

# ANNUAL REPORT 2020

HOCKEY DREAMS



FOUNDATION

HOCKEYDREAMS.NL

# 2020 SOCIAL IMPACT REACH

3

Hockey Dreams Countries

39

Hockey Dreams Coaches

6

Camps and tournaments

2

Community Projects

3

Hockey Dreams Communities

1176

Kids in weekly training blocks

905

Youth participants in the camps and tournaments

60

Participants in Community Projects



# FOREWORD



*This annual report is published by Hockey Dreams Foundation (HDF). The report is available in PDF through: [www.hockeydreams.nl](http://www.hockeydreams.nl)*

Another year of learning on and around the hockey pitch has passed. As we all experienced, the year was not like any other. The months have brought us some great sportive events and programme achievements, but also dire and troublesome times. COVID-19 entered our lives and the joys of meeting friends at school or on the pitch, suddenly could not be guaranteed.

We adapted the activities we could, while the Hockey Dreams vision and values did not change. We believe in hockey as a Game of Change. Together, coaches create a background for experiential, local learning, local ownership and local role models. Coaches develop themselves, create a safe environment for kids and become game changers in their communities.

With thanks to all those who have been able to support Hockey Dreams, we were able to keep supporting our coaches and to look for other learning opportunities. Many inspiring things arose from these doubtful times; attending webinars, writing coach blogs and taking on Community Projects. We can still learn and build on these events.

Besides the challenges, there was also growth. New volunteers have joined our operational team. New partnerships formed under the Sport for Development programme supported by the e Dutch Ministry of Foreign Affairs. All developments together make us excited for 2021. With caution but also with hope and commitment, we are ready for a new year, for new challenges and new opportunities.

**MEREL VAN AMERONGEN**  
Managing director

## 1.1 MISSION & APPROACH

### ● OUR MISSION

A better future through hockey

### ● OUR VISION

Coaches of today are the game changers of tomorrow

Hockey Dreams Foundation empowers youth to have the competences and confidence to pursue their personal ambitions for a better future while giving back to their 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. Our programme has three pillars: formal learning, non-formal learning, and giving back to your community.

#### ● Formal learning

Coaches are supported to re-enroll in Secondary Education and complete Tertiary Education. With these diplomas, skills and knowledge chances for a job increase.

#### ● Non-formal learning

Coaches are in charge of training, camps, equipment and other matters common in sport organisations. This way coaches gain confidence and competences on the pitch to pursue their dreams off the pitch.

#### ● Giving back to their community

Coaches are positive role models and create a safe environment of sport and play and reach thousands of kids.

# SUSTAINABLE DEVELOPMENT GOALS

## Sustainable Development contribution

Hockey Dreams' mission supports the United Nations Global Goals, aspiring to make the world a better and more sustainable place by 2030.

Our focus now is on regions where the demographic share of the youth population is high and sport expansion is low. Coaches and kids from communities with challenging circumstances come together through their shared passion for the hockey sport. Hockey Dreams Foundation directly contributes to these four Sustainable Development Goals:



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



The Coach Academy provides scholarships for coaches to re-enroll and finish secondary education. After graduation, coaches can continue with tertiary education. Our Coach Academy complements formal learning with non-formal learning opportunities on and off the pitch. Coaches gain the competences and confidence to pursue a career and give back to their community.



Hockey Dreams ensures equality between male and female coaches. The gender balance between coaches in each Hockey Dreams community is 50:50 or 40:60 (either way). Roles and responsibility rotate between coaches. This way coaches have the same chances, and kids 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.

Indirectly Hockey Dreams also contributes to:





# HOCKEY DREAMS COMMUNITIES

## 10

Ten coaches are at the core of each Hockey Dreams community. Emphasis is on education and development of their skills. Coaches follow the Hockey Dreams Coach Academy through which they are supported to go to school and organise trainings, camps, equipment and other matters common in sport organisations.

## 100

Hundreds of children are mentored on and off the pitch by the coaches. Coaches provide a safe environment in which the children learn about respect for others, the importance of cooperation and how to set goals. Coaches work together and are positive role models; they 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. Coaches are leaders in their (Hockey Dreams) communities and by creating a fun and safe environment, stimulate parents, family members, friends and other athletes to be part of the Hockey Dreams Community.



## 2020 COMMUNITIES

Our work targets developing regions where the demographic share of the youth population is high and sport expansion is low. The focus is on sustaining our existing Hockey Dreams communities where we run our programmes. Currently there are three active Hockey Dreams Communities:

- Kampala (Uganda)
- Lusaka (Zambia)
- Blantyre (Malawi)

Hockey Dreams Communities are either legally registered as NGO or in the process of being recognised as legal entities. In times of COVID-restrictions, we strived to keep local learning, local ownership and local role models central. As we aim for long term impact, each Hockey Dreams Community:

- runs the Hockey Dreams Coach Academy for coaches
- is supported financially to run programmes for children
- is supported in capacity building towards self-sustaining entities

While our programme is scalable and adaptable to local contexts, developing new Hockey Dreams Communities is subject to funding. We do support other sport for development or hockey projects, mainly through equipment.



# HOCKEY DREAMS COACHES

Coaches follow the Hockey Dreams Coach Academy: a personal leadership programme in which formal learning, non-formal learning and giving back to your community are combined.

Coaches discover their talents, develop their strengths and follow their ambitions, in or outside of sports. The Coach Academy is a way to structure the coaches' development and to make their experiences around the hockey pitch more tangible. The Academy follows three Game Plans: Personal Planning, Competent Coaching, and My Management. Through the activities coaches gain organisational, administrative and leadership skills.

- Academy Coaches are supported in their education and can request budget for other courses or workshops adding to their personal or professional development. Coaches give back to their community by doing 2 training blocks per week and organising different camps and tournaments.
- All our coaches receive a monthly allowance so that we can ensure coaches to participate in our programme who can benefit the most.
- When a coach finishes his/her education and goes out of the Coach Academy, a coach spot becomes available. The coaches themselves propose their new team member. A balance between the number of male and female coaches in the team is promoted. 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 the Academy Coaches, Hockey Dreams Communities are strengthened by several Block coaches and a Captain:

- Block Coaches run one training block per week, help during camps and league days, and can join when there are trainings are organised for the group of coaches.
- Block coaches are likely to be selected as Academy Coaches when a spot opens up. Or, former Academy Coaches stay involved a while longer as Block Coaches while transitioning to their new endeavours.
- The Captain is an experienced former Hockey Dreams Coach who is a support for the coaches in their personal development trajectory and can help them in the planning of events and in reflecting on their experiences.



## 2020 COACHES



In 2020 Hockey Dreams worked together with 39 coaches:

- 27 Academy Coaches
- 10 Block Coaches
- 2 Captains

Of these Hockey Dreams Coaches, in 2020:

- 10 coaches joined Hockey Dreams
- 3 coaches graduated from our Coach Academy

**COVID-19 measures have had a major impact on the Hockey Dreams Coach Academy:**

*Formal learning:*

Due to COVID-19 measures, some schools or colleges were on hold for a few months. Some institutions switched to online classes..

*Non-formal learning & giving back*

No Hockey Dreams Trip to the Netherlands was organised this year. However, other opportunities were created:

- Coaches participated in webinars hosted by SportWays South Africa
- Coaches took on Community Projects in Blantyre (p. 12) and Kampala (p. 13)
- Hockey Dreams was partner of the African Hockey Summit (p. 15)

# KIDS PROJECTS

For kids in underprivileged communities, Hockey Dreams Coaches facilitate sport and play. 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 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 - and skills to improve autonomy.
- Awareness of social issues, through games and workshops together lead with local experts.

Sports activities that are organised for kids in each Hockey Dreams Community:

- Weekly training blocks offered in the community or through schools. Kids get the chance to engage in sports on a regular basis.
- Leagues and tournaments throughout the year. Not only a great way for the coaches to practice their organisational and leadership skills, but by participating in competitive hockey the youth is challenged on another level.



## 2020 KIDS REACH

In 2020, the activities were limited for several months. Where possible, coaches stayed in touch with the kids and their families in their communities. The times when training blocks were possible, coaches reached on average

**1176**  
KIDS PER  
WEEK

In Zambia and Malawi, coaches were able to organise several camps and tournaments in the first and last quarter of the year, a total of:

**6**  
CAMPS AND  
TOURNAMENTS

**905**  
YOUTH  
PARTICIPANTS

At the start of 2020 we expected these number of participants to be higher, which we can expect would have been the case if COVID-19 hadn't become part of our new reality.





# 2020 COMMUNITY PROJECTS

COVID-19 measures have had a significant impact on the Hockey Dreams Coaches and programme pillars. Most Coaches were not able to attend classes. All training sessions, camps and tournaments were cancelled. Still aiming to co-create local learning opportunities, Community Projects launched: an alternative opportunity for Coaches both for learning and for contributing to their communities. Coaches were invited to identify and respond to a local need, without directly distributing money or food.

In Malawi and Uganda, coaches took on the challenge. Coaches see that because of COVID-19 measures, community members face more difficulties to stabilise an income. Through their Community Project, knowledge and resources were shared with the coaches and over 60 community members. Reaching over 200 family members.



These first projects showed the great potential of these projects for learning and giving back. We are looking to keep Community Projects in the Hockey Dreams Programme with a more direct link to sport for development.

## **Community Project Blantyre, Malawi: Sharing seeds to help stabilise income and nutrition**

In Blantyre, Coaches see that COVID-19 increased families' struggle for a stable income, adding to challenges to provide sufficient food and situations of malnutrition. To have a long term impact, coaches proposed to support families through distributing seeds. The crops can provide food and part can be sold to generate income and buy new seeds.

Having consulted cultivation experts, coaches distributed maize and fertiliser. Over 140 family members were directly reached.



### Community Project Kampala, Uganda: Coaches contributing to their community through soap

Hockey Dreams Coaches in Kampala addressed the need among community members to stabilise an income through a project for additional knowledge and skills that could help them. With the help of a local soap maker - and board member of the Uganda Hockey Association - coaches organised workshops on soap making.

Together with the community members, Coaches contributed to a hygienic living environment and experienced how a seemingly small act can ignite change. For coaches this was a great way to continue their learning and development, even in times of COVID-19.



#### COACH TEDDY SHARES ABOUT HER EXPERIENCE:

I was scared and thinking of a way how I would open up to a cluster of people in my community about the project that I thought would be vital for this community. I told people that learning to make soap is an investment; a business with an income could be created. This made people eager to learn.

After careful listening and active participation of members during the workshop, some people started preparing their own soap for selling and this left Coaches and me in pure bliss.

I think that over the course of the project us coaches developed skills such as teamwork, problem solving, project planning and task management. A stronger relationship is built among the people we interacted with, mainly with the people of our communities. Also, and just as important, we strengthen the ability to grow as a person; we opened to learning and approaching people with

You can read more about this Community Project [here](#).

# COACH BLOGS

Hockey Dreams Foundation supports people who often live in underprivileged areas. When sharing the impact of our work and telling the stories and developments of the coaches, we have ethical considerations to follow. We avoid words and images that elicit an emotional response by sheer shock value (e.g. starving, skeletal children covered in flies).

Who better to share the stories from our coaches and their communities than our coaches themselves? In 2020, when COVID lockdowns started, coaches started to write blogs. In 2020 and early 2021, 14 blogs were published that were written by or with the main content coming from the Hockey Dreams Coaches. You can read all stories [here](#).

Some of the Coaches' blogs:





# AFRICAN HOCKEY SUMMIT

In 2020 the first ever African Hockey Summit took place. Hockey Dreams was part of this virtual summit, working together with SportWays South Africa, African Hockey Federation, Scorrd and Self-Pass. Speakers included top hockey players and coaches from Africa and other parts of the world, including our ambassador Bjorn Kellerman and our two graduates Samuel and Shadrack,

- 3 days of Summit
- 41 sessions
- 17 countries represented by the speakers
- over 30 hours of educational and inspirational video content
- 1300 people having watched the Summit.



The COVID situation at that time, allowed Hockey Dreams Coaches in each community to watch with each other and learn from the Summit sessions together.



# EQUIPMENT

## No hockey without equipment

Hockey equipment is essential to the Hockey Dreams Communities. We are proud and thankful so many hockey clubs, brands, shops and individual supporters are willing to help the Hockey Dreams Programme by donating equipment.

## Considerations

We are mindful about what equipment items to collect and distribute. We try to buy locally, work sustainable and finance maintenance. However, we do collect and ship certain equipment. Four elements we check before collecting and shipping equipment:

- Local market availability
- Shared usability
- Logistical feasibility
- Storage options & limitations

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

## Equipment route

- Collection & donation: equipment is collected at and donated by various sport stores, brands, clubs and individuals and is brought to the Hockey Dreams Headquarters or one of our collection hubs.
- Stored, checked & bundled up: equipment undergoes a long journey and thus needs to be sturdy. If the durability is in order, the equipment is packed and bundled up for easy handling and custom controls. Awaiting its overseas journey, it is stored with help of our partner SkyNet.
- Shipment to communities: equipment is on its way to the hockey communities by plane or ship and the last miles by truck. Our partner Engel Trucks is a great help in this phase.
- Delivery and distribution. Hockey Dreams Coaches collect the shipment and add the new arrived gear to their inventory. Now the equipment can be scheduled and used efficiently.
- Ready, set, go! By foot, bus or bicycle, caches take the equipment to their training blocks, camps and tournaments.



# 2020 COLLECTION & DISTRIBUTION

	Sticks (in- & outdoor)	Balls	Bips	Cones	Goalie sets
In stock for 2020	566	397	198	0	3
Donated to HDF	1722	231	340	3602	3
Distributed by HDF	990	579	204	1846	0
<b>In stock for 2021</b>	<b>1298</b>	<b>49</b>	<b>334</b>	<b>1756</b>	<b>6</b>

Our equipment programme reaches beyond our Hockey Dreams Communities. We provide equipment to other projects and communities. Due to limited activities in 2020, the number of projects donated to was limited. However, equipment was shared with projects in the Netherlands and in Albania.





# COMMUNICATION CHANNELS & REACH

Hockey Dreams considers it important to communicate transparent about our work and the progress in our Hockey Dreams Communities. We demonstrate accountability, show the impact of our work, inform the different stakeholders about our goals, activities and results, and engage current and potential sponsors.

## Social media

We worked without an advertising budget and on average shared two posts per week. We had over 12.000 followers on Facebook, Instagram, Twitter and LinkedIn (reference date June 1, 2021). Our posts gained over 616.000 views.

## Website

Our website got a new design in April 2020. Due to (free) use of Google Grants, our website received many more visitors:

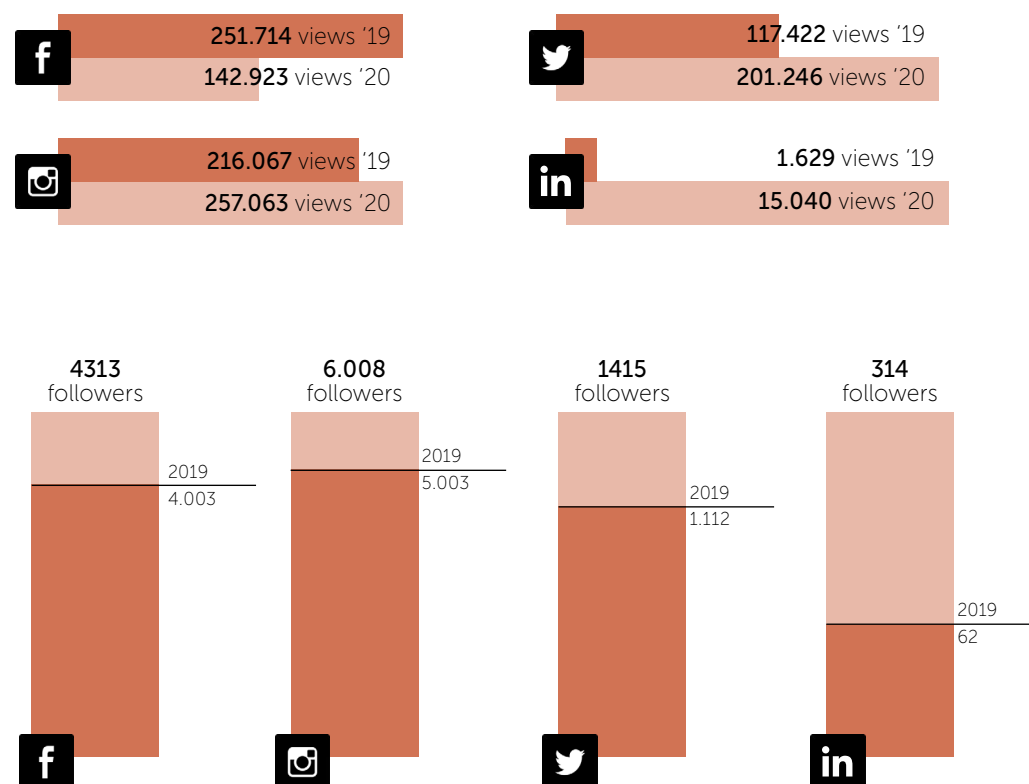
2019: 1.569 unique visitors / 4.286 pageviews.  
2020: 22.902 unique visitors / 44.417 pageviews

## Email

We can be reached through our email address [info@hockeydreams.nl](mailto:info@hockeydreams.nl). Mail is responded to within 1 week.

## Newsletter

After starting sending newsletters again in 2019, we continued with 4 newsletters in 2020. We have an audience of 1.256 recipients.



# AMBASSADORS

Since 2017, Maria Verschoor and Bjorn Kellerman, two Dutch international hockey players have joined the Hockey Dreams team. In 2018, Tristan Algera 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. For example, Bjorn Kellerman was speaker at the African Hockey Summit (p. 19).

In 2021, we are expecting to team up with new ambassadors to support the Hockey Dreams cause.

● **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!"



# 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 2020 four meetings of the Board took place. The notes are shared internal. The board approved the following decisions:

- Approval annual report and financial report 2020
- Approval year plan and budget 2021

Vacancies in the board are expected in 2021 / 2022.  
Want to know more? Get in touch with Jan Willem!



**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.



**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.



**Jan Willem Bredius**

Chair - [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.



**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.



**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.



# OPERATIONAL TEAM

The operational team is responsible for supporting coaches, monitoring and evaluating programme activities, communicating about our work, engaging with supporters and partners and for fundraising tasks. The team consists of 0,3 paid fte and seven volunteers, of whom three team members joined in 2020. The team has monthly meetings and quarterly team sessions. The team members' intrinsic motivation, passion for change, and professional skills, experiences and interests have been invaluable to our organisation



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## SUPPORTING VOLUNTEERS

Various volunteers assist the Operational Team. Our heartfelt gratitude to all who give their time and talents to advance the dream of a better future through hockey. Special thanks to Nicole Maarse (ground support Kampala), Ruben de Boer (editor), Wouter Schotman (equipment) and Mies Veeger (project officer).

# OUR GRATITUDE TO

## PARTNERS



## OPERATIONAL



## MEDIA



## CLUB LINKS



## EQUIPMENT NETWORK





# PREVIEW 2021

Looking forward to 2021, we have to keep COVID in sight. Towards the end of 2020, in Zambia and Malawi sports activities were allowed with a limited number of participants; for 2021 increasing numbers of participants are hoped to be allowed again bit by bit. Weekly trainings are expected to continue as well as more hockey camps and other events. In Uganda the measures are still more strict and ease of measures is expected later on. Hockey Dreams Coaches will resume weekly hockey trainings when possible and await when camps can be organised. Other expectations for 2021:

## **Hockey Dreams Communities, coaches, kids:**

- Continue the focus on sustaining our three existing communities.
- 45 coaches expected in the programme, of whom eight coaches new to Hockey Dreams.
- When COVID19 measures allow it, coaches organise the Hockey Dreams League for youth participants. A new opportunity for coaches to develop organisational and leadership skills.
- The League provides up to 250 youth participants per community a spot. They will not only participate in hockey; local organisations are invited to address social themes, and coaches set up sport for development exercises to support the social themes and life skills.
- Plan to host 3-4 workshops for coaches in each of our Hockey Dreams Community. Workshops are linked to the League's social themes, to coach development or capacity building as Hockey Dreams Community.
- Community Projects are expected to be run again after the Hockey Dreams League.

## **Equipment:**

- Shipment of equipment to all three Hockey Dreams Communities is expected to leave the Netherlands in the first half of 2021.
- We are open to support other hockey initiatives with equipment donated to us, though costs of shipment is not covered by us.

## **Partnerships & fundraising:**

- Second year of the Sport for development partnership (2020-2023).
- Review of (corporate) fundraising strategy and create more opportunities for partnerships.
- Strengthen collaboration with partners that have a specific link to sport in general or hockey specifically.
- Enable the option for recurring donations by private donors.
- Have ideas ready to rollout when in person fundraising events are possible.

## **Head office:**

- Looking to expand the operational team with two members: Support Officer Malawi and Equipment Manager.
- Looking to strengthen the group of ambassadors with 2-4 (former) hockey players.
- Set up a plan for durable succession of one or more board members.


## **Goals and ambitions:**

- Review and determine our strengths in sport for development world to strengthen our programme and proposition.
- Draw up strategic plan for agile and sustainable growth of the Hockey Dreams reach and impact.










TO BE A GOOD COACH AND BE ABLE TO CREATE PEACE, LOVE AND JOY ON THE FIELD. TO ME IT'S NOT ONLY ABOUT THE GAME OF HOCKEY AND DRILLS, BUT CREATING A BOND BETWEEN ME AND THE KIDS, MY TEAMMATES AND MY FELLOW COACHES, FOR THEM TO KNOW THEY DID NOT CHOOSE TO DO THE WRONG THING BY BECOMING HOCKEY PLAYERS OR COACHES."



**Gift**

Hockey Dreams Coach, Zambia







# DIRECTORS' REPORT

*This report presents the financial statements showing where each euro is spent. 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. We do believe in a professional approach and investments in personnel to ensure a sustainable future for our organisation (and thus programmes).*

## Establishment

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

- Statutory name: Stichting Hockey Dreams Foundation
- Founded: 2012

## Activities

Hockey Dreams Foundation's primary goal is to attract funding, knowledge and materials for the Hockey Dreams Coaches & Communities. From this objective we support young adults to pursue their ambitions and create a better future through hockey. Hockey Dreams Foundation is recognised as an ANBI ("Algemeen Nut Beogende Instelling", or 'organisation for public benefit').

## Financial results and risks

For this year the main struggle has been due to the consequences of COVID-19. This has impacted our programmes and our fundraising greatly. At a certain point all programmes and fundraising possibilities were stopped. The board is monitoring the developments closely and is advising on the continuity of the programmes and all other expenses. Considering the programme expenses are significant behind budget, the ratios are somewhat diluted. Nevertheless, we

have been able to maintain our focus on the programmes and spend approx. 78%. In addition, we have been able to reduce our G&A expense ratio and are currently slightly above budget at 3% (versus 5% last year).

An ongoing risk within the foundation remains the dependence on volunteers and maintaining knowledge, contacts and processes. Therefore, we are keen to have at least 1 temporary contract to standardise processes and secure continuity in the operational process.

## 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. We have been able to reach this goal, however considering the pandemic, we have not been able to reach our target of total programme expenses. Current year we will focus on spending the 'designated funds' as much as possible. 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;
- Overhead costs are covered as much as possible by sponsored donations from sponsors;
- Internet communication tools as email, Whatsapp and Facebook are used as much as possible for communication purposes

	Actual 2020	Budget 2020	Actual 2019
Income own fundraising	EUR 28.201	EUR 33.475	EUR 56.386
Expenses own fundraising	EUR 8.560	EUR 10.029	EUR 17.532
Ratio	30%	30%	31%

- 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 limited possibilities for fundraising due to the COVID-19 pandemic crisis.

## 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 2020 this is EUR 15.041 (2019: EUR 30.354). Due to the COVID 19 pandemic crisis it has been difficult to align with the budget. Nevertheless, we have been able to manage our expenses and maintain our focus on the programmes. However, considering several projects have been cancelled or put on hold, our continuity reserve is currently significantly higher than the 'Richtlijn'. We are keen on running our programmes, and current year we will focus on spending the 'designated funds' as much as possible.

Due to the increased capital and the decreased expenditures, the capital ratio for this year increased to 44%. The minimum continuity reserve for 2020 is EUR 11.460 (2019: EUR 14.449), whereas the actual continuity reserve level is at EUR 63.287. 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, entrepreneuring 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

Due to the COVID 19 pandemic crisis it was impossible for us to meet our goals for 2020. We do still intend to increase our income through donations from consumers and achieve 75% of all expenses spent on our programmes. Our ongoing goal is to reach the maximum of 25% Cost of own fundraising ratio. 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
<b>Chair</b>	Jan Willem Bredius	Entrepreneur by hart and daily involved with the foundation.
<b>Secretary</b>	Claudia Makumbe	Vice principal of a secondary school
<b>Treasurer</b>	Tjarko Tadema	Finance consultant at Trifance with extensive experience in accounting
<b>Member</b>	Freek Tönis	Entrepreneur
<b>Member</b>	Hugo van Donselaar	Co-founder and CEO of Campspace



# FUNDRAISING

Funding is triggered through various channels: social media, personal relationships, network meetings, reaching out to foundations, and with support from our partners and volunteers. Hockey Dreams Foundation's operations in 2020 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. We aim to keep supporters informed through our different communication channels and through personal contact when possible. In 2020 we changed from crowdsourcing platform [www.pifworld.com](http://www.pifworld.com) to a donation option through Kentaa. The events at and activities by hockey clubs or teams in support of Hockey Dreams Foundation were limited in 2020 due to the challenges hockey clubs faced themselves due to COVID19 measures. In previous years, our fundraising event African Hockey Experience was organised. Due to COVID19, this was cancelled.

## Companies

Hockey Dreams Foundation has developed symbiotic partnerships with a number of companies who support the Hockey Dreams programme. 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. In 2020 a partner unfortunately had to withdraw their financial support because of the major impact COVID19 had on their business.

While times are still uncertain for many businesses, we are enthusiastic about exploring financial and non financial avenues of support that are mutually beneficial for the companies and Hockey Dreams Foundation.

## Government

For 2020-2024, Hockey Dreams Foundation is a partner in the Sport for Development programme, a partnership under the RVO - the Netherlands Enterprise Agency of the Dutch Ministry of Foreign Affairs. Under the umbrella of the KNHB (Royal Dutch Hockey Association), and along with Bovelander Foundation, 'hockey' is one of the four partners in the programme and Hockey Dreams Foundation receives funding for four years. The other partners in the programme are ISA, KNVB WorldCoaches and Right to Play.

## Other not-for-profit

In Lusaka, Zambia, coaches could continue organising camps with the support of Wings of Support. Due to COVID19 measures, these funds have been used only limited and the remainder can be put to use in 2021. Wings of Support also granted us funding for activities in Kampala, Uganda. Due to COVID 19 measures, these designated funds have not been used and remain for 2021-2022. For 3 coaches a scholarship was granted by Frangipani.



# FINANCIAL STATEMENTS

		December 31, 2020 EUR	December 31, 2019 EUR
<b>Assets</b>	<b>Ref.</b>		
Receivables		508	3.500
Cash and cash equivalents	A	<u>81.041</u>	<u>22.392</u>
<b>Total assets</b>		<b><u>81.549</u></b>	<b><u>25.892</u></b>
<b>Liabilities and net assets</b>			
Social security payable		448	419
<b>Net assets</b>	<b>B</b>		
Restricted net assets		0	0
Continuity reserve		<u>63.258</u>	<u>20.323</u>
		63.258	20.323
Designated funds		17.843	5.149
<b>Total liabilities and net assets</b>		<b><u>81.549</u></b>	<b><u>25.891</u></b>

	December 31, 2020	December 31, 2019			
A) Cash	EUR	EUR			
ABN Amro*	81.041	22.392			
*Cash is at free disposal of the company					
B) Net assets	EUR	TOTAL	RESTRICTED	CONTINUITY RESERVE	DESIGNATED FUNDS
Balance January 1, 2020		25.472	-	20.323	5.149
Result for the year		55.628	-	42.935	12.693
Transfer to reserves		-	-	-	-
Balance December 31, 2020		81.101	-	63.258	17.843

Income		Actual 2020	Budget 2020	Actual 2019
	Ref.	EUR	EUR	EUR
From consumers	C	6.351	5.000	9.394
From companies		21.850	28.475	46.991
From subsidy from governments		22.500	25.000	-
From other subsidy	D	50.795	21.900	5.767
<b>Total income</b>		<b><u>101.496</u></b>	<b><u>80.375</u></b>	<b><u>62.153</u></b>
<b>Expenditures</b>	E			
Programme expenses		35.840	81.129	37.980
Fundraising expenses		8.560	10.029	17.532
General and Administrative expenses		1.467	1.414	2.704
<b>Total expenditures</b>		<b><u>45.868</u></b>	<b><u>92.572</u></b>	<b><u>58.216</u></b>
<b>Result before financial income / (expenses)</b>		<b>€ 55.628</b>	<b>- € 12.197</b>	<b>€ 3.937</b>
Financial income / (expense)		-	-	-
<b>Result</b>		<b><u>€ 55.628</u></b>	<b><u>- € 12.197</u></b>	<b><u>€ 3.937</u></b>
<b>Distribution of result</b>				
<b>Addition/extraction of:</b>				
Designated funds		17.843		
Unrestricted net assets		€ 37.786	- € 12.197	- € 3.937
		<b>55.628</b>	<b>12.197</b>	<b>3.937</b>



<b>C) Income from consumer</b>	<b>2020</b>	<b>2019</b>
	<b>EUR</b>	<b>EUR</b>
Donations	2.500	7.403
Other	3.852	7.875
	<u><b>6.351</b></u>	<u><b>15.278</b></u>

<b>D) Income from other subsidy</b>	<b>2020</b>	<b>2019</b>
	<b>EUR</b>	<b>EUR</b>
Incidental subsidy	50.795	19.625
<b>Total income from subsidy</b>	<u><b>50.795</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 2020</b>	<b>Budget 2020</b>	<b>Actual 2019</b>
Programme contributions	25.682			25.682	73.054	30.546
Purchases	44			44	-	3.240
Communication	-	1.134		1.134	829	304
Personnel / Allowance	6.206	5.634		11.840	11.375	12.725
Social security	3.908	1.792		5.700	4.000	8.055
Housing			-	-	-	-
Office and General			1.467	1.467	3.314	3.345
<b>Total</b>	<u>35.840</u>	<u>8.560</u>	<u>1.467</u>	<u>45.868</u>	<u>92.572</u>	<u>58.216</u>

# DISCLOSURE NOTES

## 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.



## Accounting Principles

### *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 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.



# 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 EUR 55.628 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.

*\*Photos in this report are not only from 2020 (COVID times)*





HOCKEY DREAMS IS AN ORGANISATION THAT HAS TAUGHT ME A LOT. I GREW A PASSION TO HELP OTHERS AND DEVELOP THE KIDS AND MYSELF THROUGH SPORT. HOCKEY DREAMS FOUNDATION MADE A PLATFORM FOR ME AND MY FELLOW COACHES TO GROW ON MANY LEVELS.



**Ulemu**

Hockey Dreams Coach, Malawi





**Annual report**  
**Financial report**  
**Design**

**Website**  
**Email**

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Graphic Design studio Ndoto  
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BIC: ABNANL2A

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