches' motivation, developments and our budgets, the coaches get the opportunity to finish high school and further their ambitions through college or a micro credit.

#### Competent Coaching

This Game Plan focuses on the abilities as a coach. Whether or not they go on to actually work as a coach after getting their diploma, the skills will help in their daily lives and professional careers. Coaches will learn how to stand in front of a group of people and get a message across. They'll share knowledge, set boundaries and lead a team of people who all have different qualities.

#### My Management

The aim of this Game Plan is for coaches to use their leadership skills and develop organisational and administrative skills. They organise hockey events in their community and learn to plan, delegate and make useful records, and reflect how the skills can help them fulfil their ambitions on or off the pitch.



These are our local coaches, the game changers of their communities.

#### ZAMBIA



Brenda



Godfrey



Kelvin



Andrew



Martha



Martha



Ritah



Gift



Shadrick



Miss Makayi

#### MALAWI



Benjamin



Chisomo



Esnarth



Geoffrey



Levi



Lilian



Temwa



Ulemu



Ulemu



Geoffrey

#### UGANDA



Baba



Lawrence



Innocent



William



Conssy



Martin



## 2.2 COACH ACHIEVEMENTS

**Besides the development of the Coach Academy: Game of Change for the coaches, these are some of the achievements by the coaches.**

### **Growing and sustaining the coach teams**

Coach Baba from Uganda recruited 5 new coaches to join the Hockey Dreams team in 2018. With the financial support we received, we were then able to launch our programme in Kampala! In the three countries, all of our 26 coaches received a monthly allowance. We also have four volunteer coaches in Zambia and one in Uganda that help out our fixed team of coaches with camps and blocks and who receive half of the monthly allowance. It is important to compensate our coaches for their time and effort with a monthly allowance so that those coaches who can benefit most from our programme, can have that time on the pitch instead of working elsewhere.

### **School and college**

Last year, 10 coaches in Zambia (7 in high school and 3 in college) benefited from our funds. Of these 10, Hockey Dreams Foundation is glad to report that eight progressed to the next grade. Two of our coaches in college are expected to finish their degree in the next months! Another coach found a job. After Samuel, who is now working at a private school in Lusaka, a second coach has been scouted by another private school: Shadrack will join the school per 2019 as PE teacher! The school will fund the rest of his educational pathway.

### **Special mention**

With the entry of Hockey Dreams Foundation, our coaches contribute to the popularity and quality of the hockey game. Several of our Zambian coaches, lead by HDF-coach Samuel Tagwireyi, are in the Zambian National Youth Team. They qualified for the Hockey Super 5's at the Youth Olympic Games in Argentina, October 2018. Our partner Gryphon provided the team with new gear, and in exchange all players gave back to the community by helping out at one of the camps in Lusaka. Zambia's team won from reigning champions Australia, made it to the semi-finals, and reached 4th place! We are proud of their hard work and dedication, proud of these role models!



Photo: FIH/WSP

## 2.3 HOCKEY DREAMS TRIP

A special module of the Coach Academy: Game of Change is the Hockey Dreams Trip. For exceptional coaches, this international coach internship provides opportunities to further develop their coach skills and their ability to organise clinics and camps. We aim to invite one or two coaches from our programme every year to The Netherlands. They participate in SportWays Hockey Camps, visit different hockey clubs and train with Dutch hockey teams. The knowledge and expertise the coaches acquire during their Hockey Dreams Trip are applied in their local hockey communities upon their return. In 2018, we could invite two coaches: Temwa (aka TK) from Malawi, and Innocent (aka Baba) from Uganda.

At SportWays I shared Ugandan warmups which was fun! But mostly, during my Trip, I learned a lot. About setting up a camp or training, for example, to give each coach his or her responsibility but also to all work more as one unit in everything.

**Baba,**  
**Hockey Dreams Coach Uganda**





## 2.4 KIDS, SPORT & LIFE SKILLS

For kids in underprivileged communities, the HDF coaches are central in facilitating sport and play. The coaches provide weekly clinics in their communities or at public schools. They also organise hockey camps, leagues and tournament. The coaches grow into role models who create a safe environment where the kids make new friends, learn sportsmanship and become team players. Kids practice communication skills, assertiveness, empathy and resilience.

### **Blocks: long-term training with a coach**

The children in the areas where Hockey Dreams communities are situated, do not always have the opportunity to exercise because their schools lack the resources to sustain sports programmes. Thus many regularly attend the, on average, bi-weekly training blocks run by our local coaches. Through the hockey blocks the coaches reach, inspire and motivate the children, demonstrating that with hard work and determination they too can create their own future.

### **Hockey Camps: two hundred kids at camp**

200 kids, our 10 coaches and 10 volunteer coaches, 2 days of hockey. Approximately four times a year, the coaches from each Hockey Dreams community organise hockey camps which, for two days, bring together the children from their blocks and first time participants. The coaches are in charge of all the preparations, including budgets, the hockey drills and the logistics of catering to over 200 children. Although hockey is the main game, the camps also set aside time for play, dancing and singing, as well as counseling on social topics such as sexual and reproductive health, hygiene, public speaking and motivation.

### **Girls First: who run the world?!**

In the areas we operate in, girls often have less opportunities and few are involved in sports. As a result, our Hockey Dreams communities motivate girls to participate in the sport. They organise special girl camps as an accessible introduction to the sport and to our (female) coaches. Aside from hockey, attention is given to social skills, girl empowerment, independence and the prevention of HIV/AIDS.



## 2.5 KIDS' REACH

More structure has been brought to the monitoring and evaluations of the training blocks and camps, leagues and tournaments that the coaches organise. We gain more insight in the reach and impact of our projects for the kids.

### Weekly blocks

Many children receive hockey training from our coaches on a frequent basis (on average, twice per week). We are proud to report that 30 schools, in the vicinity of our Hockey Dreams communities, have training agreements with our coaches.



### Mixed camps

Between september 2017 and December 2018, a total of 24 camps was organised by our coaches!

*Zambia:* 6 mixed camps, 942 participants  
Camps in Lusaka, Copperbelt, Kafue and Kabwe

*Malawi:* 5 mixed camps, 930 participants  
Camps in Blantyre, Lilongwe, Mzuzu and Zomba

*Uganda:* 6 mixed camps, 2981 participants  
Kampala, including 2 promotional camps for primary and secondary schools in Mbarara and Kabale

Total participants mixed camps: **4853**

### Girls First

Besides the mixed camps, several Girls First camps were organised (numbers not included above):

*Zambia:* 3 girls camps, 481 participants

*Malawi:* 1 girls camps, 235 participants

*Uganda:* 3 girls camps, 1632 participants

Total participants Girls First: **2348**

Total participants of mixed and Girls First camps: **7201\***

\* These are not all individual kids; at a camp, about half has been to a HDF camp before.





## 2.6 STIXX

### No hockey without equipment

Hockey equipment is essential to our hockey communities. We collect and ship equipment only when the added value is clear and make sure to finance the maintenance. We don't believe in Africa as a dumping place for second-hand materials, and neither in always shipping brand new items. We try to buy locally and work sustainable. We take four elements into consideration before collecting and shipping equipment: local market availability, shared usability, logistical feasibility and storage limitations.

Our equipment programme reaches beyond our Hockey Dreams communities. We provide materials to other local projects and other countries and communities.

### LAB: proud of our own production

In keeping with the foundation's values of sustainability and innovation, LAB inspires coaches and children in our hockey communities to make and create some of the hockey equipment that they may need but don't have. For example, instead using old shin pads shipped from the Netherlands, the coaches and children recycle flip-flops and plastic into shin pads. Although in its early stage, this programme sparks innovation and creativity, and also encourages: a) a sense of responsibility and pride and; b) an awareness of local production and the benefits of recycling.

Check out our vision on donating equipment on our website:  
[www.hockeydreams.nl/take-action/#equipment](http://www.hockeydreams.nl/take-action/#equipment)

## 2.7 STIXX REACH

	Sticks	Indoor	Balls	Bips	Cones	Goalie kits
In stock end of 12-2018	528	26	294	132	52	22
Total in 09-2017 > 12-2018	1043	0	581	0	0	3
Total out 09-2017 > 12-2018	1217	0	875	132	52	19
In Stock for next year	354	26	0	20	0	6

Next to this we transported over 2000 pieces of clothing from our partners SportWays, Amsterdam and Kampong, and Zambia and Malawi each received 8 referee packs (whistles, cards and note books).





## 3. HEADQUARTER

### 3.1 OPERATIONAL TEAM



**Gijs Hardeman,**

Founder & Managing Director – [Gijs@hockeydreams.nl](mailto:Gijs@hockeydreams.nl)

Making positive changes in people's lives is what drives me to keep involved with Hockey Dreams. Our foundation does that on a daily base. Thousands of children can play sports and tens of coaches can pursue a school career so they can change the course of their lives. All because of sports, and especially hockey, the sport that has brought me around the world and has given me so much joy in life.



**Merel van Amerongen ,**

Programme Manager - [merel@hockeydreams.nl](mailto:merel@hockeydreams.nl)

Having played hockey from a young age and after living in Johannesburg for a year, I became very interested in the work of Hockey Dreams Foundation. The coaches develop great competences and confidence and contribute to their communities by providing sport and play to hundreds of kids. The energy and creativity the coaches have is very inspiring! With my background in development geography, I am highly motivated to support the coaches and grow the impact of our Hockey Dreams communities.



**Malou Janssen,**

Communication & PR - [malou@hockeydreams.nl](mailto:malou@hockeydreams.nl)

"Sport has the power to change the world", Nelson Mandela once said. I truly believe – and have experienced – that we manage to do that at Hockey Dreams. Our foundation aspires an inspiring and ambitious mission, and the most sustainable of all is that we work with and for young people. Something I enjoy every day when talking to them. They are the true heroes of our team! And for me to be part of this – alongside developing and exploring my own communication and management skills – above all feels like an honour.



**Sarah Hays,**

Events Manager - [events@hockeydreams.nl](mailto:events@hockeydreams.nl)

I truly believe in the work done by Hockey Dreams Foundation and the goals it pursues. The way Hockey Dreams strives to enable coaches to work on their own future with the right tools is in my opinion the best way to effect sustainable change. I am excited to be a small part of such an amazing organization and I am extremely motivated to raise funds and increase awareness for the programmes of the Foundation in order for the her/it to continue the great work.

## 3.2 THE BOARD OF DIRECTORS

The Board is responsible for supervising and acting as a sounding board for management, supervising general affairs and for entry to supporting networks. In 2017 and 2018 four regular meetings with the Board have been held. During these meetings both financial and content programme progress, movement activities as for example fundraising activities, cooperation with partners and progress on the organisation and budgets is discussed. The notes are shared internal. The board approved the following decisions:

- Approval annual report and financial report 2017/2018
- Approval year plan and budget 2019



**Jan Willem Bredius**, Chairman - [janwillem@hockeydreams.nl](mailto:janwillem@hockeydreams.nl)  
Started as a volunteer and infected with the unimaginably HDF virus, he now is active as chairman of the board. After 25 years of being an insurance broker, Jan Willem has decided to make himself "free" for other issues in life. In addition to investment in real estate and small startups, youth coaching and various administrative board functions, the HDF is an important part of those issues. He focuses mainly on funding, networking and is a continuous stable presence at the HDF headquarters.



**Claudia Makumbe**, Secretary  
After having worked in South Africa, Claudia returned to the Netherlands with her Zambian husband in 2004. Since then Claudia has worked for two Universities of Applied Science and volunteered for several NGOs. This last year she has been the secretary of HDF. She enjoys volunteering for Hockey Dreams Foundation because she believes that lives can be influenced through sport.



**Tjarko Tadema**, Treasurer  
Finance consultant with experience in accounting, auditing, finance management and consulting. Tjarko is passionate about Hockey and did not hesitate to take on the treasurer role to assist the foundation with finance related matters.



**Hugo van Donselaar**, Board member  
In daily life, Hugo is general manager at campspace.com. Together with Gijs, Hugo has been involved from the very first moment of the foundation. He started as intern at the Hockey Dreams Foundation (then Kadish Foundation). During his internship he set up the fundraising project Score 4 Kadish. As a board member Hugo focuses on the Dutch hockey network for collecting and connecting resources.



**Freek Tönis**, Board member  
Entrepreneur owning two companies. From past work experience got infected with the African virus. Has seen that to change the mindset inside an African country it has to be done locally. We from the western world can't dictate from our own region how to do it, it has to be done locally and with a lot of enthusiasm. That is why Freek supports the Hockey Dreams foundation. Freek will focus on funding for HDF.



## 3.3 AMBASSADORS

*Since the beginning of 2017, Maria Verschoor and Bjorn Kellerman, two Dutch international hockey players have joined the Hockey Dreams team. In 2018, Tristan Algera joined as ambassador, and both he and Bjorn visited one of our hockey communities: Tristan went to Lusaka, and Bjorn spent time in Kampala.*

**Maria Verschoor** | Dutch National Team & Hockey Club Amsterdam

"By letting the kids play hockey, they stay away from bad behavior on the streets. You learn them to play together, and let them have fun."



**Tristan Algera** | Hockey Club Rotterdam

In 2018 I had the opportunity to visit the Zambian Hockey Community as an ambassador of Gryphon, partner of the Hockey Dreams Foundation in Zambia. I decided to take my girlfriend on what would be a very memorable trip to the capital Lusaka.

There are two things that stayed with me the most. The sheer joy that something as simple as playing hockey together can give to children, which was most visible at the School for Deaf. Laughing, dancing and having fun without being able to communicate vocally was a very cool experience! And secondly the day we visited the homes of the coaches. It's very cliché, but it is a very sobering experience to see how little one needs to live a happy life. Despite the emotional stories they share, they will always find the silver lining which provides hope and happiness. These were very inspiring moments!

Personally I believe that the strength of HDF is keeping things small and personal and therefore make a big impact in a community. Start small, create role models and let it grow organically. This approach in combination with a mindset which states that not another white European will tell them what he thinks is best for them, but facilitate and empower, makes it a very successful programme of which I'm very proud to be an ambassador of!



## Bjorn Kellerman | Dutch National Team & Hockey Club Kampong

Uganda is one of those trips we will never forget. It is such a colourful country with beautiful nature and people who really make contact. We remember so well how the kids were hanging around us and climbing in and on us. To play hockey with you all day long, or looking for a big hug. Only for that reason we would like to go back. This way you make contact with the child so quickly that it is even addictive. Sometimes we didn't even want to leave and just stay all day.

Hockey dream foundation is special because they choose to work with local coaches so that the children feel faultless, most have the same past. There is a team of young trainers who train the children every day with full energy, enthuse them and give them warmth and love. This made us feel completely at home in the hockey community and we were completely included in it. We are sure that this was not our last time in Uganda!

## Impact

While our ambassadors work for the organisation on a voluntary basis, they successfully generate publicity for the foundation. They appeared regularly in the media and played an important role in promotions and special events. They also advertised and promoted Hockey Dreams' work on their personal websites and social media.

Bjorn's visit was the launch of our club link with Kampong. A spread of his visit in the Kampong Magazine, had Redbeans reach out to us. We have established a partnership that would launch in 2019. Of Bjorn's visit, also a series of videos was made which can be found on our YouTube Channel.





## 3.4 VOLUNTEERS

Hockey Dreams Foundation works with many volunteers who assist the operational team on an unpaid basis. Their passion for change, wide range skills, interests and experiences have been invaluable to the organisation. We express our heartfelt gratitude to all our volunteers who give their time and talents to advance the dream of a better future through hockey!







## 4. COMMUNICATION



### 4.1 POLICY ON TELLING ETHICAL STORIES

As our foundation is based on stories and developments of people's personal lives, who often live in underprivileged areas, we have to make ethical considerations. For example, we think words and images that elicit an emotional response by their sheer shock value (e.g. starving, skeletal children covered in flies) are harmful because they exploit the subjects' condition in order to generate sympathy for increasing charitable donations or support for a given cause. Therefore, we refer to the International Guild of Visual Peacemakers' Visual Code:

- We research and respect the culture we are documenting.
- We value our subjects by taking measures to interact with or involve them, and by treating storytelling and image-making as a collaboration.
- We use discernment in candid photography and videography, and all published material, because another's dignity and honor matters to us.
- We inquire about how others are impacted by our images, examining the actual results of our best intentions.
- We are intentional about highlighting common humanity through images and storytelling.
- We explore both macro and micro factors that affect a place or people in an effort for multidimensional coverage.
- We refrain from making an image if asked not to.
- We foster the courage to delete some images that may reinforce destructive stereotypes, or publish them only along with other images that tell a more complete story.
- We refine and upgrade our own vision, because well-crafted images have greater potential for effective visual peacemaking.
- We live generously by helping others around us, wherever we are, and by volunteering to support the visual peacemaking movement with our talents and resources.

## 4.2 STAKEHOLDER COMMUNICATION

We communicate through various channels with our stakeholders (i.e. consumers, companies, foundations, sponsors, followers, alliance partners, project partners, media partners, and our ambassadors), each requiring a different kind of communication format and approach. Hockey Dreams considers it important to communicate clearly with all stakeholders in order to involve them in our work, and more specifically, to give a transparent accountability of revenue vis-a-vis spending and the progress in our communities. Our most important communication goals are to:

### DEMONSTRATE ACCOUNTABILITY

### SHOW THE IMPACT OF OUR WORK

### INFORM THE DIFFERENT STAKEHOLDERS ABOUT OUR GOALS, ACTIVITIES AND RESULTS

### ENGAGE CURRENT AND POTENTIAL SPONSORS

#### Website

After the launch of our new website in January 2017 and having started posting blogs, new visitors have been able to find our website. Reach: 31.171 unique visitors / 44.016 pageviews.

#### Email

We can be reached through our email address [info@hockeydreams.nl](mailto:info@hockeydreams.nl). Our incoming mail varies from donation related questions and queries about our projects, to announcements of fundraising events and idea sharing. Each mail is responded to within 1-3 working days.

#### Newsletter

We didn't use our MailChimp newsletter facility, continuing to focus the foundation's (human) resources on growing our reach through our social media network.

#### PR

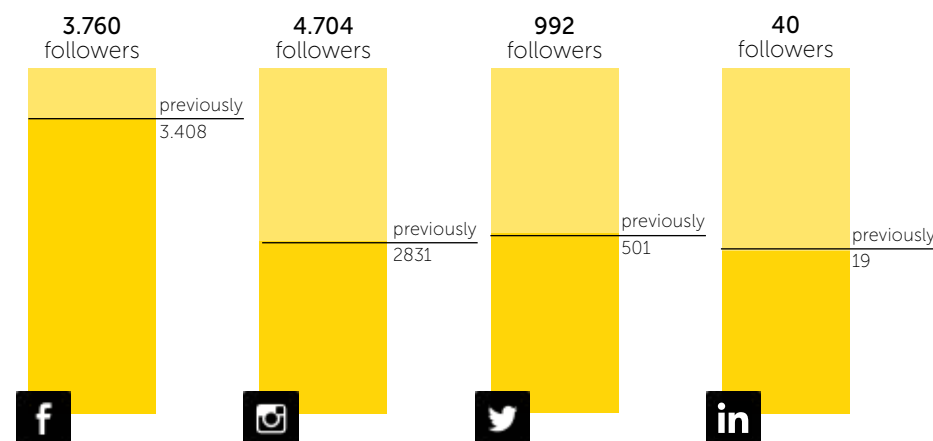
Hockey Dreams Foundation was featured in different news items, articles, interviews and press releases, both nationally as internationally. These include FIH, Planet Hockey Magazine, The Reverse Stick and Kampong's Magazine. We are grateful for the direct awareness about our work that is raised, and the indirect opportunities it can lead to.

#### Social Media

On average we share a few posts per week and work with a limited advertising budget. We kept reaching our followers on Facebook, Instagram and Twitter. Between September 2017 and December 2018 our posts had almost 400.000 views:

Facebook:	54.294
Instagram:	163.865
Twitter :	174.033

The number of our followers has gone up, and has grown significantly on Instagram and Twitter. See chart below.



*These numbers compare the followers between September 1st 2017 and December 31st 2018.*





## HDF: Photo

Brenda Zambia 2, Chilo, Dominic Kremer, Gabrielle, Geoff , Gift Zambia, Ginny, Godfrey Zambia, I



Happy faces after training

16:24

Innocent Uganda

For sure I see only happy faces

18:29

Nice and great work

18:29

Makayi Zambia

Job well done

18:51

Esnerth Malawi

Thank you

18:59

Levi Malawi

Esnerth Malawi

Happy faces after training



Well Done partner

19:33

Esnerth Malawi

Levi Malawi

Well Done partner


Thank you partner

19:41



This is great work!

Example of the interaction on the app group between coaches from different Hockey Dreams communities.

Two large, overlapping yellow circles are positioned in the upper right corner of the page, partially behind the text.

My trip to The Netherlands was phenomenal, educational and insightful. I learned how to deliver sessions and how to come up with hockey drills. It was a dream come true and I thank Hockey Dreams Foundation for giving me such an opportunity.

---

Temwa Chirwa,  
Hockey Dreams Coach Malawi



# 5. FINANCIAL REPORT

## 5.1 TRANSPARENCY

### ANBI

Hockey Dreams Foundation is recognised as an ANBI ("Algemeen Nut Beogende Instelling", or organisation for public benefit), rendering your financial support deductible for tax purposes.

### Directive 650

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650), as published by the Dutch Council for annual reporting. This directive provides the public with clear criteria for assessing fundraising cost ratios, the expenditure of funds and how far these funds have been spent on the goals for which they were intended.



# 5.2 FUNDRAISING

Hockey Dreams Foundation's operations in 2017/2018 were financed by the following categories of funding sources:

## Consumer donations

Funding from the wider public is triggered through social media campaigns, personal relationships, network meetings, presentations etc.. We establish personal contact with every individual and keep them informed of our progress. In May 2017 we started using a new crowdsourcing platform called [www.pifworld.com](http://www.pifworld.com) to promote our ongoing projects and campaigns among potential donors. We update our donors on the projects they support through this multimedia platform.

## African Hockey Experience

This is a yearly fundraising trip organised by Hockey Dreams Foundation. Unfortunately, this time the trip only attracted 4 participants. So we combined it with an ambassador visit by Tristan Algera, a monitoring and evaluation visit, and we managed to introduce hockey in a new region in Zambia: Kafue National Park.

## Grant applications

In Zambia we could continue the camps with the support of Wings of Support. In Uganda, after the initial funds received from Wings of Support to support camps, we now also received a grant from the Sportfordevelopment.nl (2016-2020) programme. This enabled us to step up our game and establish the Hockey Dreams community in Kampala.

## Companies

Hockey Dreams Foundation has developed symbiotic corporate partnerships with a number of successful like-minded companies who support the different programmes in local communities in various ways. For instance, while some companies champion our young coaches' personal development by giving to the Hockey Dreams Coach Academy, others take on children's right to play by giving to the kids hockey camps. We are enthusiastic about exploring financial and non financial avenues of support that are mutually beneficial for the companies and Hockey Dreams Foundation.

## Sponsoring, clubs and events

*In the 2017-2018 period, Hockey Dreams was present at several hockey events of supporting clubs. This allows us to engage with club members and raise awareness about our work, as well as to raise funds. In the fall of 2018, we had a Hockey Dreams' first, and went from the hockey pitch to the golf course. A new way of fundraising in which we shared our mission with new people. The funds raised through these events are a combination of consumer and corporate donations.*

## Results

Consumer donations	African Hockey Experience	Grant applications	Companies
€7.403	€7.875	€19.625	€42.365



## 5.3 DIRECTORS' REPORT

### General

Our primary goal is to attract funding and materials for our Coaches & Hockey Communities so they are able to achieve their dreams. From this objective we want to create a better future for Kids & Coaches through Hockey.

The following chapter presents the financial statements showing where each euro is spend. Of course, we incur costs in business operations, and we intend to keep this cost pattern as low as possible to ensure we are able to spend as much as possible on our programmes. However, we do believe in a professional approach and investments in people to ensure a sustainable future for our organisation (and thus programmes).

The Hockey Dreams Foundation ("HDF") is based in Amsterdam and has its registered office in Enschede

For the preparation of the financial statements, the financial year was adjusted from a broken financial year that runs from the 1st of September to the 31st of August to the calendar year from the 1st of January to the 31st of December. Therefore the current reporting year is based on a 16 month period and the comparative figures are based on a 12 month period.

### Financial results and risks

The main risk within the foundation remains the dependence on volunteers and maintaining knowledge, contacts and processes. We have attracted a team member from the operational team on a temporary contract to standardise processes and secure continuity in the operational process. One of the results is the development of the 'Hockey Dreams Foundation Academy'. This overall investment did result in a loss for the financial year. Nevertheless we have showed we are able to generate a stable income in line with the budget (adjusted for the 16 month period) and reach a 69% spend on the programmes.

	Actual 2018	Budget 2018	Actual 2017
Income own fundraising	EUR 57.643	EUR 54.000	EUR 29.610
Expenses own fundraising	EUR 23.287	EUR 13.350	EUR 19.159
Ratio	40%	25%	65%

### Financial policy and accountability

The foundation has implemented a transparent financial policy. Continuity, integrity and accountability are central. Of course, taking into account adequate financial management and the interests of all stakeholders in the organisation. Below are the foundation's areas of focus in relation to this policy. Furthermore we use a conservative budgeting policy. When drawing up budgets, the precautionary principle is applied to our expected income. The budget for 2018 was based on a 12 month period, however the actual financial year consist of 16 months. We have adjusted this in the ratio calculations.

### Expenditures

The foundation's goal is to spend at least 75% on our programmes. Earmarked gifts and donations remain earmarked. A financial surplus on completed programmes will be devoted to more or less similar projects. Considering it is our goal to spend as much as possible on our programmes, we apply the following measures:

- The cost level is critically reviewed periodically;
- The overhead costs are covered as much as possible by sponsored donations from sponsors;
- Internet, Facebook and email are used as much as possible for communication purposes;
- Service providers and partners provide services at reduced rates to ensure independence and objectivity;
- The annual report is also used as promotional material instead of brochures and expensive campaigns;
- Board members receive no salary or reimbursement of expenses.

### Capital

The Board nor Board members may invest excess cash in interest-bearing loans, securities, derivatives or other securities.

### Cost of own fundraising

The CBF applies a standard of up to 25% on average in 3 years. Past year we have not been able to reach this goal mainly due to the investment in the standardisation and the continuity of the operational process.

### General and administration expenses

This concerns costs the foundation has to make in the context of management, administration and accountability to third parties. Attribution to objectives or fundraising is not allowed.

### Reserves

According to the 'Richtlijn financieel beheer van VFI brancheorganisatie' the continuity reserve should not be more than 1.5 times the annual cost of fundraising and G&A. For 2018 this is EUR 38.079 (2016: EUR 31.186) after adjusting to a 12 month period. For 2018 we are in line with the "Richtlijn".

The capital ratio for this year decreased due to the loss for the year, however is still at 31%. The minimum continuity reserve for 2018 is EUR 15.427, whereas the actual continuity reserve level is at EUR 18.924. Therefore we consider the foundation to be in a healthy financial situation.

### Governance

The Board of Directors consist of a variety of competences developed through experience in development countries, entrepreneurship and finance.

In the event of a vacancy in the board of directors, the remaining members of the board will be promptly provided by appointment of a new board member. Retiring board members are always eligible for reappointment.

Due to the limited size, complexity and available budget, there is no supervisory board in place. During the past year, the Board of Directors supervised the operational team in achieving the goals and the dream by periodical meetings. Furthermore the chair of the Board has been highly involved in the day to day operations.

### Future

For 2019 we intend to increase our income through donations from consumers and achieve 70% of all expenses spent on our programmes and be able to support the continuity and structure we invested this year. Our goal is to reach the 25% Cost of own fundraising ratio again for 2019. We believe this is achievable considering our limited effort in scaling our projects due to the new structure of the organisation and we expect our fundraising expenses will be stable at the current level. In addition, all of our current communities can grow into our maximum level 5 hockey community (total expenditures of EUR 25.000 per level 5 community). If there is a growth through grant applications there will be a direct impact on the Cost of own fundraising ratio considering the limited fundraising and monitoring costs from our part. Furthermore we expect not to exceed the 5% G&A expense level conform prior years.

Function	Name	Daily activities
Chair	Jan Willem Bredius	Entrepreneur by hart and daily involved in the foundation.
Secretary	Claudia Makumbe	Education manager for the sport management course at the Haagse Hogeschool
Treasurer	Tjarko Tadema	Finance consultant at Trifinance with extensive experience in accounting.
Board Member	Freek Tönis	Entrepreneur
Board Member	Hugo van Donselaar	General Manager Campspace



## 5.4 FINANCIAL STATEMENTS

	Ref.	31 december 2018 EUR	31 august 2017 EUR
<b>Assets</b>			
Receivables		7.250	
Cash and cash equivalents	A	<u>14.424</u>	<u>26.683</u>
<b>Total assets</b>		<u><b>21.674</b></u>	<u><b>26.683</b></u>
<b>Net assets</b>	B		
Restricted net assets		0	0
Continuity reserve		<u>21.674</u>	<u>26.683</u>
		21.674	26.683
Designated funds		-	-
<b>Total liabilities and net assets</b>		<u><b>21.674</b></u>	<u><b>26.683</b></u>

	31 december 2018 EUR	31 august 2017
<b>A) Cash</b>		
ABN Amro*	14.424	26.683

\*Cash is at free disposal of the company

B) Net assets	EUR	Total	Restricted	Continuity reserve	Designated funds
<b>Balans 31-08-2016</b>		<b>26.683</b>	-	<b>26.683</b>	-
Result for the year		-5.009	-	-5.009	-
Transfer to reserves		-	-	-	-
<b>Balans 31-08-2017</b>		<b>21.674</b>	-	<b>21.674</b>	-



Income	Ref.	Actual 2018 EUR	Budget 2018 EUR	Actual 2017 EUR
From consumers	C	15.278	20.000	24.010
From companies		42.365	34.000	5.600
From subsidy from governments	D	19.625	10.000	4.595
<b>Total income</b>		<b><u>77.268</u></b>	<b><u>64.000</u></b>	<b><u>34.205</u></b>
<b>Expenditures</b>	E			
Programme expenses		56.984	47.705	21.187
Fundraising expenses		23.287	13.350	19.159
General and Administrative expenses		2.005	2.945	1.632
<b>Total expenditures</b>		<b>82.277</b>	<b>64.000</b>	<b>41.978</b>
<b>Result before financial income / (expenses)</b>		<b><u>-€ 5.009</u></b>	<b><u>€ -</u></b>	<b><u>€ 7.773</u></b>
Financial income / (expense)		0	-	5
<b>Result</b>		<b><u>-€ 5.009</u></b>	<b><u>€ -</u></b>	<b><u>€ 7.768</u></b>
<b>Distribution of result</b>				
<b>Addition/extraction of:</b>				
Unrestricted net assets		<u>-€ 5.009</u>	<u>€ -</u>	<u>€ 7.768</u>





C) Income from consumer	2018	2017
	EUR	EUR
Donations	7.403	9.034
African Hockey Experience	7.875	14.976
	<u>15.278</u>	<u>24.010</u>

D) Income from subsidy from governments	2018	2017
	EUR	EUR
Incidental subsidy	19.625	4.595
<b>Total Income from subsidy from governments</b>	<u>19.652</u>	<u>4.595</u>

E) Expenditures	Programmes	Fundraising	G&A	Total 2018	Budget 2018	Actual 2018
Program contributions	48.428			48.428	47.705	21.187
Purchases	-	8.588		8.588	2.550	4.638
Communication	-	2.029		2.029	3.000	823
Personnel / Allowance	4.929	8.941		13.870	7.800	12.935
Social security	3.627	3.627		7.254		
Housing				-	500	76
Office and General		102	2.005	2.107	2.445	2.319
<b>Total</b>	<u>56.984</u>	<u>23.287</u>	<u>2.005</u>	<u>82.277</u>	<u>64.000</u>	<u>41.978</u>







## 5.5 DISCLOSURE NOTES TO THE FINANCIAL STATEMENTS

### *Accounting Principles*

#### **General**

The financial statements are drawn up in accordance with the provisions of Title 9, Book 2, of the Dutch Civil Code and the Dutch Accounting Standards "Richtlijn 650 Fondsenwervende Instellingen". Furthermore the financial statements have been prepared in consideration of the recommendations from the "Vereniging voor Fondsenwervende Instellingen (VFI)" and the "Centraal Bureau Fondsenwerving (CBF)".

Assets and liabilities are generally valued at historical cost, production cost or at fair value at the time of acquisition. If no specific valuation principle has been stated, valuation is at historical cost. In the balance sheet and profit and loss account, references are made to the Notes.

#### **Comparison with previous year**

The valuation principles and method of determining the result are the same as those used in the previous year, with the exception of the changes in accounting policies as set out in the relevant notes.

#### **Foreign currency**

##### *Functional currency*

Items included in the financial statements of the Hockey dream Foundation are valued with due regard for the currency in the economic environment in which the company carries out most of its activities (the functional currency). The financial statements are denominated in euros; this is both the functional currency and presentation currency of the Hockey Dreams Foundation.

#### **Transactions, receivables and liabilities**

Transactions in foreign currencies are stated in the financial statements at the exchange rate of the functional currency on the transaction date.

Monetary assets and liabilities in foreign currencies are converted to the closing rate of the functional currency on the balance sheet date. The translation differences resulting from settlement and conversion are credited or charged to the profit and loss account. Non-monetary assets valued at historical cost in a foreign currency are converted at the exchange rate on the transaction date.

Non-monetary assets valued at fair value in a foreign currency are converted at the exchange rate on the date on which the fair value was determined.

### *Principles applied to the measurement of Assets and Liabilities*

#### **Accounts receivable**

Receivables are initially valued at the fair value of the consideration to be received. Receivables are subsequently valued at the amortised cost price. Provisions for bad debts are deducted from the carrying amount of the receivable.

#### **Cash and cash equivalents**

Cash and cash equivalents represent bank balances and deposits with terms of less than twelve months. Overdrafts at banks are recognised as part of debts to lending institutions under current liabilities. Cash and cash equivalents is valued at nominal value.



## Equity

### Continuity Reserve

As the Hockey Dreams Foundation is largely dependent on project funding, it needs a capacity to deal with cash flow distress. Therefore the HDF, hold a minimum position of the continuity reserve. The continuity reserves are meant to cover short term risks and to ensure that the organisation has a buffer to respond to its obligations in the long term.

The minimum position of the continuity reserves, based on analysis of the risks, is determined at the level that it allows for payment of 3 months (25%) of the annual fixed organisational cost and the return payment of the allocated cash and banks. With this we want to achieve a healthy cash and bank position which covers at least the return payment of allocated cash positions, the payment of the short term receivables and liabilities and the payment of 3 months (25%) of the annual fixed organisational costs.

Furthermore the reserves are savings that are used to invest in strategic and institutional development. In this we follow the VFI guidelines<sup>1</sup> of not having a reserve that extends 1,5 times the annual fixed organisational cost.

The above policy will be adapted annually through approval from the Board of Director's.

*Principles for the determination of the result*

### General

Income and expenses are allocated to the reporting period in accordance with their agreements and contracts and attributed to the reporting period which they relate. The result on transactions are recognised in the year they are realised.

### Subsidies

Operating subsidies are recorded as income in the income statement in the year in which the subsidised costs were incurred or income was lost or when there was a subsidised operating deficit. Income is recognised when it is probable that it will be received.

## Personnel expenses and allowances

The personnel expenses and allowances to personnel and volunteers are recorded in the income statement on the basis of the employment conditions.

For 2018 we allocated the personnel expenses and allowances to the separate activities based on an allocation key. In the comparative figures all personnel expenses and allowances have been allocated to the 'fundraising expenses'.

## Interest Income and Interest expenses

Interest income and expenses are recognised on a pro rata basis, taking account of the effective interest rate of the assets and liabilities to which they relate. In accounting for interest expenses, the recognised transaction expenses for loans received are taken into consideration.





## 5.6 OTHER INFORMATION

### *Independent Auditor's Report*

In accordance with art. 2:396, section 7 BW the foundation is relieved from presenting an independent auditor's report.

### *Annual Reporting Result*

The board recommends the net result +/- € 5.009 to be deducted from the continuity reserve.

### *Events after accounts closing date*

Next to all sections presented in this annual report, there are no events with material impact on the accounts to be mentioned in this report



## 6. FRIENDS

### 6.1 PARTNERS



### 6.2 SPONSORS



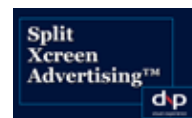


## 6.3 SUPPLIERS

adyen



JaWa Sport  
de hockeyspecialist



Dita.

KENBEN

byte



HOCKEYPARTNER  
UW PARTNER VOOR HOCKEYMATERIALEN

## 6.4 CLUB LINKS

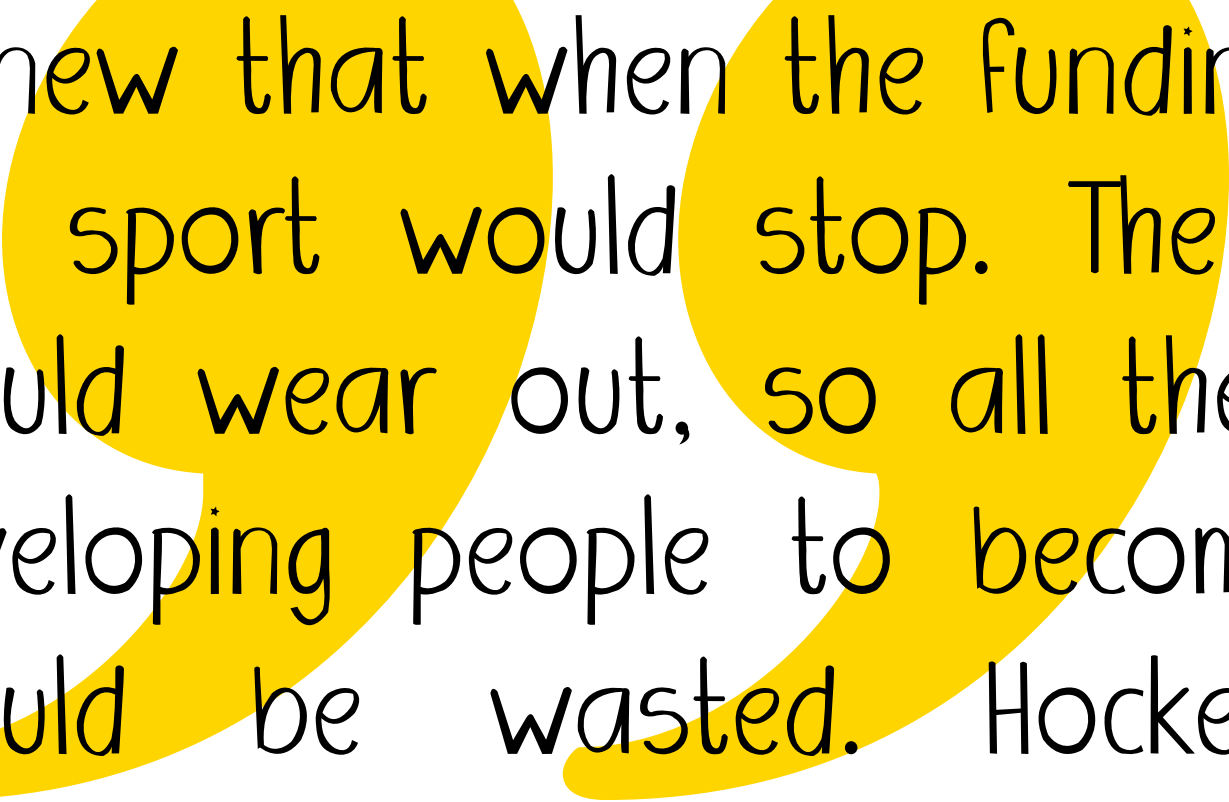


SV Kampong  
Hockey

## 6.5 BRAND PARTNERS

Grays





I knew that when the funding stopped, the sport would stop. The equipment would wear out, so all the work on developing people to become coaches would be wasted. Hockey Dreams Foundation was born.

---

Gijs Hardeman,  
Founder Hockey Dreams Foundation



## 7. PREVIEW 2019




In 2019 we will focus on improving our organisational structures and processes in order to sustain the growth of our Headquarter, hockey communities and our impact. Our priorities include:

- Transferring administration to a different accounting software;
- More specified budgeting and financial accounting to provide more detailed insight into our income and expenses;
- Improving our equipment administration in order to have a clear overview of what we have in stock in The Netherlands, as well as knowing what is exactly in each community throughout the year;
- Structuring the collection of equipment by linking up to events at hockey clubs;
- Recruiting new volunteers and interns to sustain our activities;
- Having coaches working with our HDF Coach Academy: Game of Change;
- Improving the monitoring and evaluation of our projects in our programme countries to get a deeper understanding of not only our reach but also the impact.









HDF has brought happiness to my heart because not only me is benefiting but also the community, and that's what the community needs the most. For that I am grateful!

---

Gift Lombe,  
Hockey Dreams Coach Zambia







# THANK YOU!

To all our supporters, sponsors, partners, suppliers, friends, coaches, volunteers and board members.

---

Team Hockey Dreams Foundation





**SUPPORT US! BECOME A  
(BUSINESS) DONATOR AND  
MAKE A CHANGE!**

**[HOCKEYDREAMS.NL/TAKE-ACTION/](https://hockeydreams.nl/take-action/)**