

HOCKEY DREAMS



FOUNDATION

HOCKEYDREAMS.NL



# COLOFON

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# FOREWORD



**Samuel in the front, Gijs in the back**  
Lusaka, 2011

**Dear Samuel,  
Dear Shadrick,  
Dear Martha,**

You were part of the original team that I trained on my KNHB Hockey Mission in 2011. You were also part of the first five coaches to join the Hockey Dreams Programme. And now you are the first three coaches that have fulfilled their Hockey Dream journey start to finish. The start of this journey is being selected to be part of this movement. The journey itself is learning to become a better coach, to focus on an education, to develop into a role model, to train, coach and guide children on and off the field in your programmes. But also to learn to work together, to make decisions, to grow your own organization, to think creative and be responsible for your kids, your fellow coaches and your actions. Quite a tough job and even though challenges were there, a journey you handled well.

The finish at Hockey Dreams is different for all of you. Hockey Dreams determines a finish when you can transfer to a better perspective.

Samuel. For you that was being asked by a great school in Lusaka to become a teacher. From there you could keep on studying Physical Education (PE) and receive a professional salary.

Shadrick. A similar 'draft' happened for you by a school outside Lusaka. They offered you the opportunity to finish grade 12 from there and, also under the protection of a good job, can start your second dream in becoming a graded PE Teacher.

Martha. You chose a different pathway, one where you could finish a tertiary education in Hospitality and, even though you found a

job in administration, you are looking for a job in your field. Plus you accepted the job as Captain for Hockey Dreams where you now guide the new team of coaches in Zambia. I consider it a bonus that all three of you are still active as players, coaches and administrators. To become a successful Hockey Dreams Coach you need to have a little bit of luck, some trust by family and friends, a fair amount of coaching talent, the ability to develop new skills but most importantly you need to have a lot of drive and believe in your choices. A drive to be in charge of your future, the believe you can be the change of your fate yourself. The believe that one day you can say it was all worth it and that you actually enjoyed the ride. When I asked you the question - Who is responsible for achieving your future dreams - I am sure you all answered "ME!", but saying and doing are two different things and I am happy to say you mastered both.

Now that you are where you are I have a challenge for you. I started this initiative to be a programme with an open end. I always believed (or hoped) someday history would be repeated. That our former talented young coaches, one day, armed with a piece of paper, ten years of experience as a coach and with a good job would start realizing Hockey Dreams for others. So, wherever you are in the future, go out and draft your own group of coaches. Give them an education and let them follow in your footsteps. Hockey has not been a game for you. It was a game changer. Pass the ball on.

**Zikomo and Tiza Onana,  
your coach, your friend, your team mate and your colleague**

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**GIJS HARDEMAN**  
**Founder Hockey Dreams Foundation**

# SUMMARY 2019

Hockey Dreams Foundation (HDF) has the mission to enable a better future through hockey. We do this by co-creating 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. The players and coaches of today, gain the confidence and competences to be the game changers of tomorrow.

3	Hockey Dreams Communities	Each Hockey Dreams Community is slowly but surely growing into sustainable sport for development communities. To support this process, there is a need for more tools and guidance on sport for development and on organisational development.
25	Hockey Dreams Coaches	The Hockey Dreams Coach Academy was launched and each coach received their own programme binder. Two coaches in Zambia graduated college. Three coaches in Uganda are now enrolled in higher education.
22	Local schools involved	Coaches are valued for providing a safe environment outside of school hours. In addition to schools, other local organisations would be valuable to help coaches address social themes and life skills with the kids.
2157	Kids trained in weekly hockey blocks	A steady number of kids is participating in training blocks provided by their coaches.
1485	Kids participated in 8 Mixed Camps	An increased focus to organise camps in the coaches' own community, instead of in various cities. Working on more tools and guidance for coaches to apply sport for development principles in their activities.
417	Girls participated in 3 Girls Camps	The number of girls participating in weekly training blocks and at mixed camps is in all three Hockey Dreams Communities close to the number of boys. Need to know more about which girls do or do not participate and to deepen the added value of girls camps.





**6**

Operational team members

Two new volunteers joined our operational team and will each coordinate and develop the projects for one of our communities.

**31**

Partners, sponsor, suppliers and clubs

We have joined forces with Redbeans and started a promo team that visited Hockey events, including the Business Trophy at Phoenix Hockey Club (The Netherlands)

**10.180**

Social media followers

Social media reach is growing. We aim to share more in-depth stories.

**1068**

Pieces of equipment transported

Various hockey brands, shops, clubs and players reach out to us to donate equipment. Numbers of transported equipment are below average due to a big shipment in December 2018 and a big shipment planned for 2020.

**€62.153**

Total income

New long-term partners are powerful in securing continuity of our organisation and Hockey Dreams communities.

**€58.216**

Total expenses

Of our expenses, 65% was spent on our programme. More programme expenses were budgeted for 2019 but adjusted due to pending grant applications.

## 1. ABOUT

# HOCKEY DREAMS



# FOUNDATION



## 1.1 OUR MISSION AND VISION

### OUR MISSION

A better future through hockey

### OUR VISION

Coaches of today are the game changers of tomorrow

**Our believe is that when empowered, you have the competences and confidence to pursue your personal ambitions while giving back to your community.**

Hockey Dreams Foundation co-creates 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. Learning experiences are created as local coaches take on leadership roles, organise hockey clinics, leagues and camps for kids and become role models to the kids. Together they play, share, learn and grow. Hockey Dreams Foundation is there to assist youth in realising their ambitions for a better future. The players and coaches of today, gain the confidence and competences to be the game changers of tomorrow.

## 1.2 THEORY OF CHANGE

**10**

Ten Coaches from underprivileged areas work together in every Hockey Dreams community. Emphasis is on the development of their educational, personal and social skills, so coaches become positive role models and leaders in their (Hockey Dreams) communities. The coaches follow the Hockey Dreams Coach Academy through which they are supported to go to school and organise training, camps, equipment and other matters common in sport organisations.

**100**

Hundreds of children are mentored on and off the pitch by the Hockey Dreams Coaches. The coaches provide a safe environment in which the children learn the importance of cooperation, how to respect each other and how to set goals. Coaches demonstrate that anyone can have a bright future despite where they come from.

**1000**

Thousands of people are reached through the Hockey Dreams programmes – not only coaches and children. By creating a fun and safe environment, we stimulate parents, family members, friends and other athletes to be part of the Hockey Dreams Community.



## The kick-off

Hockey Dreams Foundation, formerly known as Kadish Foundation, was founded by Gijs Hardeman in April 2012. He started the organisation after setting up a half year project in Zambia on behalf of the Dutch Hockey Association (KNHB). Invited by the International Olympic Committee, the 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 a foundation which would continue to support the local coaches.

## Our values

### Role models

We strive to be exemplary.

### Sustainability

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

### Intrinsic motivation

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

### Innovation

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

### Adaptation

We aim to facilitate and give room for ideas. Ownership and self-reliance are stimulated as coaches have the space to come up with opportunities and solutions suitable to their community.

## Our contribution

Our mission supports the United Nations Global Goals, aspiring to make the world a better and more sustainable place by 2030. Four main goals that are supported are:

Hockey provides a safe environment for coaches and kids to spend their time. On top of that, camps are a platform to invite local experts to raise awareness and inform participants for example on hygiene, diseases, and sexual and reproductive health and rights.

The Coach Academy provides scholarships for coaches to re-enroll and finish secondary education, and when possible to continue with tertiary education. Our Coach Academy complements coaches' development for the competences and confidence to pursue a career and give back to their community.

We ensure equality between male and female coaches in participation, cooperation and leadership. The balance between male and female coaches in each Hockey Dreams community should be 50:50 or 40:60 (either way). Roles of responsibility are rotated between coaches. This way kids also have both male and female role models. Girl empowerment is promoted through Girls Camps.

Coaches are working on safe, inclusive and accessible sports communities for their peers and the kids they reach, spreading the values to the wider community.





## 1.4 WHERE IT HAPPENS

Our work targets developing regions where the demographic share of the youth population is high and sport expansion is low. For now the focus is on sustaining our existing Hockey Dreams communities in different countries in Africa. We currently sustain three active Hockey Dreams Communities where we run our programmes, and we support different existing hockey projects.

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

While our programme is scalable and adaptable to local contexts, developing new Hockey Dreams Communities is subject to funding.

<b>HDF COMMUNITIES</b>	<ul style="list-style-type: none"> <li>• The programmes for coaches and children</li> <li>• Supporting financially</li> <li>• Building capacity</li> <li>• Facilitating operations</li> <li>• Cooperating on the long term</li> </ul>	Zambia Malawi Uganda
<b>COMMUNITIES IN OUR NETWORK</b>	<ul style="list-style-type: none"> <li>• External initiative</li> <li>• Hockey Stixx: equipment programme</li> <li>• Knowledge sharing</li> <li>• Can grow into a Hockey Dreams Community</li> </ul>	South Africa Swaziland Kenya Zimbabwe Namibia





I AM HERE WITH HOCKEY DREAMS FOUNDATION BECAUSE OF THEIR SUPPORT AND LOVE THEY HAVE FOR US. MY HAPPIEST MOMENT WAS WHEN THEY TOOK ME BACK TO SCHOOL AGAIN AND THAT I AM ABLE TO ASSOCIATE WITH OTHERS BECAUSE OF HOCKEY DREAMS.



**Godfrey**

Hockey Dreams Coach, Zambia

## 2. HOCKEY DREAMS COACHES





## 2.1 COACH PROGRAMME

Through our programmes, we are setting up sustainable hockey communities run by local people. 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.

In each Hockey Dreams community, up to ten coaches are at the core of our programme. They follow the HDF Coach Academy: a leadership programme in which they are supported to go back to school and continue studies after that. Part of the Coach Academy is giving back to the (hockey) community and each coach takes on a training project and organisational responsibilities. The coaches run two weekly training blocks in their communities or at public schools. Coaches are also in charge of preparing and running camps, equipment tasks and other matters common in sport organisations. All our coaches receive a monthly allowance.

The coaches grow to be positive role models for the youth in their (hockey) community because of their hard work, leadership and responsibilities, and the opportunities they get in return.

When a coach spot is available, the coaches propose their new team member. We promote to keep a balance between the number of male and female coaches in the team. New coaches are trained by their team members. In this way, the knowledge is transferred from one coach to the next with little intervention from abroad.

Next to these HDF Academy-coaches, there are also several HDF Block coaches. These coaches do one training block per week, help during camps and league days, and can join when there are trainings funded for all coaches together. The coaches receive about half the allowance compared to Academy-coaches. Block coaches are likely to be selected as Academy-coaches when a spot opens up. Or are former Academy-coaches who like to stay involved next to their new pursuits.

### Coach Academy: Game of Change

After the development of the Hockey Dreams Coach Academy in 2018 with the support of KenBen, 2019 was the year to introduce this leadership programme.

*Hockey Dreams Coach Academy: Game of Change* is the programme on and around the pitch through 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 education of the coaches. Based on the coaches' motivation, developments and our budgets, the coaches get the opportunity to finish high school and continue 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 will all have different qualities.

#### My Management

The aim of this Game Plan is for coaches to learn how 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

## 2.2 COACHES IN LUSAKA, ZAMBIA

In 2019 the Hockey Dreams Community in Zambia had:

- Nine Hockey Dreams Coaches in a personal educational pathway; six coaches in high school and three in college;
- Four volunteer (block) coaches in Zambia: Richard, Beauty, Peter and Joseph.

Two of the Hockey Dreams coaches joined teachers from schools in Chongwe, Zambia, in a workshop by Sport in Action. It was a Train the Trainer workshop on sport for development. With the teachers from one school, the coaches worked together to later organise the first hockey camp at that school.

Martha K. and Brenda graduated from the Zambia Institute for Tourism and Hospitality Studies (ZITHS) and now have a diploma in Hotel Management. Martha's graduation ceremony took place in 2019. Afterwards she shared with all the HDF team and coaches:

“I have achieved all this with the help of HDF, without their support it would have been a different story. Now, continue helping others to achieve great things in life.”



**Get to know Martha better through her story and video [on our website](#).**



Martha K



Brenda



Kelvin



Ritah



Makayi



Gift



Andrew



Godfrey



Martha N

## 2.3 COACHES IN BLANTYRE, MALAWI

The group of Hockey Dreams Coaches in Malawi consists of ten coaches. The coaches have been involved with Hockey Dreams for a longer time and have various experience with organising hockey projects for children in their community.

Changes in the team have been put in motion and continue in 2020 when the most experience coaches move out of the programme and assist the programme and projects in other roles, while making space for new coaches to join Hockey Dreams.

The financial support for the formal education of the Hockey Dreams Coaches in Malawi has been limited due to various aspects. However, personal development continues. Coaches describe that being part of Hockey Dreams has enabled them to enrich each other with wisdom and coaching skills, which go a long way in making the players better and developing their own skills:

"By being with the kids it helped us coaches boost skills in talking and self presentation. Being a camp manager also helps coaches to be better managers of resources and time management. Being technical directors and field coordinator helps one to be creative. Hockey dreams also brings us together to be a family, there is more interaction and assisting each other in different aspects which could not have been possible had it not been for the Hockey Dreams Foundation."

Towards the end of 2019, coaches Chisomo and Esnarth managed to obtain a part time job as Data Entry Clerks for an NGO. They go around in communities doing surveys. Chisomo and Esnarth attribute their communication skills to engaging with kids through Hockey Dreams Foundation.



Geoff Biya



Benjamin



Chisomo



Ulemu N



Lilian



Temwa



Esnarth



Ulemu C



Geoff Gama



Levi



## 2.4 COACHES IN KAMPALA, UGANDA

The Hockey Dreams programme in Kampala started in 2018. In 2019:

- The six coaches in Kampala continued;
- Two female block coaches joined the team: Doreen and Teddy. They will continue as Academy coaches in 2020.

All coaches have started with new roles in the team, focused on more communication and cooperation.

For the Girls Camp, coaches arranged different speakers on the subjects of girl empowerment and sexual health and reproductive rights: Mrs. Margaret Mukobe, Director Education Services at Aga Khan University; Mrs. Lydia Dhamzungu, the Chairperson of the Uganda Hockey Association; and Faridah Bulega, coach of the Uganda national football team and trainer for coaches in Africa.

Coach Lawrence studied Project Planning and Management. Coaches now supported in their studies are Innocent R. (Business Administration), Martin (Software Engineering) and William (Hotel and Institutional Catering).



Baba



Innocent R



Lawrence



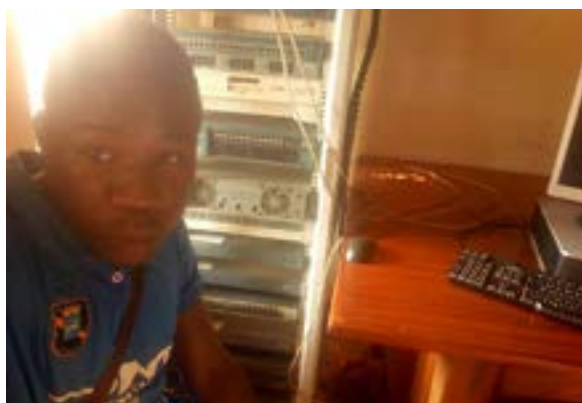
Conssy



William



Martin





HOCKEY DREAMS FOUNDATION HAS GIVEN ME THE CHANCE TO DEVELOP MYSELF TO BE OPEN WITH THE KIDS THAT WE TRAIN. LIKE DURING TRAINING SESSIONS, WE ARE ABLE TO TELL THEM WHAT IS GOOD AND WRONG.



**Conssy**

Hockey Dreams Coach, Uganda

## 2.5 HOCKEY DREAMS TRIP

A special module of the Coach Academy is the Hockey Dreams Trip. This international coach internship provides opportunities to further develop their coach skills and ability to organise clinics and camps. We aim to invite one or two coaches from our programme every year. Each coach participates in SportWays Hockey Camps, visits different hockey clubs and trains (with) Dutch hockey teams. The knowledge and expertise the coaches acquire during their Hockey Dreams Trip are applied in their local hockey communities upon return.

In 2019, coach Lawrence from Uganda spent a month in The Netherlands. Read some of Lawrence's experiences below. Big thanks to SportWays, Wings of Support, Hockey Club Kampong and all coaches, volunteers and friends for making this Dream Trip for Lawrence possible!

"After riding bikes around Utrecht - seeing parks, historical buildings, a windmill and rivers - we went to Kampong hockey club to watch the Pro League game between the men from The Netherlands and Argentina. Seeing the hockey club and the game were eye openers, comparing it to the hockey world from our beginner's level way back home. The next evening I went to Kampong again, to be a volunteer for the women's Pro League match. I met Kampong's amazing man Jans, he will never come out of my head! Giving a chance of being part of Pro League, asking me if I needed a jumper, introducing me to all FIH team leaders... you made my trip awesome.

One more day I joined activities at Kampong, helping train girls (MD1) alongside coach Alex. These girls gave me a warm welcome and liked my training, while I also learnt a lot from you Alex. To the girls, I wish you always luck. Another coach and team I joined were the Baarn U14 boys alongside Roeland and staff. I learnt a lot from you, how to plan and organise the team and when risks are taken. Will always be thankful for that.

A big part of the trip and my memories were the SportWays hockey camps. Great thanks to the teams I worked with in week 1 and 3. HP, Jens, Lawrence, Julian, Siskens, and others. Really you made part of my dream come true through teaching me new skills, drills for kids, allowing me in demos, pricing as Staff of the Days, I couldn't believe it. Always guiding me from wrong and taking care of me, making me feel at home and giving me more tools for kids to always have fun. Giving me time and space to explain my life to the kids was really nice, this was a great experience of my life. All clinics and drills I have learnt from the camps, I am going to share with kids, clubs, coaches, national teams to improve on our standards of hockey in Uganda, and also will keep practicing to improve my skills and knowledge about the hockey game. It was really a nice stay and experience to meet new people at camps and learning from them, great thanks to SportWays for giving me this chance to be part of your world, and hope next time to join the team again."







**I gained a lot of exposure and experience to new life style of living, setting of Dutch country and about all sports like hockey to new skills of play and coaching, organising camps and tournaments, to their success, teamwork preparation before activities and always making sure the target of the day is achieved.**

**Lawrence**  
Hockey Dreams Coach, Uganda



### 3. HOCKEY DREAMS KIDS





## 3.1 KIDS PROJECTS

For kids in underprivileged communities, the Hockey Dreams coaches are central in facilitating sport and play. The coaches grow into role models who create a safe environment where the kids make new friends, learn sportsmanship and become team players. Through hockey, kids practice communication skills, assertiveness, empathy and resilience.

Important aspects that Hockey Dreams Foundation aims for in the activities for kids are:

- Positive participation in a safe environment, the feeling of belonging to a team
- New skills, both physical as social and communicative skills, and skills to improve autonomy
- Awareness of social issues, through games and workshops together lead by local experts.

In 2020, these activities will be further developed by our coaches together with a new member (an orthopedagogue) of the HDF Operational Team.



### 2019 REACH

**2157**  
KIDS  
WEEKLY  
BLOCKS

**40**  
TEAMS  
LEAGUES

**1902**  
PARTICIPANTS  
MIXED AND  
GIRLS CAMPS

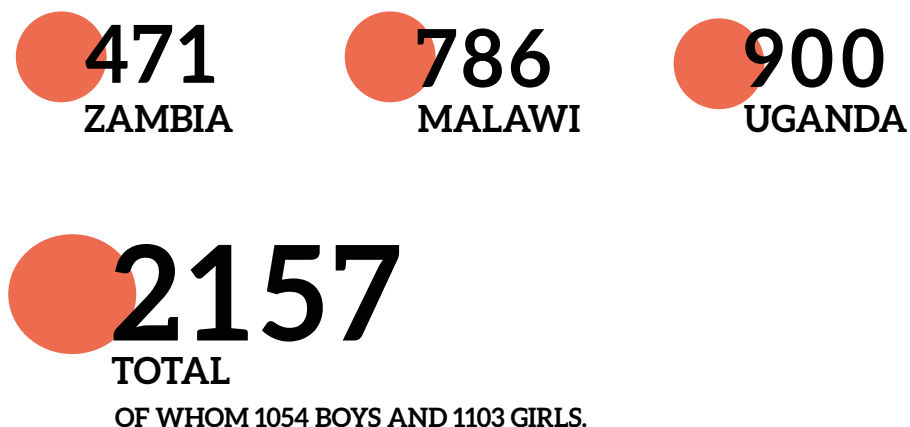


## 3.2 TRAINING BLOCKS

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. Many children regularly attend a weekly training block offered by our local Hockey Dreams coaches. Through hockey blocks the coaches reach, inspire and motivate the children, demonstrating that with hard work and determination they too can create their own future.

We are proud that coaches have made training agreements with a total of 22 schools in their communities.

The number of kids on average participating in hockey blocks every week:



## 3.3 LEAGUES & TOURNAMENTS

Leagues and tournaments are a great way for the coaches to practice their organisational and leadership skills, and to introduce competitive hockey to the youth. The kids are super excited to play together and pit their skills to the test.

In 2019, a Super 5's tournament and a league took place in Kampala. The tournament saw 204 participants divided over 14 teams. The league took place during a two-week holiday and each 16 teams played matches different days.

In Zambia, the Redbeans League (named after our new partner) was launched for the kids in the coaches' training blocks. Four Redbeans league days took place, each with about 14 boys and 10 girls teams.



## 3.4 CAMPS

### Mixed Camps

Coaches bring the kids from their different projects and first time participants together in mixed camps. The camps:

- happen approximately four times a year in each Hockey Dreams Community;
- are multi-day and cater around 200 kids;
- are organised by the Academy coaches. They are in charge of all preparations, budgets, hockey drills, catering and evaluation;
- are supported by block coaches and other volunteer coaches that help out during the camp days;
- provide space to address life skills and social themes like counseling on sexual and reproductive health, hygiene, public speaking and motivation;
- are in cooperation with social workers or a local organisation that focuses on the development of young people.

### Girls Camps

In the areas Hockey Dreams Foundation operates in, girls often have less opportunities and compared to boys, are less involved with sports. Hockey Dreams Coaches motivate girls to participate in sports and organise special girls camps as an accessible introduction to hockey and our (female) coaches. There is attention to topics they see as important, like social skills, girl empowerment, education and sexual and reproductive health and rights.



### Mixed Camps

In 2019, a total of 8 mixed camps was organised by our coaches!

- Zambia 4 mixed camps: 655 participants  
3 camps in Lusaka, 1 in Chongwe.
- Malawi 2 mixed camps: 305 participants  
1 camp in Blantyre, 1 in Zomba.
- Uganda 2 mixed camps: 525 participants  
1 camp in Kampala, 1 in Kabale.

Total participants mixed camps:

**1485**

### Girls Camps

- Zambia: 1 girls camp, in Lusaka 139 participants
- Malawi: 1 girls camp, in Lilongwe 163 participants
- Uganda: 1 girls camp, in Kampala 115 participants

Total participants girls camps:

**417**

Total participants of camps:

**1902 \***

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

*The number of participants is smaller compared to the number of participants in the previous annual report, due to:*

- a shorter period (1 calendar year now versus September 2017 - December 2018 as in the previous Annual Report);
- insecurity of funds combined with more priority on coach development so some camps had been put on hold;
- an increased goal for camps taking place in coaches' own community/city instead of also in cities faraway, in line with our believe that coaches are local role models, and you can't achieve that with one-off camps. Camps that were organised outside Lusaka, Blantyre or Kampala, had to have increased cooperation with local teachers and/or other community leaders.





**“FROM THE TIME I JOINED HOCKEY DREAMS TILL TODAY, I LOVE THE COMMITMENT AND COOPERATION AMONG THE COACHES. I LOVE THE EDUCATION THAT WE TEACH KIDS DURING CAMPS.”**



**Martha Kalomo**

Hockey Dreams Coach, Zambia

## 4. HEADQUARTERS



## 4.1 OPERATIONAL TEAM 2019



**Gijs Hardeman**

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.



**Malou Janssen**

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

Sport has the power to change the world. I truly believe and experience that we manage to do that. We strive for keeping things small, local and sustainable and therefore make big impact on young people's lives. Our coaches are the gamechangers and true heroes of our team! And to be part of this – alongside my personal development – above all feels like a privilege.



**Sarah Hays**

Events Manager – [sarah@hockeydreams.nl](mailto:sarah@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 continually motivated to raise funds and increase awareness for the programmes of the Foundation in order for it to continue the great work.



**Merel van Amerongen**

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

It's great to see our efforts to gather diverse knowledge, skills and resources turn into opportunities for our coaches and their ambitions. 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!



**Marlène Doderlein de Win**

Support Officer Uganda – [marlene@hockeydreams.nl](mailto:marlene@hockeydreams.nl)

Hockey for development enables coaches to pursue their plans for the future. I am outright proud to be part of this organisation and most impressed when meeting the Ugandan coaches on their homeground: the hockey pitch. Hockey skills and knowledge are being transferred, while kids are educated on life skills. These are great coaches that inspire others!



**Charlotte Menting**

Support Officer Zambia – [charlotte@hockeydreams.nl](mailto:charlotte@hockeydreams.nl)

It's a privilege to be able to contribute to the development of our coaches by supporting them to live up to their full potential so they can make a change for themselves and in the lives of others. You really see them grow as a coach and as a person. Their perseverance, dedication, enthusiasm and creativity are truly inspiring!

### SUPPORTING VOLUNTEERS

Many other volunteers assist the Operational Team. Their passion for change and their wide range of skills, interests and experiences have been invaluable to our 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!



## 4.2 BOARD OF DIRECTORS

The Board of Directors is responsible for supervising and acting as a sounding board for management, supervising general affairs and for entry to supporting networks. In 2019 two meetings of the Board took place. 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 2019
- Approval year plan and budget 2020



**Jan Willem Bredius**

Chairman - [janwillem@hockeydreams.nl](mailto:janwillem@hockeydreams.nl)

Started as a volunteer and driven by an unimaginable Hockey Dreams spirit, 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, Hockey Dreams Foundation 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 Hockey Dreams Foundation. 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 Hockey Dreams Foundation.

## 4.3 AMBASSADORS

Since 2017, Maria Verschoor and Bjorn Kellerman, two Dutch international hockey players have joined the Hockey Dreams team. In 2018, Tristan Algeraj joined as ambassador. While our ambassadors are committed to 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 promoted Hockey Dreams' work on their personal social media.

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

"Hockey Dreams 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."



**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

"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!"





## 5. FRIENDS



**Coach Lawrence with his peers at one of the SportWays camps  
Amsterdam, 2019**



## 5.1 PARTNERS

redbeans



non  
fic  
tion  
mediahouse



## 5.2 BRAND PARTNERS



Grays



## 5.3 SPONSORS



## 5.4 SUPPLIERS



## 5.5 CLUB LINKS



Hockey Dreams Foundation

### Actie op jeugddag hockeyclub AH&BC voor jongeren Afrika

woensdag 19 juni 14:00 - 2019 Lokaal



**AMSTELVEEN** De Hockey Dreams Foundation heeft zaterdag veel hockeysticks ingezameld op het terrein van hockeyclub AH&BC in Amstelveen tijdens de Jongste Jeugddag. De sticks zijn bestemd voor hockeyactiviteiten voor jongeren in Afrika. Per stick doneert sponsor Pettebeers (leverancier van koffie en koffiemachines voor op kantoor) bovendien 5 euro aan de Hockey Dreams Foundation.



Om de actie te ondersteunen stond de Pettebeers-activiteit met de Hockey Dreams-garage zaterdag op het terrein van AH&BC aan de Nieuwe Kullplassen in het Amstelveense Bos.

De Hockey Dreams Foundation traint lokale hockeycoaches op sportief, educatief, persoonlijk en sociaal vlak in Zambia, Malawi en Uganda. Elk jaar trekt organisatie ervoor dat de coaches hun scholingsopvoeding afmaken. De coaches dragen hun kennis vervolgens over op de honderden kinderen die ze elke week trainen. Zo wordt de hele gemeenschap veelal geholpen. De coaches organiseren ook hockeykampen en geven workshops op lokale, waaronder universitaire, nog meer jongeren bereikt worden.



### Hockey Dreams Foundation

Kampong Hockey steunt het goede doel. De Hockey Dreams Foundation!

De Hockey Dreams Foundation zet zich in voor hockeycoaches en hockeyende kinderen in Afrika. Ze geeft jongeren uit wisselstukken de kans om naar school te gaan en een opleiding tot hockeycoach te volgen. Die geven op hun beurt hockeylessingen aan kinderen in de omgeving waar ze wonen. Na een trainingsslag bij SportNays in Nederland kunnen ze ook hockeykampen organiseren.

#### BJORN KELLERMAN

Heren 1-speler Bjorn Kellerman is ambassadeur van Hockey Dreams. In het clubhuis boren op de vide bij het hockeykantoor staat een kleine ton waar je je oude stick in kan leveren. Bjorn Kellerman heeft afgelopen zomer al een lading sticks en ingeleverde Kampong wedstrijdshirts meegenomen naar Oeganda. De rest van het jaar sturen we gereinigd hockeyspullen naar Hockey Dreams.

#### NAAR KAMPALA

Nicole Maas uit Velsen en haar man en kinderen zijn naar Oeganda gereisd. Nicole helpt ons ter plekke aan de samenwerking tussen Kampong en Hockey Dreams verder in te vullen. Top!

Volg Bjorn en de Hockey Dreams Foundation via Facebook en Instagram van de Hockey Dreams Foundation. Voor meer informatie kijk op [www.hockeydreams.nl](http://www.hockeydreams.nl)





## 5.6 CAMPAIGN

Together with our friends from Scorrd and gribbid, we managed to launch the Limited Edition Grip in the run-up to the Euro Champions in Belgium in August 2019. And... with great results! The mutual goal was clear: in some parts of the world it's not a given that you can play hockey, let's make hockey more accessible. With the help of international players Maria Verschoor, Bjorn Kellerman, Tobias Walter, Thomas Briels, Shane O'Donoghue and Barbara Nelen, the launch was a fact.

During the EC2019, an incredible number of international players styled their stick with the eye-catching grip: Florian Fuchs, Thomas Briels, Félix Denayer, Tobi Walter, Alan Forsyth, Lukas Windfeder, Tisi Mueller, Aline Fobe, Michelle Struijk, Gareth Furlong, Rhodri Furlong, Barbara Nelen, Jill Boon, Nikki Evans, Berta Bonastre, Carlota Petchame Bonastre, Bea Pérez, Júlia Pons, Belen Iglesias, Anna Toman, Sarah Evans, Hannah Martin, Grace Balsdon, Giselle Ansley, Dries Mertens, Christopher Rühr, Anabel Herzsprung, Flor Teves, Shane O'Donoghue, Marlena Rybacha, Antoine Kina, and many more.

We received so many messages from people all over the world who wanted to buy the grip and support the project. From hockey lovers from U.K. to New Zealand, and from Spain to the U.S., how hockey can connect! We are thankful to Scorrd and gribbid for their support and raising more than € 2.000 for Hockey Dreams Foundation.

## LAUNCH VIDEO



## THANK YOU VIDEO



# HOCKEY DREAMS FOUNDATION CHARITY GRIPS

+400  
and grip

=

+2.2k  
Donation

Sold during the last Belfius European Championship in Antwerp and on gribid.com

+50  
TOP hockey  
players used it  
Belfius  
Euro Hockey

+7K  
Kids Training  
biweekly  
Zambia, Uganda & Malawi

PROJECT PARTNERS



## 6. EQUIPMENT





## 6.1 STIXX & LAB

### Hockey equipment

Hockey equipment is essential to our hockey communities. We are proud so many hockey clubs, brands and shops are willing to support the Hockey Dreams Programme by donating equipment. 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.

[\*Learn more\*](#) about our vision on donating equipment

### 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 into shin pads. Or yoghurt cups into cones. This sparks innovation and creativity, and also encourages a sense of responsibility and pride, and awareness of local production and the benefits of recycling.



## 6.2 COLLECTION & DISTRIBUTION

	Sticks	Indoor	Balls	Bips	Cones	Goalie items	Gloves	New shoes
In stock January 1, 2019	354	26	0	20	0	51	0	0
Total donated to HDF	574	62	783	370	0	0	1670	155
Total distributed by HDF	450	0	386	192	0	20	20	0
In stock for 2020	<b>478</b>	<b>88</b>	<b>397</b>	<b>198</b>	<b>0</b>	<b>31</b>	<b>1650</b>	<b>155</b>

Because we shipped +1200 sticks and 875 balls at the end of 2018 and are planning around 1000 sticks, 750 balls and 2000 cones in 2020, numbers in 2019 are below average.

- We transported around 400 pieces of clothing from our partners and club sponsors. We try to keep this number low and buy local instead.
- We purchased and printed over 100 sports clothing items locally for the Redbeans League.
- We now count Goalie items instead of full kits because we supply goalie items on demand as some items last longer than others.
- We received a large amount of new gloves and new shoes so we added these to our administration. Because glove numbers were so high we can sustain and provide for all kids involved in our coach trainings. It also helps for injury prevention for these kids when access to medical care can be more difficult.
- In 2019 we also donated 70 sticks to a project in South Africa and 100 sticks to a project in Gambia.
- For 2020 a donation is expected of almost 2000 cones. They will then be transported to the three Hockey Dreams Communities.



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.



**Tristan Algera**

Player Hockey Club Rotterdam

Ambassador of Hockey Dreams Foundation



## 7. COMMUNICATION



## 7.1 POLICY ON TELLING ETHICAL STORIES

As our foundation is based on stories and developments of people's personal lives, people who often live in underprivileged areas, we have ethical considerations to follow. 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.



## 7.2 STAKEHOLDER COMMUNICATION

We communicate through various channels with our various 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 hockey communities. Our most important communication goals are to:

- Demonstrate accountability
- Inform the different stakeholders about our goals, activities and results
- Show the impact of our work
- 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 2019: 1.569 unique visitors / 4.286 pageviews

### Email

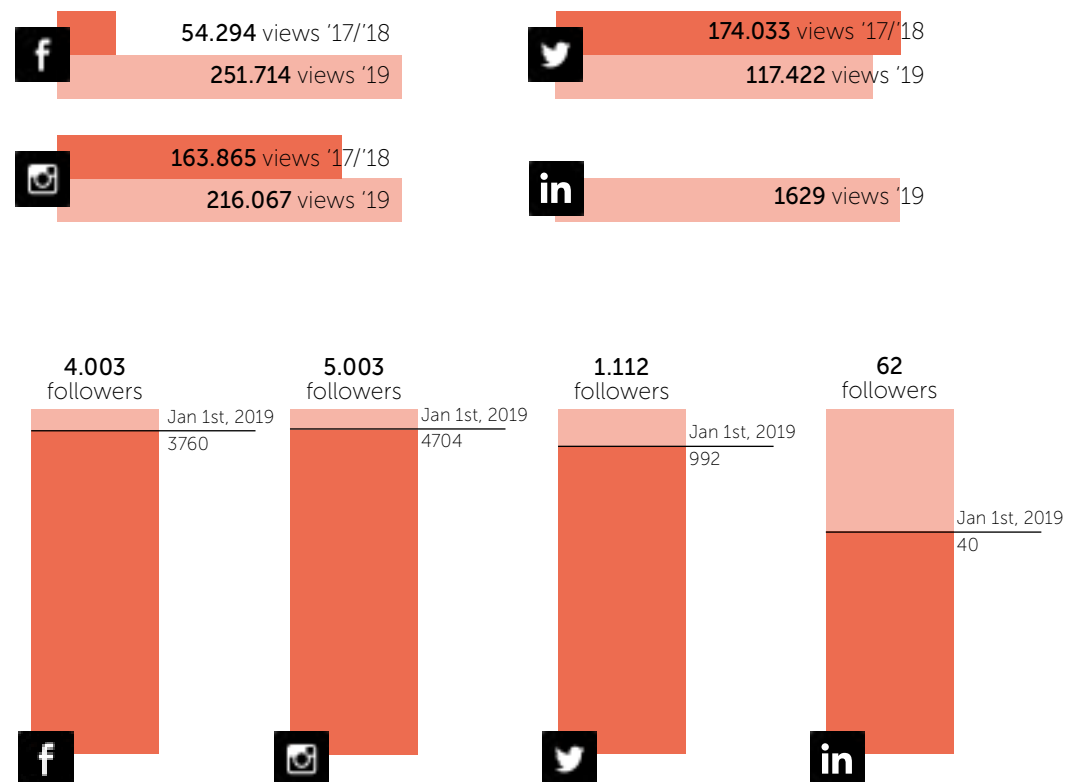
We can be reached through our email address [info@hockeydreams.nl](mailto:info@hockeydreams.nl). Our incoming mail varies from donation related questions and queries about our projects, to announcements of fundraising events and idea sharing. Each mail is responded to within 1-3 working days.

### Newsletter

In 2019, we reorganised our Mailchimp database and started sending newsletters again to our fans and friends. We have an audience of 1.179 recipients worldwide.

### Social media

On average we share two posts per week and worked without an advertising budget. We kept reaching our followers on Facebook, Instagram, Twitter and LinkedIn. In 2019 our posts gained around 586.000 views.





## 7.3 PRESS





## 8. FINANCIAL REPORT



## 8.1 FUNDRAISING

Hockey Dreams Foundation's operations in 2019 were financed by the following categories of funding sources:

### Consumer donations

As funding from consumers we count both direct donations by individuals as well as initiatives by or via hockey clubs. Funding is triggered through various channels: social media campaigns, personal relationships, network meetings, and with support from our partners and volunteers. We aim to keep supporters informed through our different communication channels and through personal contact when possible. In 2019 we continued with our crowdsourcing platform of [www.pifworld.com](http://www.pifworld.com), but in 2020 we will be looking for other and/or additional forms to help our campaigns and give a platform for initiatives by supporters of Hockey Dreams.

### *African Hockey Experience*

The African Hockey Experience is fundraising trip organised by Hockey Dreams Foundation to one of the Hockey Dreams Communities. Unfortunately, this time the trip did not take place.

### *Hockey Dreams x Redbeans tour*

In 2019, Hockey Dreams and Redbeans combined strenghts: we were present at several hockey events of supporting clubs. As Hockey Dreams we brought a game and prizes from our brand partners. Redbeans brought their delicious coffee. This allowed us to engage with club members and raise awareness about our work, raise funds and collect donated sticks.

### Other subsidy: grant applications

In Zambia coaches could continue organising camps with the support of Wings of Support. For the Hockey Dreams Community in Uganda, we received a grant in 2018 from the Sportfordevelopment.nl (2016-2020) programme. This funding continued for 2019. For Kampala another subsidy was granted that supports the education of two coaches.

### Companies

Hockey Dreams Foundation has developed symbiotic corporate partnerships with a number of successful like-minded companies who support the Hockey Dreams programme in our different hockey communities. While some companies champion our young coaches' educational career and give to the Hockey Dreams Coach Academy, others take on children's right to play by donating 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.

### Results

Consumers	Companies	Government subsidies	Other subsidies
€ 9.394	€ 46.991	€ -	€ 5.767



## 8.2 DIRECTOR'S REPORT

### General

Hockey Dreams Foundation is based in Amsterdam and has its registered office in Enschede. Our mission is to enable a future for coaches and kids through hockey. Our effort is in attracting and sustaining funding and equipment so coaches are able to achieve their dreams.

The following chapter presents the financial statements showing where each euro is spend. We intend to keep costs in business operations 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).

For the preparation of the financial statements, the prior financial year was adjusted from a broken year that runs from September 1st to August 31st, to a calendar year from January 1st to the December 31st. Therefore the prior reporting year is based on a 16 month period: September 2017 - December 2018. The current reporting period covers 12 months: January 2019 to December 2019.

### Financial results and risks

Main risks have been dependence on volunteers, consumer fundraising through the African Hockey Experience and expected grants. In Q1 a new volunteer was attracted with a focus on fundraising events. In Q3 two more volunteers started and are up and running at the start of 2020. They are tasked with supporting and monitoring one Hockey Dreams Community and its Coaches each in order to grow and sustain our impact. In Q4 the team member from the Operational Team with a temporary contract has been succeeded by another, also on a temporary contract and 0,3 fte, to keep the continuity in the operational process. The board

monitored the (financial) developments closely and adjustment have been made in programme expenses. Considering the programme expenses and fundraising are below budget, the ratios are somewhat diluted. Nevertheless we have been able to maintain our focus on the programmes and spend approx. 65%. In addition we were able to maintain our stable G&A expenses at 5%.

At the time of writing, COVID-19 has caused many limiting measures in both the Netherlands as in our programme countries. At the end of 2019, beginning of 2020, we did not calculate COVID-19 as a risk. Funding of companies has become insecure and events for consumer fundraising are on hold (African Hockey Experience and through events at hockey clubs). We do expect a government subsidy, and the grant that was pending in 2019 has been approved and received. Both are earmarked funding that would cover a great part of our programme activities. However, much has been put on hold so expenses on the programme are limited. Few colleges continue online, but most institutions and schools were or are still closed. We are supporting coaches in their personal development in other ways and continue paying coaches their monthly allowances.

### 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.

### 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;

	Actual 2019	Budget 2019	Actual 2018
Income own fundraising	EUR 56.386	EUR 73.350	EUR 57.643
Expenses own fundraising	EUR 17.532	EUR 21.980	EUR 23.287
Ratio	31%	30%	40%

- Internet communication tools as email, Whatsapp and Facebook 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

CBF applies a standard of up to 25% on average in 3 years. Past year we did not reach this goal mainly due to the investment in 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 '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 2019 this is EUR 30.353 (2018: EUR 38.079). We have been able to manage our expenses while maintaining focus on our goals. Our continuity reserve is currently higher than the 'Richtlijn'. This will change when programmes start-up again and we can go back to 'normal' business. Due to the increased capital and the decreased expenditures, the capital ratio for this year increased to 40%. The minimum continuity reserve for 2019 is EUR 14.449, whereas the actual continuity reserve level

is at EUR 20.323. Therefore we consider the foundation to be in a healthy financial situation.

### Governance

The Board of Directors has a variety of competences developed through experience in development countries, entrepreneurship and finance. In the event of a vacancy in Board of Directors, the remaining members 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 by periodical meetings. Furthermore the chair of the Board has been highly involved in the day to day operations.

### Future

For 2020 we intend to diversify our income and set a strategy to engage with different stakeholders and set up long term relations. A grant pending in 2019, is approved in 2020. We are working on applying for a government subsidy. Both the grant and subsidy would be earmarked funding for our programme. Because of this, we aim to have 80% of our expenses spent on our programmes and to continue on the programme achievements and operational growth. Our ongoing goal is to reach the 25% Cost of own fundraising ratio. We believe this is achievable considering our limited effort in scaling our projects due to focus on sustaining current hockey communities. If there is growth through grant applications this has direct impact on the Cost of own fundraising ratio as we limited fundraising and monitoring costs. Furthermore we expect not to exceed the 5% G&A expense level conform prior years.

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

## 8.3 FINANCIAL STATEMENTS

		December 31, 2019 EUR	December 31, 2018 EUR
<b>Assets</b>	<b>Ref.</b>		
Receivables		3.500	7.250
Cash and cash equivalents	A	<u>22.392</u>	<u>14.424</u>
<b>Total assets</b>		<b><u>25.892</u></b>	<b><u>21.674</u></b>
<b>Liabilities and net assets</b>			
Social security payable		419	
<b>Net assets</b>	<b>B</b>		
Restricted net assets		0	0
Continuity reserve		<u>20.323</u>	<u>21.674</u>
		20.323	21.674
Designated funds		5.149	-
<b>Total liabilities and net assets</b>		<b><u>25.891</u></b>	<b><u>21.674</u></b>



	December 31, 2019 EUR	December 31, 2018 EUR
<b>A) Cash</b>		
ABN Amro*	22.392	14.424

\*Cash is at free disposal of the company

<b>B) Net assets</b>	EUR	Total	Restricted continuity reserve	Designated funds
<b>Balance January 1, 2019</b>		<b>21.535</b>	-21.535	-
Result for the year		<b>3.937</b>	-1.212	5.149
Transfer to reserves		-	-	-
<b>Balance December 31, 2019</b>		<b>25.472</b>	<b>-20.323</b>	<b>5.149</b>



Income		Actual 2019	Budget 2019	Actual 2018
	Ref.	EUR	EUR	EUR
From consumers	C	9.394	27.250	15.278
From companies		46.991	46.100	42.365
From subsidy from governments		-		-
From other subsidy	D	5.767	21.715	19.625
<b>Total income</b>		<b><u>62.153</u></b>	<b><u>95.065</u></b>	<b><u>77.268</u></b>
<b>Expenditures</b>	E			
Programme expenses		37.980	64.974	56.984
Fundraising expenses		17.532	21.980	23.287
General and Administrative expenses		2.704	4.106	2.005
<b>Total expenditures</b>		<b><u>58.216</u></b>	<b><u>91.060</u></b>	<b><u>82.276</u></b>
<b>Result before financial income / (expenses)</b>		<b>€ 3.937</b>	<b>€ 4.005</b>	<b>- € 5.008</b>
Financial income / (expense)		-	-	-
<b>Result</b>		<b><u>€ 3.397</u></b>	<b><u>€ 4.005</u></b>	<b><u>- € 5.008</u></b>
<b>Distribution of result</b>				
<b>Addition/extraction of:</b>				
Designated funds		5.149		
Unrestricted net assets		-€ 1.212	€ 4.005	- €5.008
		<b>3.937</b>	<b>4.005</b>	<b>5.008</b>

<b>C) Income from consumer</b>	<b>2019</b>	<b>2018</b>
	<b>EUR</b>	<b>EUR</b>
Donations	4.324	7.403
Other	5.070	7.875
	<u><b>9.394</b></u>	<u><b>15.278</b></u>

<b>D) Income from other subsidy</b>	<b>2019</b>	<b>2018</b>
	<b>EUR</b>	<b>EUR</b>
Incidental subsidy	5.767	19.625
<b>Total income from subsidy</b>	<u><b>5.767</b></u>	<u><b>19.625</b></u>

<b>E) Expenditures</b>	<b>Programmes</b>	<b>Fundraising</b>	<b>G&amp;A</b>	<b>Total 2019</b>	<b>Budget 2019</b>	<b>Actual 2018</b>
Programme contributions	30.546			30.546	64.974	48.428
Purchases	1.983	1.257		3.240	4.500	8.588
Communication	-	304		304	200	2.029
Personnel / Allowance	3.410	9.315		12.725	13.000	13.870
Social security	2.040	6.015		8.055	4.280	7.254
Housing				-	-	-
Office and General		641	2.704	3.345	4.106	2.107
<b>Total</b>	<u>37.980</u>	<u>17.532</u>	<u>2.704</u>	<u><b>58.216</b></u>	<u>91.060</u>	<u>82.276</u>

## 8.4 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**

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 Hockey Dreams 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 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 are valued at nominal value.

### **Equity**

#### *Continuity Reserve*

As Hockey Dreams Foundation is largely dependent on project funding, it needs a capacity to deal with cash flow distress. Therefore Hockey Dreams Foundation holds 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 Directors.

## *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.

We allocate the personnel expenses and allowances to the separate activities. For the comparative figures, this was based on an allocation key.

### **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.

## 8.5 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 € 3.937 to be added to 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.





## 9. PREVIEW 2020





In 2020 we will focus on sustaining and growing our impact by specifying outcome and indicators in line with our mission and vision. We will involve coaches in this process. Priorities include:

*Hockey Dreams Communities:*

- Identify organisational strengths and needs by evaluating current processes and responsibilities.
- Develop guidelines and tools on organisational development to help our hockey communities grow in sustainable sport for development organisations.

*Hockey Dreams Coaches:*

- Help coaches with their Personal Development Plan by providing them outlines and guide them through the process to create a plan based on their strengths, ambitions and needs.
- Have 100% of Hockey Dreams coaches helped a step further in their development in line with the Coach Academy and their Personal Development Plan.

*Hockey Dreams Kids:*

- Work together with local organisations for workshops on sport for development.
- Work together with coaches on identifying needs of the children to strengthen the coaches' role.
- Find or create tools for the coaches to apply sport for development principles more.
- Learn more about the girls that attend Hockey Dreams activities so that they can have extra value for the girls.

*Partners and supporters:*

- Share more monthly stories from coaches and activities on our website to show who they are and what they do.
- Send out the Hockey Dreams newsletter few times a year to bring attention to updates from our communities, events or partnerships.
- Cooperate with our (Brand) Partners to represent Hockey Dreams at different events and raise more awareness about our work.

*Equipment:*

- Improve our logistical system of equipment transport by writing universal guidelines so everyone collects, checks, monitors and sends equipment in the same way.
- Align the equipment administration system between the different hockey communities and our Headquarters so we can keep track of equipment and gain more insight in durability.
- Research the need for second hand equipment for other hockey projects to try and support programmes around the globe.

*Operational Team:*

- Grow our Operational Team to support coaches more in their development and activities, and to engage with more people and partners to raise awareness and funds.
- Tighten our relationship with other sport for development organisations to complement our work.
- Combine strengths with other sport organisations to create new learning opportunities for our coach.









**ZIKOMO! WEEBALE!**  
**Thank you!**

**to all our coaches and supporters**  
**to all our partners, sponsors and suppliers**  
**to all our volunteers and ambassadors**

**Team Hockey Dreams Foundation**





**JOIN US! BECOME A (CORPORATE)  
SUPPORTER OF HOCKEY DREAMS AND  
MAKE A CHANGE WITH OUR COACHES**