

# Annual Report 2025

**EVERY VOICE  
COUNTS  
BUILDING AN  
INCLUSIVE  
WORLD  
TOGETHER**

see the  
strength in  
every child

Liliane  
Fonds

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■ *Hands of Sia and Sonny* PHOTO: CHIARA BELTRAMINI

# If you step back, you can see the bigger picture

That is certainly true in this annual report, which gives you a broad overview of what Liliane Fonds undertook and achieved in 2025.

It is also true if we go back even further, say 45 years. Then you will see how Liliane Fonds is still as intimately linked as ever to the ideas of our founders: Liliane and Ignaas Brekelmans. It was their vision and perseverance that laid the foundation for Liliane Fonds as it is today. What characterised their approach was a very close connection on two fronts: with the children and the people who help them on the ground, and the personal contact with the people who seek to support them here.

That connection is perhaps more needed today than at any time in our 45-year history, because we live in a divided world, where displays of strength and 'the strong rule the weak' prevail. Where the richest countries overlook the harmful effects of their actions on the poorest countries.

The result is a world where so many children with disabilities lack prospects for their future. Where children survive amid the violence of war and are deeply scarred in ever-new conflicts or old conflicts that reignite: from Sudan and Congo, to Ukraine and Gaza. Where children with disabilities are excluded, live in isolation and don't receive the sometimes basic care that allows them to be involved fully.

Looking at things more closely tends to sharpen our focus.

We see people coming together to build a world that has been made whole again. Liliane Fonds is part of that movement: purposefully working with people and organisations around the world to make systemic change from the bottom up. Little by little each day, until we achieve the inclusive world that our founders envisioned. We see the hundreds of thousands of children we are making a difference for, thanks to countless gifts - large and small - from so many dedicated donors.

I see Lebohanga, the girl I met in Zimbabwe in 2025 who was so strong that she had surgery, can now walk and go to school independently. I see the new generation of caregivers we are training in Cameroon, like Dorcas, a young professional. I see how governments are taking responsibility, such that the special needs teacher I met in the Philippines is now being paid by the local authority.

Your support, whatever form it takes, is an indispensable building block in these efforts. So, from the bottom of my heart, thank you very much. Together, we will reach even more children with disabilities and boost the impact of our programme.



I hope this annual report provides you with a broad view, a clear focus and even a fresh perspective!

**Erik Ackerman**  
Executive Director

# What drives Liliane Fonds?

**Liliane Fonds works to build a world where children with disabilities have equal opportunities. We break down exclusion, strengthen local systems and ensure access to care, education and development opportunities. Our mission, vision and strategy are rooted in international conventions and guide everything we do.**

## WHAT DRIVES LILIANE FONDS

Children in the world's poorest areas tend to live in an environment full of obstacles that a child cannot possibly overcome on their own. There could be physical obstacles, such as lack of healthy food, poor hygiene, lack of access to medical care, exposure to violence and the effects of climate change. But there are also invisible barriers such as a lack of rights, poor safety and little recognition. All of these harm their development and opportunities, and it also leads to more children being born with disabilities and children developing disabilities. Moreover, it is no coincidence that 85% of children with a disability live in the poorest regions worldwide.

For a child with a disability, they are often confronted with new obstacles immediately - not because of the disability itself, but because of how their environment reacts: with stigma, prejudice and exclusion. Many of these children are hidden out of shame, desperation or lack of financial means. And the consequences are disastrous: children and people with disabilities die up to 20 years earlier - not because of their disability, but because they cannot access from care.

## The strength of a child

At Liliane Fonds, we and our partners see what these children can do. Together, we are committed to helping these children and their families. We work to ensure they can access care and education, and help young people develop their talents, giving them a fair chance to be involved in society. Because that is not a privilege, it's a right.

### OUR MISSION: WHAT DRIVES US

We want children with disabilities in the poorest parts of the world to participate fully in society.

### OUR VISION: WHAT WE WANT TO ACHIEVE

We strive for a society in which children with a disability have equal opportunities and belong.

### OUR STRATEGY: HOW WE DO IT

Together with local partners, we empower children with a disability in Africa, Asia and Latin America by:

- providing personalised care
- supporting them in their development
- making their environment more accessible
- standing up for their rights.

We can only do what we do thanks to our donors, employees, volunteers, and the businesses, foundations, organisations and knowledge institutions with whom we collaborate.

## LILIANE FONDS'S POLICY

Children are at the heart of everything we do, including in our policy. We base that policy on four key international conventions and strategies, so it forms a powerful basis for everything we do.

The **UN Convention on the Rights of the Child** states that children have the right to a full and independent life in which they play an active part in the community. They are entitled to appropriate healthcare and rehabilitation, education, vocational training and recreational opportunities.

The **UN Convention on the Rights of Persons with Disabilities** guarantees the rights of persons with disabilities to access employment, education and healthcare. Governments must involve them in decisions that affect them under the principle of 'nothing about us without us'.

The WHO's **International Classification of Functioning, Disability and Health (ICF)** framework looks at the physical, personal and environmental factors that affect the functioning and well-being of people with a disability.

**Community-Based Rehabilitation (CBR)** is a WHO-recognised strategy that promotes equal opportunities and independence for people with disabilities. This is achieved by involving the community in their care and support. CBR focuses on rehabilitation, education, employment, health and participation in society.

## OUR THEMES AND SUSTAINABLE DEVELOPMENT GOALS (SDGS)

We work towards these UN Sustainable Development Goals (SDGs) in everything we do:

- **SDG 1:** Eradicating extreme poverty
- **SDG 10:** Reducing inequality
- **SDG 17:** Partnerships to achieve goals

Our specific themes are:

■ **SDG 3 - Family-Oriented Rehabilitation:** We help governments and local authorities improve care and rehabilitation for children with disabilities in their own communities. We train parents, caregivers and local authorities. If local help is not enough, we pay for operations, therapy and equipment. We also adapt their homes.

■ **SDG 4 - Inclusive Education:** Many children with a disability do not attend school. We help governments make schools accessible and teachers to optimise their teaching methods. We offer training and adapted teaching and learning resources.

■ **SDG 11 - Transport and Communication:** Together with MIVA, we provide transport and equipment so children can travel to school or to the doctor. We also provide tablets and computers for remote education and care. See page 29.

■ **SDGs 4 & 8 - Employment and Income:** Young people with a disability have few opportunities for work that is compatible with what they can and want to do. We help training courses and employers get these young people involved, so that they can learn a trade and become financially independent.

■ **SDGs 3, 4 & 5 - Sexual and Reproductive Health:** Everyone is entitled to sex education, self-determination, access to contraception and medical care. We provide education and training to break the taboo among parents, teachers and healthcare workers. We also empower children and young people to protect themselves against abuse.



## How Babra is changing Annabel and Ramatu's outlook

**Name:** Annabel  
**Location:** Sierra Leone  
**Partner:** Dorothy Springer Trust, Babra

**In 2025, our partner in Sierra Leone broke Annabel's (3) cycle of isolation and hopelessness. Her story, and that of the dedicated social worker who tracked her down, is just one example of the many other children waiting for tailored care and support.**

■ CBR coordinator Babra talking to Annabel's mother  
 PHOTO: CHIARA BELTRAMINI

Ramatu watches children play together, right in front of her one-room house. Looking over her shoulder, she sees her daughter Annabel, lying motionless where she almost always lies: on a thin, clammy mattress, in their dark, stuffy room. The broken roof offers no protection from the rain.

### Shame and stigma

A few days after she was born, Annabel suddenly developed a high fever and convulsions. Panicking, Ramatu took her to hospital, where Annabel fell into a coma. When she awoke two weeks later, it was like she was another child. She could hardly move and was unresponsive to anything.

Ramatu couldn't afford further examination, let alone treatment. Annabel's father blamed Ramatu for the situation and left. Family members, neighbours and a traditional healer said Annabel's condition was something supernatural and that Ramatu should just 'give her back to nature'. When Ramatu thought back to that healthy baby before the coma, she refused to believe those people were right.

Facing a mixture of shame, fear of stigma and prejudice, and a lack of money, she kept her daughter hidden, out of reach of the care she so desperately needed.

Years later, Annabel still cannot sit, stand, talk or do anything else. How Ramatu finally get an answer about what is going on?

### Finally feeling seen

Just before Annabel's third birthday, a visitor arrived unannounced: it was Babra Samura, a Community-Based Rehabilitation (CBR) coordinator at our local partner Dorothy Springer Trust. In Freetown's poorest neighbourhoods, she looks for children like Annabel who are kept hidden away because of their disabilities.

After studying Gender Development Studies, Babra decided to dedicate her work to helping children with disabilities, inspired by her uncle, who has a disability. Through him, she saw as a child how people with disabilities are discriminated against, excluded and neglected. Babra has now been doing this for two years.

The families she meets now are often stuck in a vicious cycle of medical, emotional and financial problems. The conditions in which children with disabilities grow up affect her profoundly. From her CBR expertise and supported by her colleagues and Liliane Fonds, Babra created a treatment and support plan for Annabel and Ramatu.

A giant step on Annabel's road to recovery.



■ Annabel PHOTO: TIMO VORSTENBOSCH



■ An aid worker from our partner in Bangladesh visits Jesan and his grandmother PHOTO: RED ORANGE

## Our international approach

**Together with our partners, we are building sustainable change globally. This chapter shows how cooperation on an equal footing, strong networks and holistic support help us ensure that children with disabilities get better care, protection, education and prospects for their future. We also explain how we continue to reach children with disabilities and strengthen their environment even in areas facing additional challenges, such as conflict and climate change.**

### THE POWER OF EQUAL PARTNERSHIPS

Equality is at the heart of our cooperation with local organisations operating in the towns and villages where our programmes run. These organisations are pivotal to our work: they know what works and determine what their country or region needs. We

then support them with funding, knowledge and experience from our network. In each country, we work closely with one coordinating partner as our main point of contact, which in turn maintains a network of other relevant organisations.

In 2025, we launched Equal Voices, an awareness-raising project on equal relations and collaborations that puts the focus on our local partner. We agreed with each other how we could shape a meaningful, equal relationship. Based on mutual respect, we put our partners' ideas and insights first and had a productive discussion about them. One telling example was the meeting in Ethiopia with our partners, where we produced a plan of action to make our funding more flexible so that organisations could respond better to changes in their environment. More efficient reporting means more time for

project work. Besides funding projects, we also invest in the quality and sustainability of our partner organisations and work more proactively with organisations for people with disabilities in our projects.

In this way, we ensure not only that our partnerships are more equal and mutually respectful, but also that our projects are increasingly in tune with needs on the ground and have a more lasting impact.

### Building strong networks together

Each partner has their own speciality. Some are good at lobbying, others at child rehabilitation or education. Together, we make sure everyone focuses on what they are good at, so that we complement each other's strengths. That is the power of collaboration.

In 2025, we continued to build networks of organisations working together. We don't just fund individual organisations and projects, but organisations that work together and strengthen each other. All so that we can meet the needs of children with disabilities.

### Measuring our impact

Our support is not just about the children we help directly. It is also about the positive, structural changes in their environment that ensure better support for these children and make that support available to more children. Our joint Theory of Change reflects this holistic approach at different levels and forms the basis for our programmes, monitoring and evaluation.

In 2025, we took the next big step in monitoring the results across all our programmes. This has given us a more

complete picture of how children and young people are developing and actively participating in education, work and society, so we can see where further attention is needed.

### How we are making an impact

The multi-year programmes drawn up with our partners offer direct, holistic help to children, tailored to what they need. We ensure that barriers are eradicated so it's easier for children to participate in the community. We also ensure safe programmes in accordance with national and international norms regulations. In addition, we fight for the rights of children and young people with a disability, at the national and international levels.

As we work with partners in these different areas, children and young people with disabilities get better access to services in their neighbourhood. Parents and caregivers can provide better care. And children experience less stigma and discrimination, and can attend school in a stimulating, supportive environment.



■ A drawing class in Rwanda PHOTO: TIMO VORSTENBOSCH



### Young people actively participating and being heard

Young people with disabilities need to have their voices heard in our decision-making and reflected in our strategies. We involve them in our organisation and programmes in a meaningful, effective way.

One of the ways we do this is through the youth panel we set up in 2025. The panellists advise our organisation, for example on our approach to supporting young people in their lobbying activities. In addition, they have provided guidance to a number of young people to help them speak at international events to advocate for their rights.

Partners also recognise the importance of young people's voices in society and in their own programmes. They actively support young people to build more self-confidence, contribute to proposals for new programmes and raise awareness in their communities about the rights of children and young people with disabilities through vlogs.

### CONFLICT AND CLIMATE CHANGE

We are increasingly seeing the effects of conflict and climate change in the countries where we work. This hits the most vulnerable the hardest, including children with disabilities. Besides the risk of food shortages, we see inadequate if not absent facilities, such as accessible education or healthcare, in these areas. This is occurring while children with disabilities in these circumstances are at higher risk of illness and violence, including sexual violence. In short, this is where we are needed most.

In Burkina Faso, Cameroon, Bangladesh and Indonesia, we and our partners are learning how best to help these children. In Bangladesh's cyclone-prone Satkhira region, we studied the impact of climate change and natural disasters on children with disabilities. The focus was on specific follow-up actions to produce more effective disaster strategies and support systems. In Cameroon, accessible and inclusive learning centres have been set up in churches or shelters to provide safe education for children during the ongoing armed conflict there.



■ CBR staff meet parents of children with disabilities  
PHOTO: CHIARA BELTRAMINI

## COMMUNITY-BASED REHABILITATION (CBR)



### MOBILISING THE WHOLE ENVIRONMENT FOR CHILDREN WITH A DISABILITY

Community-Based Rehabilitation (CBR) is Liliane Fonds's WHO-recognised core strategy. It gives us direction to achieve our vision: an inclusive society where children and young people with disabilities have equal rights and opportunities.

The various problems they face require broad, tailor-made help in different areas: healthcare, rehabilitation, education, social services, employment and income. For this help to be accessible, it must be offered close to home, with functional referral pathways to specialist help.

Children can then receive the right care and resources, but also better access to mainstream systems, while strengthening those systems at the same time. This effective combination ensures that children can develop to their full potential and take part in their own environment.

By focusing not only on children, but also on the community around them, and lasting changes in policies and services, we reach more children and make the sustainable improvements needed for all children with disabilities to participate fully and with dignity in society.

In collaboration with Radboud University and universities in Cameroon, Rwanda and Zambia, we are exploring how to boost the sustainable, structural impact that CBR makes. Findings from research are taken into account to improve our approach even further.

**A mother who took part in a parents' group described the impact of the CBR approach: 'At first I was ashamed and hid my child away, so no one would see her. Now I take her with me whenever I go into the village.'**

### Results in Rwanda speak volumes

The lasting impact of this approach was confirmed by our superb results in 2025. A prime example is the CBR project Tuiyanemo (Let's work together) in Rwanda,

which saw 1,008 children receive medical care and support, while another 547 were referred to existing care provided by the government or other organisations.

Thanks to effective lobbying by our partner NUDOR, community workers who help families with a child with disability are now funded by the government instead of Liliane Fonds. This advocacy led the national government to expand the job description of parasocial workers to include providing support to these families. In addition, the level of education required for parasocial workers has been raised: whereas only primary school level was sufficient before, secondary education is now required.

Thanks in part to NUDOR's lobbying, rehabilitation care and equipment have been included in the basic health insurance package in Rwanda, which now covers 90% of the costs.



■ Portrait of two children from Gatagara, Rwanda PHOTO: MONIQUE VELZEBOER/ERMA ROTTEVEEL

### Better protecting vulnerable children in Burkina Faso and Togo

Children with disabilities are at high risk of violence and abuse. But too often parents, social workers, agencies and the children themselves do not recognise signs of abuse or know how to respond to it.

With our partner organisations, we are developing specific child safeguarding policies. This includes the steps taken to protect children and young people in the course of the organisations' activities. They also describe how people can report abuse, mistreatment or violence towards children themselves.

In 2025, we supported our partners ODDS in Burkina Faso and FETAPH in Togo to develop and implement their child safeguarding policies. Staff, children with

disabilities, and their parents have been given guidance on what safeguarding is, what warning signs of violence to look out for and what reporting channels are available. Children themselves often find it difficult to ask for help, and reporting is even more difficult if you are deaf, for example, and have no sign language interpreter available. Appropriate methods have therefore been developed to encourage these children to report abuse, for example using a picture book.

**Knowledge, awareness and training**  
When a partner organisation receives a report about a child with a disability who has been mistreated or abused by family members or others, the report should be taken up properly and promptly by child protection services and, if necessary, the police and the judicial system. However, in

Togo and Burkina Faso, these institutions often lack the knowledge on how to deal with children and young people with disabilities and how vulnerable these children are. That is why ODDS and FETAPH have also been working to raise awareness and provide training for institutions responsible for safeguarding children.

During the project, it became clear just how important this work is. ODDS and FETAPH and their partners received more and more reports, not because the rate of abuse increased, but because people now felt brave enough to report it and knew how to do so and where. A lot of time was also dedicated to making sure survivors got help and perpetrators were prosecuted.

This project did wonders to improve day-to-day cooperation between partner organisations working with children and young people with disabilities and child protection institutions in Burkina Faso and Togo.

**Early identification and intervention**  
Early support - including early detection and treatment - can significantly improve the development of children with disabilities. Yet many children go unnoticed or unsupported during their infant and toddler years. Stigma, fragmented access to services and a lack of the right resources all contribute to delayed access to appropriate help.

Through early identification and intervention (EIEI), we ensure that children with disabilities are supported from the earliest stages of their life through interventions such as screenings, medical rehabilitation, play-based education from 3 years old and close cooperation between different agencies, for example.

By identifying developmental delays and disabilities early in the first 1,000 days of life, many health and developmental gains can be achieved. Moreover, the risks of permanent disability and exclusion can be reduced. The second 1,000 days of life - ages 3 to 6 - are also crucial: it is precisely at this stage when children with disabilities are at high risk of not being able to access quality, inclusive preschool education. That is why Liliane Fonds consciously invests in both phases: the first 2,000 days of children's lives. In this way, we avoid exacerbating the disadvantages and ensure a smooth transition to inclusive primary education, so children start at school stronger and with more opportunities.

In Burundi, for example, parents come together to learn how to support their child themselves. They get practical tips on healthy eating and discover how to use simple materials, such as spoons and pans, to encourage their child's development through play. During these sessions, children play together, learn new skills and build self-confidence in a playful way.

In 2025, Liliane Fonds, together with our partner JF Kapnek Zimbabwe and Clinton Health Access Initiative (CHAI), brought together good examples and resources from around the world to set up a knowledge centre for healthcare and education professionals and policymakers to support them in their work. This has resulted in the Global State of EIEI report for policymakers, educators and implementers: a practical document that improves survival and development opportunities for children with disabilities worldwide.

# Our coordinating partners in 2025

	LATIN AMERICA	AFRICA	ASIA	TOTAL
Number of countries	3	18	5	26
Number of children	1,040	32,065	14,357	47,462

Region	Countries
<b>LATIN AMERICA</b>	Bolivia Guatemala Nicaragua
<b>AFRICA</b>	Benin Burkina Faso Burundi Cameroon Chad Democratic Republic of Congo (DRC) Ethiopia Kenya Nigeria Rwanda
<b>AFRICA (continued)</b>	Sierra Leone South-Sudan Tanzania Togo Uganda Zambia Zimbabwe
<b>ASIA</b>	Bangladesh India Indonesia The Philippines Vietnam

## Africa

COUNTRY	COORDINATING PARTNERS
<b>BENIN</b>	<b>Service des Sœurs pour la Promotion Humaine/ OCPSP</b> www.ssph-ocpsp.org
<b>BURKINA FASO</b>	<b>Organisation Dupont pour le Développement Social</b> www.oddsburkina.org
<b>BURUNDI</b>	<b>SOS Jeunesse &amp; Défis</b>   https://sosjd.org <b>Union des Personnes Handicapées du Burundi</b> www.uphb.bi
<b>DR CONGO</b>	<b>Agir Ensemble under the supervision of ADED</b> <b>Muungano Tegemeza under the supervision of ADED</b> https://aded-rdc.org
<b>ETHIOPIA</b>	<b>Cheshire Services Ethiopia</b>   www.cheshireservicesethiopia.org
<b>CAMEROON</b>	<b>Cameroon Baptist Convention Health Services</b> www.cbhealthservices.org
<b>KENIA</b>	<b>Cheshire Disability Services Kenya</b> www.cheshiredisabilityservices.org
<b>NIGERIA</b>	<b>The Leprosy Mission Nigeria (TLMN)</b> https://leprosymissionig.org

<b>UGANDA</b>	<b>CivFund Limited</b>   www.civsourceafrica.com
<b>RWANDA</b>	<b>Katalemwa Cheshire Home</b>   www.katalemwacheshirehome.org <b>National Union of Disability Organizations in Rwanda</b> www.nudor.org
<b>SIERRA LEONE</b>	<b>One Family People</b>   www.onefamilypeople.org
<b>TANZANIA</b>	<b>Beyond Inclusion Tanzania</b>   www.beyondinclusion.or.tz
<b>TOGO</b>	<b>Fédération Togolaise des Associations de Personnes Handicapées</b> www.togofetaph.org
<b>ZAMBIA</b>	<b>Cheshire Homes Zambia Society</b> www.cheshirehomessocietyzambia.org
<b>ZIMBABWE</b>	<b>JF Kapnek Zimbabwe</b>   www.jfkapnek.org
<b>SOUTH SUDAN</b>	<b>Episcopal Church of South Sudan</b>   www.southsudan.anglican.org

- In **DR Congo**, we have been working with two networks of organisations since 2023: one in Congo Kinshasa and another in eastern Congo.
- In **Chad**, we are funding the programme of a partner with its own rehabilitation centre.

## Asia

COUNTRY	COORDINATING PARTNERS
<b>BANGLADESH</b>	<b>Centre for Disability in Development</b> www.cdd.org.bd
<b>THE PHILIPPINES</b>	<b>NORFIL Foundation</b> www.norfil.org
<b>INDIA</b>	<b>Jan Vikas Samiti</b> www.janvikassamiti.org
<b>INDONESIA</b>	<b>Yayasan NLR Indonesia</b> www.nlrindonesia.or.id
<b>VIETNAM</b>	In Vietnam, we are working with our partner, the <b>Research Centre for Inclusion (RCI)</b> , through a thematic programme

## Latin America

COUNTRY	COORDINATING PARTNERS
<b>BOLIVIA</b>	<b>Asociación Jach'a Uru</b> www.jachauruboliva.com
<b>NICARAGUA</b>	<b>La Asociación Los Pipitos</b> www.lospipitos.org
<b>GUATEMALA</b>	The programme in Guatemala is managed by Liliane Fonds in partnership with <b>AIDEPCE</b> https://aidepce.org

### Standing up for sexual and reproductive health and rights

Everyone deserves the opportunity for healthy sexual development and well-being. But in many countries, young people with disabilities cannot access reliable information or care.

Through the Body Talk programme (Indonesia, Philippines and Vietnam) and Make Way programme (Ethiopia, Rwanda, Zambia, Kenya and Uganda), we are making knowledge more accessible together with an extensive network of partners and increasing understanding about the importance of sexual and reproductive health and rights (SRHR) for all.

### Make Way for young people with a disability

In 2025, we completed the five-year Make Way programme, a strategic partnership with partners Wemos, VSO, Akina Mama wa Africa and the Forum for African Women Educationalists, funded by the Ministry of Foreign Affairs.



## Make Way gave a platform to young people with disabilities

Together, we put a great deal of energy into advocacy and lobbying governments and policymakers. At international, national, regional and local level, Make Way partners succeeded in getting SRHR issues on hundreds of political agendas.

Often, it was young people themselves who advocated for inclusive sexual health and rights, with 500 young people having been trained in this. Thanks to their efforts, 36 laws and policies and 11 international treaties were adopted or refined, including in the field of HIV/AIDS care and prevention.

In addition, young people with disabilities were included in health committees and involved in budgeting and annual planning of districts and advisory structures in Uganda, Rwanda and Ethiopia.

The outcomes and insights from Make Way will extend beyond the programme period. Sexual and reproductive health and rights are now more firmly embedded in government policies. And thanks to Make Way, Liliane Fonds now has a youth panel and a Diversity, Equity and Inclusion focus group.

We also continue to actively build partnerships for our advocacy efforts.

### Body Talk Manual opens the conversation

In collaboration with Rutgers, an expert in sex education, we and our partners from Indonesia, the Philippines and Vietnam are offering inclusive sex education to young

■ A young person gives a speech at one of Make Way Rwanda's advocacy events  
PHOTO: LILIANE FONDS



■ Two children with hearing disabilities (SRHR ambassadors) provide SRHR education to other students with disabilities. A school's sign language interpreter facilitates a lesson.

PHOTO: CHIARA BELTRAMINI

Scan the QR code and download the Body Talk Manual on our website.

people with disabilities through the Body Talk project. In 2025, we released the Body Talk Manual, a training guide with comprehensive modules on inclusive sex education for trainers, parents, health workers and teachers of young people with disabilities.

Partners from the three countries use versions adapted to their own situation. From these three versions, we produced the universal Body Talk Manual, which was unveiled in November at the International Conference of Family Planning in Bogotá, Colombia.

This training guide forms part of a set of resources developed under the project, which includes games that help raise sensitive topics for discussion in an age-appropriate way and dolls that can be used to explain physical changes during puberty to young people with intellectual disabilities.

In Vietnam, our partner the Research Centre for Inclusion, commissioned by the government, adapted the national sex education school curriculum based on the Body Talk Manual to include the perspectives of people with disabilities.

In recent years, the Body Talk programme has:

- educated about **6,500 young people with disabilities** on SRHR
- provided information to **3,200 parents and carers**
- trained **250 caregivers**
- involved **60+ schools and special education centres**
- seen **four new clinics** focusing on sexual and reproductive health and rights for young people set up in Indonesia.





■ Toddlers from Rwanda play happily outside PHOTO: IRENE NGOLO CDSK

## EQUAL ACCESS TO QUALITY EDUCATION FOR ALL, INCLUDING CHILDREN WITH DISABILITIES

### We Ring the Bell campaign 2025

Through the We Ring the Bell campaign, we and partner organisations around the world again called attention to the right to inclusive and quality education. Children, parents, teachers, partners and local authorities came together around one message: education should be accessible to every child.

We developed infographics in English, French and Spanish, and with MIVA we focused on educational technology to raise awareness about the role of technology in inclusive education and involve policymakers and school communities more closely.

In India, for example, the campaign reached over 58,000 children in 373 schools and led to improved accessibility, more effective

use of assistive technology and greater focus on inclusion in education discussions at national level.

In other countries too, the campaign strengthened the acceptance of children with disabilities and increased the engagement of parents and school teams. Children with disabilities themselves narrated their experiences in the classroom, which improved interaction between students with and without disabilities. The campaign reached thousands of children and local leaders, including 1,150 authorities.

### Learning and investing in projects that sustainably strengthen inclusive education

In recent years, Liliane Fonds has invested in projects in countries such as Cameroon, Kenya, Burkina Faso, Vietnam and Rwanda, with the aim of making education more inclusive in the long run. The impact made is clear from the visible results and from what we have learned together about what works and what doesn't.

### What often works well:

- Early identification of pupils with disabilities, such as screenings in Cameroon and Kenya
- Customised interventions, such as individual learning plans
- Peer learning between teachers, allowing knowledge and skills to be shared more quickly
- Parent engagement, e.g. in Kenya, Vietnam and Burkina Faso, where training has led to stronger home support
- Practical tools, such as Braille kits, supportive learning materials and support units in Vietnam, which improve direct participation

### Recurring challenges:

- Limited resources
- Insufficient data quality
- Teacher workload
- Challenges in scaling up
- Persistent stigmas

We have compiled these insights and draw on them with our partners to improve programmes and support other organisations with specific knowledge.

### Research on education for children with severe disabilities

Together with an intern from Utrecht University, we investigated best practices for teaching children with severe disabilities. The study highlighted that:

- appropriate education options are lacking in many countries;
- collaboration between education, care and communities is crucial;
- specialist support and teacher training are vital;
- progress can be made by pooling expertise even when resources are scarce.

These findings also underline a moral responsibility: without appropriate education options, children with severe disabilities often become isolated and excluded from a life of dignity. We combine these insights with other research to shape our future programmes and policy advocacy.



■ We ring the Bell in Rwanda PHOTO: IRENE NGOLO CDSK

### A better future grows in the vegetable garden

Juan from Nicaragua has an intellectual disability and is chronically malnourished. His parents do what they can to care for him, but face enormous challenges. They lost their entire grain harvest due to drought, saw the cost of resources rise sharply and lost their jobs as seasonal workers.

To support families of children with disabilities like Juan in their livelihoods, our partner Fundación Pedagógica Cristal runs the Medios de Vida project. The programme helps to improve food supply by setting up family and school gardens and improving soil quality, so families can grow their own healthy food and sell it where possible. This improves their living conditions considerably. There is a specific focus on water-saving systems given the risk of drought in northern Nicaragua.

In the next phase of the project, the vegetable gardens will be developed further and there will be additional support for families to start a small business to earn a bigger and more stable income.

This project focuses on four outcomes:

1. **Reliable groups for family support and exchange** in five schools involved
2. Better **integration of children and young people with disabilities into their families and communities** through the right counselling and psycho-educational support
3. **52 new vegetable gardens** to grow healthy food at home and sell it where possible. 50 families will be trained in this and 15 gardens will grow into small businesses that can generate additional income
4. **An ongoing campaign** on climate change, water conservation and optimal land use to promote awareness and sustainable action.



■ The vegetable garden project PHOTO: FUNDACIÓN PEDAGÓGICA CRISTA

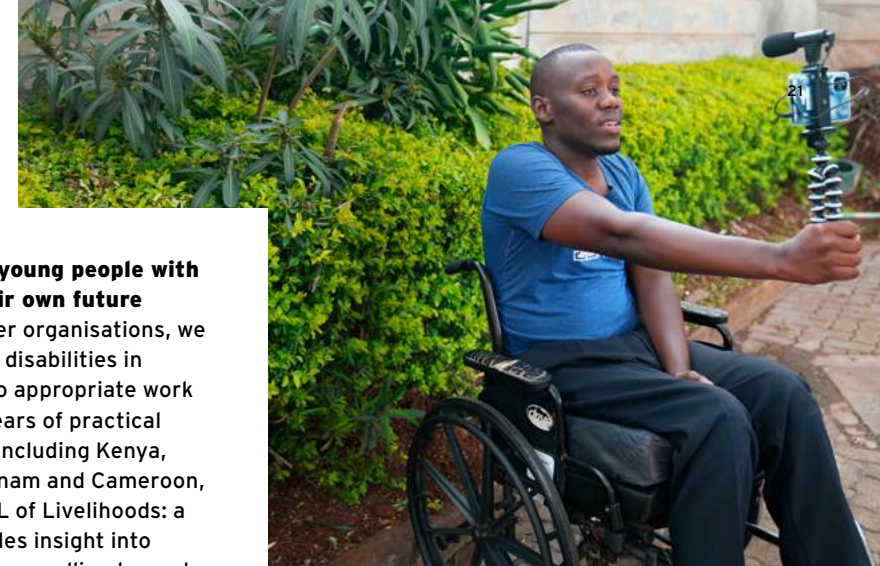
### Moving towards work: young people with disabilities driving their own future

Together with our partner organisations, we guide young people with disabilities in moving from exclusion to appropriate work and income. Based on years of practical experience in countries including Kenya, Indonesia, Rwanda, Vietnam and Cameroon, we developed the WHEEL of Livelihoods: a methodology that provides insight into what works in inclusive counselling towards work. We are now putting this knowledge into practice in the Work and Better Life (Kazi na Maisha Bora) project in Kenya and Tanzania.

Initial results from Tanzania show that this approach works. Of the 200 young people taking part, 154 completed a practical internship and 69 have since started paid independent work, for example in tailoring, IT, welding and business. Through tailor-made programmes, socio-emotional counselling and collaboration with vocational training centres and employers, young people are strengthening their vocational skills, self-confidence and their position in the community. The wheels are turning and the youngsters themselves are the ones who determine which direction they want to go.

### Through their own eyes: young people vlogging about work, dreams and change

What does change look like through the eyes of young people? In this project, we explored vlogging as a way to make the perspective of young people with disabilities more visible. In 2025, our colleagues Jimmy and Timo travelled to Kenya and Tanzania to train young people in vlogging, storytelling and editing. And they gave them the smartphones and accessories to work independently. Twelve young people are now active vloggers.



■ Alex during the vlog workshop PHOTO: TIMO VORSTENBOSCH



■ Esther and Vialeth during the vlog workshop PHOTO: TIMO VORSTENBOSCH

They share their learning journey on work and income, their daily lives and their entrepreneurship on platforms like Instagram and TikTok with self-made video stories, reaching thousands of people. Vlogging boosts their self-confidence, communication skills and visibility online and in their community. For us, it offers valuable insights into what works, what challenges they come up against and how the transition to work is experienced. Young people and organisations are able to learn together, while their stories open the social conversation on disability and the right to work. They also use the vlogs to raise their profile within their field of work, for example as a hairdresser, electrician or IT specialist.

# Nurturing Aline to help her grow

**Name:** Aline  
**Location:** Indonesia  
**Partner:** NLR Indonesia

■ *Aline with her father  
Adrianus* PHOTO'S:  
JEFFRY CHANIAGO

**Aline (17) enjoys going to the market to sell the vegetables she grew with her father. Something she long thought she would never do.**

Aline has cerebral palsy and she is deaf. Her family had no money for treatment, and a natural healer could not help either. Her parents and fellow villagers saw little potential in her. With no prospects, Aline became isolated on a small farm in one of Indonesia's poorest regions.

That was until her father Adrianus received some training through a programme run by our partner NLR Indonesia to strengthen his entrepreneurial skills and improve the farm. Now that he no longer has to look for work elsewhere in the vast country, he has more time and attention to give to Aline. And as we know, nurturing something is the best way to help it grow.

Adrianus taught Aline to grow vegetables and tend the pigs, while her stepmother taught her to weave. Aline's self-confidence and independence have grown as much as her vegetables. She has become more visible and active in the community. Now Aline is full of beans, whether at home, in the village or at the market.



**Aline and Adrianus are taking their future into their own hands through the KUBIK project. This initiative by our partner NLR Indonesia supports young adults with disabilities or their parents in the city of Medan and the Manggarai region to develop a business. This includes training in entrepreneurial skills and providing them with access to professional networks, funding and government services. This improves the economic independence and social acceptance of people with disabilities, not to mention building their self-esteem.**

# Collaborations

**We can only make an impact thanks to the involvement of a wide network of partners, funds, businesses and organisations. For years, Liliane Fonds has enjoyed strong public support in the Netherlands. In 2025, we worked closely with companies, foundations, equity funds, schools, associations, campaigners and other initiators. Their support is indispensable for our programmes and helps us reach children who would otherwise stay under the radar.**



## IMPROVING LIVES FOR GOOD THANKS TO OUR LOYAL SUPPORT BASE

Thanks to an annual contribution of €1,500,000 from the Postcode Loterij, we can give children with disabilities the support they deserve. We are extremely grateful to all Postcode Loterij participants for that!

With an additional contribution in 2024, we launched the Albinism Project: Out of the Shadows. In the first year, 717 children and adults with albinism received support through care and education. A further 1,995 people received training.



■ *Mwape from Zambia*  
PHOTO: CHIARA BELTRAMINI

That fixed contribution, as well as the additional support from the Postcode Loterij, ensure that we can make a lasting difference together with our international partners. Thanks to all the participants, we can run projects that permanently improve the lives of children and adults with disabilities. And through our newsletter Liliane, our website and social media, we keep our supporters informed of the outcomes.

## TAILORED PLANS MAKING THE DIFFERENCE IN ZAMBIA AND THE PHILIPPINES

In Zambia, we work with trusted local partners to improve care. Thanks to de Waterlander, children there now receive better treatment and support. Our goal is to reach a total of 60,000 children by 2027. Trained field workers visit remote villages, make an initial diagnosis and refer children to appropriate care or schools. So, we make plans that are truly tailored to their situation.

In the Philippines, we are tackling major challenges such as poor access to care, lack of transport and a low level of awareness among parents and teachers. With support from de Waterlander, we give children the care, resources and opportunities they need to participate - whether at home, at school or in society at large.

## SPECIALIST CARE FOR CHILDREN WITH DOWN'S SYNDROME

The Paul Foundation has been supporting projects in Indonesia, Bangladesh and the Philippines for several years. Thanks to this support, thousands of children and young people with Down's syndrome receive care, guidance and clear information. Parents and people around them can also access support.

The Paul Foundation is also funding the first outpatient clinic specialising in Down's syndrome in the Philippines, which will open in 2026. The foundation was created by Anne and Theo Walthie, who earmarked €300,000 a year to fund a three-year project for young people aged between 12 and 25 with disabilities or leprosy in Bangladesh, Indonesia and the Philippines. The aim of the project is to encourage these young people to participate in society and empower them to stand up for their rights.



**SUSTAINABLE REHABILITATION CARE IN CAMEROON**

With support from the AFAS Foundation, we are working with the Cameroon Baptist Convention Health Service (CBCHS) to sustainably improve rehabilitation care in Cameroon.

Thanks to the Zorgkompas project, a training institute has been set up in Mutengene and is now running at full capacity, with professionals trained to provide appropriate care to children with disabilities.

■ A physiotherapy student carefully examines a patient during his internship PHOTO: CBCHS

With Zorgkompas 2.0, we are raising the quality and financial independence of the courses, so proper care will continue to be available in the future.

Meanwhile, 84 graduates have found paid jobs as rehabilitation professionals. Together, they can help an estimated 3,500 children with disabilities. This way, more and more children have the chance to participate in society.

**SHARING KNOWLEDGE FOR BETTER RESOURCES IN BANGLADESH**

In 2025, we partnered with Livit Ottobock Care to embark on a three-year project in Bangladesh. We are sharing knowledge on orthopaedic device care, with the ultimate aim of the training being determined together with local providers. Using materials available locally, we develop appropriate tools and support local specialists in boosting their knowledge and expertise. More and more people with disabilities

can then access the right resources to increase their mobility and independence.

This project is being run in a similar way as what Livit Ottobock Care has done for many years in Rwanda: providing knowledge and support to local professionals. The experiences and insights gained there provide a valuable basis for our partnership in Bangladesh and strengthen our joint mission to improve device care worldwide.



**INNOVATIVE SOLUTION FOR CARE IN AN UNSTABLE REGION**

With the Parcours Inclusif (Inclusive Pathways) pilot project, we laid the foundations for a stronger and more professional rehabilitation ecosystem in the unstable South Kivu region of the Democratic Republic of Congo.

Together with project partners Enablement Foundation, Appui au Développement de l'Enfant en Détresse (ADED) and Institut National de la Santé Publique (INSP), we trained 37 Community-Based Rehabilitation facilitators in using an innovative, low-cost digital tool, known as RehApp.

Through the app, CBR facilitators now have up-to-date knowledge and a method for a structured approach to assessing and supporting children and young people with disabilities. The trained CBR facilitators provide consistent, better-informed and data-driven rehabilitation support. Over 2,000 children and young people with disabilities in the Uvira region will be supported through this project, which was made possible by financial support from the French Government's Fund for Innovation and Development (FID).

**RADBOD UNIVERSITEIT  
ONDERSTEUNT BREAKING  
DOWN BARRIERS**

**Bringing research and practice  
together for lasting inclusion**

Through the Breaking Down Barriers programme, Liliane Fonds brings research and practice closer together. Universities in Cameroon, Rwanda, Zambia and the Netherlands are collaborating with local organisations and professionals, ensuring that knowledge directly improves support for children and young people with disabilities.

**Practice as a basis for research**

In the Netherlands, we work closely with Radboud University, helping researchers and our partners to share their insights and experiences. Partners indicate what bottlenecks they see in their work, while researchers develop those questions into

reliable and useful research. This allows us to learn, reflect and innovate - and ultimately make even more of an impact.

**Under its own strength**

In 2025, we examined which factors strengthen CBR and how support can continue even without Liliane Fonds support. The initial results were shared at an international conference in Rwanda and are inspiring the government and other institutions.

**Focus 2026: stigma and  
discrimination**

In 2026, we are focusing on stigma and discrimination: the two key barriers to inclusion. Through learning paths and meetings, we are turning insights into action. That is how we build sustainable and inclusive systems worldwide, together with our partners and policymakers.



Zimbabwe aid worker Philip  
PHOTO: ST. MICHAELS MISSION HOSPITAL

**ON THE PATH TO GREATER IMPACT  
WITH MIVA**

Together we make a bigger impact. Based on this shared conviction, Liliane Fonds and MIVA have come together, literally side by side. We are working towards the same goal: giving the most disadvantaged groups full access to care and education.

And in doing so, we each bring our own perspective. Liliane Fonds supports children with disabilities on the path to inclusion by providing access to medical care, rehabilitation and education. MIVA makes that support possible with the practical resources needed to reach children who would otherwise remain out of sight. To this end, MIVA invests in transport and communication equipment, as well as solar energy solutions for remote regions.

In 2025, this cooperation made huge tangible differences for children with disabilities in countries including Cameroon, Bangladesh, Zimbabwe, Uganda and the DRC, where aid workers have been equipped with

means of transport. Thanks to MIVA, a rehabilitation worker like Philip can offer children support directly in their own environment.

Individual identity, shared strength  
The intrinsic partnership between MIVA and Liliane Fonds goes beyond aligning on content: the two organisations share office space and operational services to improve efficiency and reduce costs, as well as shorten lines of communication between employees.

MIVA works through Liliane Fonds's existing international partner network, which ensures reliable monitoring and careful spending. The local organisations know the situation inside out and, thanks to MIVA's support, can make their work more effective and their reach wider.

In 2025, that combination of an individual identity and shared strength once again provided a sound basis for sustainable impact. Together, we reach children who would otherwise remain unreachable.

# Lobbying and networking

## STANDING UP FOR EQUAL RIGHTS AND INCLUSION

In the Netherlands and across the world, Liliane Fonds advocates for the rights of children and young people with disabilities. In 2025, we lobby national and international governments and organisations for inclusive and fair rules in a variety of ways.

### Global Disability Summit

The Global Disability Summit (GDS) in Berlin was a moment to reflect on the global progress made on the inclusion of people with disabilities. For Liliane Fonds, the conference provided an excellent opportunity to further strengthen our commitment to equal rights and opportunities for children with disabilities worldwide.

We believe it is important for young people with disabilities themselves to play a central role in decision-making. That is why we sponsored Eric Ngabonziza, a deaf boy from Rwanda, to attend the conference, so that he could bring his perspective and contribute directly from his experience.

### CSW69 Conference

At the Commission on the Status of Women (CSW69) conference in New York, we argued that the interests of women and girls with disabilities should be included in the policy choices of UN Women and member states. To this end, we organised an event on decolonising approaches to disability and LGBTI+ issues. Partly thanks to our efforts, the final report of the meeting included a section on the rights of women and girls with disabilities.

### Leave no child behind: a manifesto for inclusive policies

Ahead of the Dutch parliamentary elections in October 2025, we called for inclusion to be a focus of the Netherlands' development policy. The words 'disability' and 'inclusion' do not even appear in this policy. We and many around us believe this is unacceptable.

Children and people with disabilities are structurally excluded from care, education and assistance. This is an unacceptable violation of human rights and contradicts the promise the Netherlands made in the Sustainable Development Goals: to leave no one behind, including people with disabilities, anywhere in the world.

We called on political parties to end this exclusion by endorsing seven principles for inclusive policies and firmly anchoring them in the coalition agreement and development cooperation policy.



ChristenUnie MP Don Cedar signs the manifesto  
PHOTO: TIMO VORSTENBOSCH

Candidates Don Ceder (CU), Danielle Hirsch (GroenLinks-PvdA), Sarah Dobbe (SP) and Mpanzu Bamenga (D66) signed the manifesto, along with over 3,100 other people. In the coming year, we will hold parties to their promise on inclusive policies.

### Effective lobbying together with DCDD

In the Dutch Coalition on Disability and Development network, Liliane Fonds works together with some 30 other organisations and experts to improve inclusion. The DCDD focuses on strengthening political support for disability inclusion in Dutch policy. In 2025, a landmark result was achieved when a broad parliamentary majority passed a motion by the ChristenUnie and D66 calling for people with disabilities to be involved in developing policies on food security, water and health.

Prior to the election, we also organised a debate on global cooperation and inclusion with industry association for international cooperation Partos, in which four parliamentary candidates took part. We presented the Everyone Counts advisory report to the Ministry of Foreign Affairs in December, which makes concrete recommendations for more inclusive policies. Following all these activities, DCDD and Liliane Fonds have become a serious stakeholder in discussions with the ministry and members of parliament. We now want to see our recommendations reflected in the new cabinet's policy on international cooperation.

## Education now included in development cooperation as a priority after successful lobbying



Thanks in part to targeted lobbying efforts by the Global Campaign for Education (GCE) Netherlands, education is getting a clearer place in Dutch development cooperation policy. Liliane Fonds is a member of the steering committee of GCE.

An extra €256 million a year has been released under the new Dutch coalition agreement, and education is mentioned as one of the priorities – a major breakthrough for structural investment in inclusive quality education. Multiple political parties recognise the importance of education. This growing political support increases the likelihood of sustainable policies that truly advance inclusive education, so that children with disabilities can participate fully in society.



■ Sarthak with his mother PHOTO: RED ORANGE

## Mohammad sees success with Sarthak

Sarthak: that is the name Bharti and her husband gave to their second child. In their native language, it means 'success'. But after just three days, their success story came to an abrupt end and the Bengali family's world came crashing down.

'That's when Sarthak suddenly started shaking,' says Bharti. 'I didn't know what to do. We felt powerless.' No-one in their neighbourhood knew either. Bharti continues, 'People said: "There's nothing wrong with your first child, so why is Sarthak like that?". They said it was our fault. I had come to believe that.'

A doctor examined Sarthak and diagnosed him with a form of brain damage: cerebral palsy. However, the diagnosis didn't resolve the situation, because Bharti and her husband couldn't afford any treatments or medical aid. Six years later and Sarthak still needed help with everything: he could not stand, walk or talk.

But his parents were forced to leave him at home as they go out to work as day labourers.

Mohammad Shamsul Islam came and helped break the family out of isolation. He is a physiotherapist at Come to Work, our partner in this part of Bangladesh.

'I saw a frail child who had been left behind,' says Mohammad, recalling the moment he first met Sarthak. 'He was barely in control of his body. Still, he was clearly full of potential, as he kept trying to hoist himself up. That was what touched me the most.'

So, Mohammad got to work. 'I started by listening to his parents, without judging. After years, they could finally talk freely about their grief. Through those conversations, they recognised that the situation was nobody's fault.'

Mohammad arranged for a neurologist to examine Sarthak and he drew up a medical plan. Medication was prescribed to bring his epilepsy under control and then he started receiving physiotherapy. 'I work with Sarthak every week and I teach his parents how to support him, for example how to feed him safely.'

**What does 'success' mean to Sarthak?** Mohammad says, 'That his independence and dignity increase, little by little. With consistent therapy, resources and support from his family and community, Sarthak can reach his maximum potential. That way, he and his family can change their whole future.'

## Our international results

By 2025, we reached hundreds of thousands of children and young people in the world's poorest areas through our partner organisations. The results show how broad, tailored support in rehabilitation, education and inclusion changes lives. This chapter brings that impact into focus: with figures, real-life examples and the experiences of our partners who make a difference day in, day out.

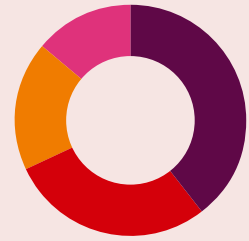


■ Mariatu sits in front of her house PHOTO: TIMO VORSTENBOSCH

# Our impact in 2025



Total number of children supported by partner organisations over **47,000**



- Type of disability\*
- Motor 46%
  - Cognitive/behavioural 33%
  - Hearing 21%
  - Visual 16%

\* These percentages refer to the type of disability compared to the number of children. As one child can have multiple types of disabilities, the sum is greater than 100%.



Number of trained people (teachers, parents, CBR workers etc.) over **61,000**



Total reach involving children (by trained persons) over **157,000**

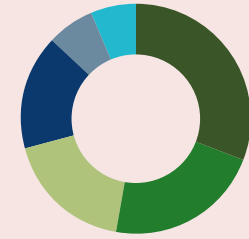
## Percentage of children aged 0 to 6 years

**16%**



Number of children referred for surgery or specialist care outside the local partner network

over **8,000**



- Type of support\*
- Healthcare 65%
  - Social inclusion 46%
  - Education 38%
  - Self-confidence 34%
  - Employment/income 14%
  - Sexual health 13%

\* These percentages refer to the type of support compared to the number of children. As one child can receive multiple types of support, the sum is greater than 100%. A child undergoing surgery and home schooling is counted under both healthcare and education, for example.



In total, we reached at least **208,000** children



■ PHOTO: MONA VAN DEN BERG

Fighting for the most vulnerable by fighting against the prejudices, stigmas and discrimination that limit them. That's exactly what Samuel Macauley – Operations Director of One Family People, our Coordinating Partner in Sierra Leone – and his passionate team do.

#### What's life like for people with disabilities in Sierra Leone?

'I'm noticing there's greater awareness of these people's rights because of the legislation now in place to strengthen their position. But we are still fighting persistent prejudices and stigmas, which sometimes even have fatal consequences.'

#### Do you come across stigma like this a lot?

'Yes, but it is often more subtle. Like people not wanting to go near a child with epilepsy, for fear of 'infection'. Or when parents won't let their child marry someone because they're disabled.'

#### What kind of impact does that have?

'Children with disabilities don't then get the care and support they're entitled to. They are ignored by parents, family, teachers.

'Every child is worth fighting for'

And later in life, someone with a disability can't find a job because employers don't have any faith in them.'

#### What are you doing to change this deep-rooted prejudice?

'We are lobbying hard for politicians to pass laws and regulations. And then, when they do, we have to work with the government to translate the theory into actions that result in actual change.'

'For instance, we pushed hard for the national introduction of a law on radical inclusion in education. After the law had been passed, we trained teachers on exactly what inclusive education involves and how schools should consider the needs of children with disabilities.'

#### What would you like to achieve?

'I want to change negative perceptions about people with disabilities. That includes changing how people with disabilities view and think about themselves. Prejudice and stigmas affect their self-image too.'

#### Why is this necessary?

'Inclusion isn't achieved just by demanding the government do something; you also have to do something yourself. You need to gain the knowledge and skills you need to stand up for your rights if the government doesn't keep its word.'

Samuel and his team take centre stage in our three-part podcast 'Het kind in de vijver' (The child in the pond). Read more on page 40.

## Talent, resilience and tailored support are the keys to success for Florence

Florence Ndagire was born in Uganda with a visual impairment. Ever since childhood, she has made it clear that while her sight may be limited, her vision is absolutely intact. As a young girl, she received support from Liliane Fonds, which allowed her to attend school between 1997 and 2002. She attended two schools: St. Francis School for the Blind in Madera Soroti and later Iganga Secondary School. Florence not only received an education there, but she also grew convinced that her future need not have any limits.

Thanks to her perseverance and intelligence, Florence was able to secure a scholarship, enabling her to go to university. There, she chose a path that was as challenging as it was ambitious: studying law. With determination and perseverance, she broke through barriers and became one of the first visually impaired lawyers in Uganda.

But Florence didn't stop there. Driven by her own experiences and her desire to improve the lives of others, she turned to scientific research.

Last year, she completed her PhD research, which studied how people with disabilities



■ Florence Ndagire at the Liliane Fonds office in Den Bosch. Next to her are Gerrit de Vries (Head of Programmes) and Erik Ackerman (Managing Director) PHOTO: LILIANE FONDS

access healthcare – an issue of global importance, where her voice is extremely valuable.

Florence's story is one of strength, perseverance and collaboration. A story that shows what a combination of talent, resilience and tailored support can do.

# Our approach in the Netherlands

In the Netherlands, our donors, volunteers, campaigners and partners all help to fulfil our mission. Thanks to their support, children with disabilities can access help worldwide. Chapter 6 shows how, together, we got people involved in our fundraising in 2025.

## GRATEFUL FOR SUCH INCREDIBLE SUPPORT

We are very grateful for the incredible support we received in 2025 from our committed donors and business partners in the Netherlands and abroad. Commitment to our mission in the Netherlands continues to grow.

In 2025, this support resulted in a whopping **€37.4 million** in donations, enabling our mission to give children with a disability a better life. Our revenue grew by 8% compared to 2024.

At the end of 2025, **88,505 individual donors** supported our work. Thanks in part to door-to-door fundraising, the use of online channels and a new TV advert, we had 12,380 people join us as donors, supporting us continuously by direct debit.

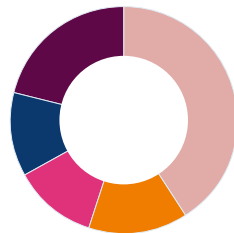
**23,450 people** also contributed with a one-off donation, partly thanks to our successful campaign that told the personal stories of children with disabilities who have remained hidden for too long.

Our support base grew by 7% in 2025. In addition, we received some very special contributions from foundations and equity funds.

**More people donated in their wills** We were humbled by the number of people who donated through their wills. In 2025, we received more than **€18.1 million from legacies:** a substantial contribution to improving the quality of life and future prospects of children and young people with a disability in developing countries.

### Large group of extremely loyal donors

Almost half of our 88,505 donors have supported us for ten years or more!



total  
**88,505**

- Donor for up to 5 years > 41%
- Donor for up to 10 years > 14%
- Donor for up to 15 years > 12%
- Donor for up to 20 years > 12%
- Donor for more than 20 years > 21%

## MAKING INFORMED CHOICES THANKS TO INSIGHTS FROM LILIANE PANEL MEMBERS

**Liliane Fonds Panel** The 480 members of the Liliane Panel - all donors, supporters or experts - shared their experiences

and insights through our research questions in 2025. We presented the panellists with three different types of stories and asked which one touched them the most. Based on this, we made considered choices for a campaign to recruit new donors. It is incredibly valuable to be able to engage more people profoundly in our mission in this way.

With powerful television adverts, we reach new donors who contribute straight to our mission. Our 2025 TV campaign, which revolved around Franck from Burundi, was our first one with a full focus on fundraising.

The commercials were broadcast in two periods on Dutch television. We attracted 1,644 new donors through this campaign and, thanks to their support, we can now reach more children with disabilities. This gives us the confidence to retain these commercials as part of our fundraising strategy in 2026.

## THANK YOU, FROM THE BOTTOM OF OUR HEARTS

Thanks to the loyal support of our donors, children with disabilities can build a future. To show our gratitude for this, we invited our donors to a special thank-you event at Theater aan de Parade in 's-Hertogenbosch. Anthropologist Jitske Kramer and comedian Dolf Jansen gave a special performance, dubbed All Inclusive, about bridging differences and what it means to be human together.

The evening ended with yet another surprise. From the stage, our staff gave a standing ovation to the donors in the room to show their sincere gratitude and appreciation. And that was thoroughly appreciated.

PHOTO: ANOUK LUERS



■ *Alhaji, one of the children at the centre of this year's Hidden Children campaign*  
PHOTO: CHIARA BELTRAMINI



### OUR PODCAST REACHES A NEW AUDIENCE

In many countries where Liliane Fonds works, children with disabilities are kept hidden away. Whether out of fear, shame, stigma, poverty or ignorance, children do not get the care they deserve. Our Hidden Children campaign brings this critical problem to the fore: through an online campaign, branded content in publications like, direct mailings and, for the first time, a podcast.

In our three-part podcast 'Het kind in de vijver' (The child in the pond), journalist Max Boogaard follows a tireless team of aid workers in Sierra Leone in their battle to save the lives of children with disabilities from the sometimes deadly neglect. Max sees the difficult dilemmas they face, but feels a nagging question come up: how far does our moral duty to help others go?

With this podcast, we reached people who had never heard about us before. They heard what our work entails and how important the support of our donors is in this.

► **Want to know more about the podcast? Listen to it on our website.**

### FUNDRAISING BY CHARITIES, FOR CHARITIES

A cooperative for street and door-to-door fundraising run entirely by charities themselves, without any commercial parties involved. That is the idea behind Social Response, the organisation that Liliane Fonds co-founded. Together with Oxfam Novib, Amref Health Africa and Stichting Vluchteling, we operate from two offices in Rotterdam and Utrecht. Together, we are committed to fair and ethical fundraising to generate as much support as possible for our members' missions. In 2025, the cooperative recruited 2,797 new donors for the four members.

Street and door-to-door fundraising is still a vital way for us to approach people in the Netherlands to support our mission. Our ambition is to develop Social Response further into a solid fundraising agency by charities, for charities. Until then, we will carry on working closely with our existing fundraising partners.

### SPOTLIGHT ON OUR DEDICATED DONORS

More and more people are choosing to leave a wonderful gift to children with disabilities in the poorest parts of the world. We are so incredibly grateful for that.

- One such person is Anneke (84 years old). For years, she worked in education for children with disabilities. 'The care and education that was and still is available in the Netherlands is far from the level available in many countries.' That is why Anneke decided to include Liliane Fonds in her will. The fact that she is leaving money to charity while also having children of her own is something she didn't have to think twice about. 'While I want to take good care of my own children, I also want to help children who aren't lucky enough to get that care.'



■ *Portrait of Anneke (84)*  
PHOTO: MARTIEN VERSTEEGH

- Linda Muskens is Relationship Manager for Special Gifts at Liliane Fonds. 'I regularly visit people's homes, and they often find it comforting to take the time they need to put their thoughts and questions into words. That way, they can be sure they're making the right decisions and that everything is well taken care of.'



■ *Jetta Klijnsma, a Liliane Fonds ambassador, at a donor meeting in Veenhuizen, telling an inspiring story about her own experiences*  
PHOTO: LILIANE FONDS

- To help people like Anneke make informed decisions and receive personal guidance, we host sessions on donating and legacy giving. In 2025, we held in-person gatherings in Sittard and Veenhuizen, as well as organising a webinar for the first time. In this online event, over 60 donors asked our staff about focusing on making more impact in fewer countries, for example.

■ *Portrait of Linda Muskens*  
PHOTO: RONNIE DANKELMAN



## TAKING ACTION TOGETHER FOR CHILDREN WITH DISABILITIES

Many people took action in a variety of ways to support children with disabilities in 2025, one being the **Nijmegen Four-Day Marches**. Luuk Weerts explains why he wanted others to sponsor him to raise money for Liliane Fonds. 'I've come across so many wonderful causes in my time, but Liliane Fonds resonates deeply with what I see every day in special education: children who want to participate in society, who want to be



■ Luuk Weerts (right) with a friend  
PHOTO: LILIANE FONDS



■ People taking part in the Polder Walk cross the finish line PHOTO: LILIANE FONDS

seen as equal to anyone else. We live in a time when people are standing up for themselves and demanding to be heard, but some are hardly able to speak for themselves. That's when other people are needed to make that voice heard.'

The **Kaag and Braassem Polder Walk** is also a regular feature on the walking calendar, which will see its 15th edition in 2026. On 7 September 2025, numerous walkers set out on lovely routes through the Groene Hart region. A part of their entry fee was donated to Liliane Fonds. Thanks to an anonymous donor who doubled the amount, our volunteers Anneke and Harry received a cheque for €23,000 at a celebratory evening.

## NEW PLATFORM MAKES IT EASY TO TAKE ACTION FOR CHILDREN WITH DISABILITIES

People are stepping up in many different ways to support our mission financially through fundraising. To make it even easier for them and to get even more people excited about taking action too, we launched a new online platform in 2025: **lilianefonds.nl/actie**. It allows campaigners to start their own campaign, whether it's something

sporty, getting creative or tied to a special occasion. Share your initiative with family, friends and acquaintances who can sponsor you quickly and easily using a QR code. You can also order resources such as a donation box, posters and flyers to support you and publicise your event.

> Do you want to get involved or know someone who does?  
Scan the QR code.



## REUNION WITH OLD FRIENDS AT ANNIVERSARY CELEBRATION

The reunion marking the 45th anniversary of Liliane Fonds felt like a belated celebration, after our 40th anniversary had to be celebrated online due to the COVID pandemic. But the show must go on, and on 18 September 2025, some 180 donors, staff past and present, volunteers and other stakeholders gathered at the Verkadefabriek in 's-Hertogenbosch.

After introductions by Erik Ackerman and ambassador Jetta Klijnsma, journalist Bob van Huët took the guests on a journey through time: former director Kees van den Broek, former chair Winfried van den Muijsenbergh, former volunteer Ineke Sauerbier and staff members Chiara Beltramini and Alodia Santos looked back on 45 years of Liliane Fonds. Special guest Prof. Sara Kinsbergen spoke passionately about international cooperation and civic engagement. And of course, there was plenty of time to share memories with dear old friends.

■ Chiara Beltramini speaking during the panel discussion PHOTO: KENNY TERHEIJDEN

## FRANCINE'S MAGICAL HANDS

For more than twelve years, Francine van Hooft has been transforming old plastic bags into new ones by crocheting, knitting or spool-knitting them. She sells them to anyone who is interested, and the proceeds are donated to children with disabilities, a cause she holds dear. 'It's wonderful to see how something so small can mean so much to children with disabilities who really need help,' says Francine. 'I really enjoy making them, as well as interacting with people. And I'll carry on trying to raise money for Liliane Fonds for as long as I can. Hopefully, that will be for quite a while yet.'



■ Two children at the Gatagara Centre in Rwanda  
PHOTO: MONIQUE VELZEBOER/ERMA ROTTEVEEL

## Our organisation

**Behind our work is a committed and professional organisation that puts safety, transparency and quality at its core. Staff and volunteers are at the beating heart of the organisation. Clear guidelines, our integrity policy and high quality standards ensure that we work diligently and continue to earn the trust of donors, partners and stakeholders.**

### NUMBER OF EMPLOYEES

The beating heart of our organisation is, of course, our people. By the end of 2025, Liliane Fonds will have 92 employees (70.4 FTE), all based in the Netherlands. Their salaries are set on the basis of recognised job evaluation criteria within fixed job grades. What's more, 68 more volunteers committed to our mission by the end of 2025.



■ Jos Willems, Fundraising Team  
PHOTO: RONNIE DANKELMAN

### WORKING WELL TOGETHER

'Never before have I worked at an organisation where employees are so clearly put first. Your team leader actively checks in to see whether everything's going well and helps out where needed. This creates an enjoyable environment where we can work effectively. It's a youthful team that's supportive and enthusiastic. We look for each other during breaks, have drinks often and sometimes play sports together. The company culture is warm and friendly, and gives you space to grow: we learn to be vulnerable in the team and to give each other feedback. Good skills for your personal life too!'

**Jos Willems,**  
Fundraising Team



■ *Magda Ninaber*  
PHOTO: RONNIE DANKELMAN

**VOLUNTEERING TO HELP BUILD MORE UNDERSTANDING**

Dozens of people volunteer to support our mission, each in their own way and with selfless dedication, like Magda Ninaber.

'I spent 50 years working and studying in countries like Kenya, Afghanistan and Congo, where I tried to do something for children with disabilities who so desperately needed help. Now I'm back in the Netherlands, I'm happy to carry on doing what I can for them. As a volunteer, I enjoy giving guest lectures. One of my motivations is to increase understanding of children in developing countries who need our help.'

In 2025, people volunteered for Liliane Fonds in many different ways:

- 24 volunteers gave guest lectures and presentations
- 13 volunteers tended to our garden and kept our office in ship shape
- 5 volunteers supported us with logistics
- 12 volunteers supported our office staff
- 12 volunteers are available on call for occasional tasks or events.

**AMBASSADORS & FRIENDS**

Thanks to the selfless efforts of our ambassadors and friends, Liliane Fonds again reached a lot of people in the Netherlands in 2025.

Our ambassadors and friends help us show what children with disabilities need and can do.

- Actor **Fedja van Huêt** featured regularly in our TV and radio adverts.

■ *Fedja van Huêt* PHOTO: JOHN VAN HAMOND



■ *Jetta Klijnsma* PHOTO: JOHN VAN HAMOND

- Former King's Commissioner in Drenthe and former State Secretary for Social Affairs and Employment **Jetta Klijnsma** attended our gatherings, touching our donors and partners with a personal story.

That's how I encourage people to have an open mind. I love doing what I can to raise awareness for children with disabilities.'

**WORKS COUNCIL: REPRESENTING EMPLOYEES AND VOLUNTEERS**

The Works Council represents employees and volunteers of Liliane Fonds and MIVA. It consults with the Executive Director and contributes ideas on policy. In 2025, the Works Council discussed the new policy on working abroad temporarily, which gives employees flexibility, provides security and reduces the legal and tax risks. It also collaborated on a vision and action plan for diversity, equality and inclusion (DEI).

The council's three-year term expired at the end of 2025, which saw all seven members step down, but three of them were reappointed. The new composition of the Works Council was announced by the end of the year.



■ *Berget Lewis* PHOTO: LEANDER STOLK

- And singer **Berget Lewis** saw how our partner organisations in Uganda are working hard to deliver for children with disabilities. She even met Justine there, known from our brand campaign, who is now a mother.
- We also welcomed programme maker and presenter **Eva Eikhout** as an ambassador. 'In my work and media appearances, rather than telling people, I show them how I live my life with my disability,' she says.

■ *Eva Eikhout* PHOTO: JOHN VAN HAMOND



## A SAFE PLACE FOR EVERYONE

Liliane Fonds aims to provide a safe and pleasant working environment for everyone. We make every effort to prevent inappropriate behaviour, fraud and abuse of power. If something does go wrong, it can be reported easily and safely.

### Preventing problems

Prevention is an important part of our integrity policy. We have a Code of Conduct that all staff, volunteers and everyone we hire must sign. We also request references as part of the recruitment process, and all employees and volunteers hold a Certificate of Good Conduct (VOG). We also organise awareness sessions every year, which everyone is required to attend. By the end of 2025, some of our employees completed the Bridges and Borders training. This consisted of three interactive sessions focusing on social safety, inclusion, intercultural communication and self-awareness of our assumptions. The rest of our staff will attend this training in early 2026.

### Reporting and enforcement

Liliane Fonds and MIVA have regulations stating how reports are handled:

- General complaints regulations
- Regulations on reporting inappropriate behaviour
- An anti-fraud protocol
- Whistleblower regulations

These regulations, including a reporting form, can be found on our website.

### Reports in 2025

By the end 2025, we received the following reports:

- Ten complaints about door-to-door fundraising or other interactions with donors.
- We resolved these by explaining, apologising or correcting the error. We discussed complaints about fundraising with the relevant agency, so that this feedback leads to improvement.
- One report on the performance of one of our coordinating partners. We also looked more broadly at our partnership when assessing this report. We decided to appoint a different coordinating partner in the country in question by 2026.
- One notification could not be declared admissible, but was taken up and acted upon by HR.

### Confidential counsellor

Liliane Fonds and MIVA have an external and internal confidential counsellor, who are both independent and certified. In 2025, the counsellors received no formal reports. Every year, the Executive Director and the Trust Officers discuss notable trends and what more can be done to keep the organisation a safe and pleasant environment to work in.

### Tackling abuse against vulnerable children

One in three children with disabilities worldwide experience neglect and sexual, physical or emotional violence - that's twice the rate of children without disabilities.

Children with disabilities are especially vulnerable. That is precisely why it is so important for us to actively determine how to deal with this ourselves, help partners prevent and tackle violence, and ensure that people feel safe to report incidents.

### Protecting children and young people

Liliane Fonds, MIVA and our partners have a safeguarding policy in place to protect children and young people. It describes the steps taken to protect children and young people during the organisations' activities and how people can report abuse, mistreatment or violence. Since 2025, Liliane Fonds and MIVA have been working with an external complaints committee that also handles reports of inappropriate behaviour towards children and young people.

### Supporting our partners

We want to make it easier for people to raise concerns. In 2025, Liliane Fonds and MIVA organised training and sessions with partner organisations, which included sharing experiences and good practices. Our new online partner platform contains useful tools for partners to use, such as a risk assessment template. We also created a short animated film for children in 2025, encouraging children to tell someone if something happens to them that doesn't feel right - whether at home, at school or at the health centre, for example. This animation is available in different languages, and partners are free to show it during activities with children and parents.

Throughout the year, partners provide education and training on children's rights and protection to parents, staff and community leaders.

### Reports in 2025

In 2025, our partner organisations responded to 328 cases of violence against children by relatives or others in the community. These children received immediate help and support. There were also 30 reports of incidents during programmes run by the organisations themselves. Of these reports, 21 involved bullying or discrimination from teachers and students in schools where children are placed, outside of partner programmes. Five reports concerned sexual violence by staff at a partner site. In four cases, there was physical or emotional violence against children by staff or other participants. All incidents were dealt with seriously by the organisations concerned, which gave help to the children involved, took action against the perpetrators and provided additional training for staff and/or refined the Code of Conduct.

### Sustainability within the organisation

At Liliane Fonds, we work in a sustainable and socially responsible way. We separate waste, aim for paperless business operations and only use certified paper. Since the end of 2023, all our catering has been vegetarian. We also have green energy contracts from the Netherlands. Our building has solar panels, cavity wall insulation and other energy-saving measures. Our garden is sustainably maintained by volunteers, with a compost heap and rainwater collected from barrels.



■ Yakubu Jibrin teaching in front of class PHOTO: TLM NIGERIA

### Sustainable suppliers

In 2024, we introduced a new procurement policy. Suppliers are assessed not only on price and quality, but also on their commitment to corporate social responsibility, including sustainability. On our premises, for instance, we have mostly refurbished furniture.

### Sustainable travel

We encourage travel by public transport. Hybrid working has already reduced commuting considerably. For international travel, we have a flight policy focusing on fewer flights, making smarter travel decisions and improving sustainability. Because we have to take flights to visit our projects, we work with Climate Neutral Group to offset our carbon emissions.

### Risk management

In 2025, we also conducted our annual risk analysis. This gives us insight into the risks and helps us prepare for them. We have already largely implemented the action points resulting from last year's analysis.

In 2025, the greatest risks we faced and our control measures were:

- **Reliance on too few sources of income:**  
We want to increase and diversify our revenue and fundraising channels to make us less vulnerable to government cuts. For instance, we co-initiated Social Response and ran a pilot with DRTV in 2025.
- **Insufficient understanding of outcomes of projects/programmes:**  
We are now more selective about which data is important to us. We have also

adapted our system to collect and analyse this data in a more structured way. This will give us a better insight into how our work helps children and young people with a disability and where we need to improve.

- **Violation of children's integrity:**  
To protect children, we are taking measures such as having a permanent Child Safeguarding Adviser. This is also reflected in all our programmes, and we actively draw our partners' attention to this. We notice that our partners are making more child protection reports, which shows that their policies are now more effective.
- **Cybercrime:**  
Information security risks are high, as we can see from incidents that regularly hit the headlines. In 2025, we also had one security incident, which we were fortunately able to respond to appropriately, so the impact was zero. To mitigate this risk, we continue to monitor current events and adjust our measures accordingly. We also ensure that employees are made more aware of the risks and countermeasures. We are proud to report that we won the National Phishing Championship in late 2025 and scored well on cyber resilience. But we also realise that this is always an ongoing effort.
- **Less freedom for us to operate:**  
Governments in the countries where we work are increasingly strengthening their control over organisations like our partners. We are investing in helping our partners become more resilient, and we discuss lobbying and contingency strategies with them to support them in continuing their work.

Of course, when it comes to risk management, we also pay close attention to our image and ensuring funds are spent lawfully. These points are especially important for organisations like Liliane Fonds.

### Quality standards

Liliane Fonds is accredited by the CBF and meets the standards of the *Erkenningsregeling Goede Doelen* (Charity Recognition Regulations). These include standards on good governance, achieving our own objectives, the costs we incur and transparent accountability.

### Other quality standards we maintain are:

- Guideline 650 for Fundraising Institutions
- DDMA privacy guidelines
- Guidelines for ANBI status

### Diligent partner monitoring

To ensure our programmes make an impact, we set clear minimum requirements for our strategic partners. These requirements relate to our policy, organisation and working methods. We monitor these partners through working visits, progress reports, audit reports and evaluations. This is a way to keep a close eye on the quality of the work.

We are keen to collaborate in the long term with partners who meet our requirements and align with the vision and strategy of Liliane Fonds and MIVA. We lay down our principles in partner agreements.

As part of this collaboration, we make multi-year plans that we revisit annually and make additional agreements for specific projects where applicable. We often work with partners in the long term to ensure stability.



■ Aisha with her mum PHOTO: CHIARA BELTRAMINI

These partners, in turn, collaborate with other carefully selected local organisations.

In 2025, we conducted organisational assessments with partners in Cameroon, Ethiopia, Zambia, Burundi, Uganda, Burkina Faso and Indonesia, which look at their organisation and finances. Coordinating partners send us their financial statements audited by their accountant. In all agreements, we have included clear rules on ensuring funds are spent properly and carefully.

With this approach, we ensure that, together with dependable partners, we make a lasting impact for children and young people with disabilities.

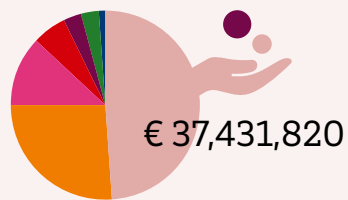
# Outlook



■ Joshua from Sierra Leone PHOTO: TIMO VORSTENBOSCH

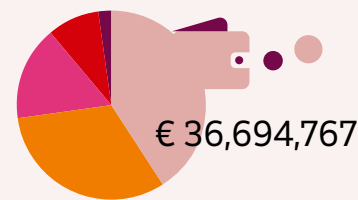
## Finance

### INCOME 2025



- 49% Legacies and inheritances from private individuals
- 26% Donations and gifts from private individuals
- 12% Foundations and equity funds
- 6% Lottery organisations
- 3% Affiliated non-profit organisations
- 3% Government grants
- 1% Donations from companies

### EXPENDITURE 2025



- 41% Expenditure on annual plans
- 32% Expenditure on additional requests
- 16% Fundraising costs
- 9% Public engagement
- 2% Management and administration costs

**In 2026, we will be strengthening our impact by focusing on fewer countries, stronger partnerships and data-driven work. We are building sustainable change in care, education and inclusion, investing in a clear brand story and a forward-looking organisation.**

### OUTLOOK FOR 2026

In 2026, Liliane Fonds, together with MIVA, will be confidently and ambitiously taking the next step under our multi-year strategy: See the strength in every child. The year marks an important phase: many of the major changes set in motion in 2024 and 2025 will be completed or developed further in 2026. This makes 2026 a year when we are strengthening our foundations and preparing for new growth.

Strengthen impact in fewer countries By 2026, we will complete the transition to

working in 19 countries. Across all these countries, partners adopt the same approach to building effective networks, and programme quality is improving through further strengthening of Community-Based Rehabilitation. Even though we are operating in fewer countries, we expect the number of children we reach to grow, as partners are able to include more children in larger and revamped programmes. We also continue to strengthen children's environments, by focusing on sustainable, structural change in care, education, work & income and participation in society.

### Equal partnership: Equal Voices in action

After a year of preparation, Equal Voices - the journey towards a more equal partnership - will start to be implemented in 2026.

Formats and decision-making will be adjusted, partners will become more flexible, and jointly developing proposals and funding will become the norm. A partner forum is also being set up, and there is scope for youth participation through a Youth Panel.

This marks an ongoing evolution towards more equal cooperation that will permanently strengthen the organisation.

#### Data-driven work and visible impact

Data-driven work is becoming an increasingly powerful driver of decisions and impact. A key tool for this is the new project dashboard, which is packed with validated data, making trends more visible and allowing us to make targeted improvements to programmes. In 2026, there will be a greater focus on what data is really needed for steering, quality and accountability.

#### A new ambition and strong brand

In recent years, we have seen considerable growth in support for our mission, which we hope will continue in 2026 and beyond. To this end, we are formulating our collective new ambition this year: an overarching story that connects employees, partners and supporters. This will form the basis for a new brand strategy and campaign to be launched by the end of 2026. The priorities for fundraising in 2026 are expanding the legacy giving programme, implementing the retention programme and further improving the quality of acquisition.

#### Partnership with MIVA

MIVA is working to improve access to healthcare and education by providing transport, communication and solar solutions. Our collaboration is going to be stepped up and MIVA's contribution will be structurally included in the multi-year plans of 11 partner countries.

Maintaining and maximising individual fundraising remains a core priority. By improving visibility and consolidating annual plans for efficient reporting, MIVA's proposition is being strategically positioned with new and existing funders.

#### A healthy and forward-looking organisation

Finally, the organisation is investing in leadership, inclusion, innovation and digitalisation. Automation using AI agents, improved data management and further professionalisation of processes make the organisation more agile. At the same time, employee welfare remains central, with a focus on workload, development and vitality.

In 2026, together with partners, staff, donors and young people, we will continue to build a strong organisation that reaches more and more children with support that changes their lives.



■ Emmanuel from Nigeria helps with cooking  
PHOTO: TLM NIGERIA

#### MULTI-YEAR BUDGET (IN EUROS)

	2026	2027	2028
<b>INCOME</b>			
<i>Income from private individuals, donations and gifts</i>	9,905,000	10,577,000	11,345,000
<i>Income from private individuals, legacies</i>	14,200,000	14,825,000	15,478,000
<b>Income from private individuals</b>	<b>24,105,000</b>	<b>25,402,000</b>	<b>26,823,000</b>
<b>Income from companies</b>	<b>243,000</b>	<b>240,000</b>	<b>230,000</b>
<i>Income from lottery organisations - regular</i>	1,500,000	2,230,000	1,770,000
<i>Income from lottery organisations - ad hoc</i>	763,000	-	-
<b>Income from lottery organisations</b>	<b>2,263,000</b>	<b>2,230,000</b>	<b>1,770,000</b>
<b>Income from government subsidies</b>	<b>400,000</b>	<b>750,000</b>	<b>1,250,000</b>
<b>Income from affiliated non-profit organisations</b>	<b>1,216,000</b>	<b>1,185,000</b>	<b>1,150,000</b>
<i>Partnerships in the Netherlands</i>	2,960,000	2,960,000	2,960,000
<i>Other one-off income - OZW</i>	1,800,000	1,800,000	-
<i>Institutional fundraising</i>	555,000	820,000	1,480,000
<b>Income from other non-profit organisations</b>	<b>5,315,000</b>	<b>5,580,000</b>	<b>4,440,000</b>
<i>Other income</i>			
<b>TOTAL INCOME</b>	<b>33,542,000</b>	<b>35,387,000</b>	<b>35,663,000</b>
<b>EXPENDITURE</b>			
<i>Spent on objectives</i>			
<b>Expenditure under the annual plans (incl. MIVA)</b>	<b>16,468,000</b>	<b>17,458,000</b>	<b>17,465,000</b>
<b>Other spending - Programmes Dept.</b>	<b>11,427,000</b>	<b>10,295,000</b>	<b>9,081,000</b>
<b>Public engagement</b>	<b>3,413,000</b>	<b>3,405,000</b>	<b>3,863,000</b>
	<b>31,308,000</b>	<b>31,158,000</b>	<b>30,409,000</b>
<i>Operating organisation costs</i>			
<b>Fundraising costs</b>	<b>5,698,000</b>	<b>5,866,000</b>	<b>6,469,000</b>
<b>Management and administration costs</b>	<b>772,000</b>	<b>717,000</b>	<b>719,000</b>
	<b>6,470,000</b>	<b>6,583,000</b>	<b>7,188,000</b>
<b>TOTAL EXPENDITURE</b>	<b>37,778,000</b>	<b>37,741,000</b>	<b>37,597,000</b>
<b>Balance before financial income and expenditure</b>	<b>-4,236,000</b>	<b>-2,354,000</b>	<b>-1,934,000</b>
<i>Financial income and expenditure</i>	12,000		
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>-4,248,000</b>	<b>-2,354,000</b>	<b>-1,934,000</b>
<i>Spending ratio (expenditure/total income)</i>	93.3%	88.0%	85.3%
<i>Fundraising costs/total income</i>	17.0%	16.6%	18.1%
<i>Spending ratio (expenditure/total income)</i>	82.9%	82.6%	80.9%
<i>Fundraising costs/total expenditure</i>	15.1%	15.5%	17.2%
<i>Management and administration costs/total expenditure</i>	2.0%	1.9%	1.9%

The multi-year budget is approved annually by the Supervisory Board in December of the preceding financial year. The basic principle is to maintain the level of the continuity reserve and earmarked reserve for programme implementation in accordance with our assets policy. We do take into account withdrawals from and additions to earmarked funds and reserves. This is based on the forecast of the results of the financial year when drafting the budget and expenditure of the reserve strategy and policy within three years. Given the sizeable legacy in 2024, we produced a plan for this with our local partners to spend this over next few years on a CBR Centre of Excellence. As a result of this and the drawdown of the reserve strategy and policy, we have budgeted for negative results over the coming three years.

# Report of the Board of Directors & Supervisory Board

## GOVERNANCE

**Liliane Fonds is managed in accordance with the supervisory board model. 'Management, policy and execution' are separate from 'supervision'. The Executive Director and the Supervisory Board have different tasks, powers and responsibilities. These are set out in the Articles of Association and further detailed in the Supervisory Board Regulations and Board Regulations.**

### Management composition and powers

Liliane Fonds is managed by an Executive Director, who is appointed by the Supervisory Board and is responsible for day-to-day management. The Executive Director is assisted by the other members of the management team.

Supervisory Board composition and powers  
The Supervisory Board consists of at least five persons appointed for a period of four years. They may be reappointed for one further term. The Supervisory Board supervises the management and the general operational activities within the foundation, both in advance and retrospectively.

As of 2018, Liliane Fonds and the MIVA foundation form a partnership (personele unie): the Executive Director and department managers of Liliane Fonds also perform these roles for MIVA. The Supervisory Boards of both organisations are made up of the same chair and members.



Executive Director:

**ERIK ACKERMAN**

Also Executive Director of MIVA

Secondary roles:

- > Vice-chair of Partos, sector association for development cooperation
- > Chair of the Board of the Dutch Coalition on Disability and Development

### External supervision

Because Liliane Fonds is recognised as a charity by the Central Bureau of Fundraising (CBF), we are periodically checked and assessed to determine whether we meet the requirements of recognition. Every year, an audit of Liliane Fonds is also carried out. In 2025, this audit was performed by Dubois & Co Chartered Accountants.

### Codes and guidelines

Liliane Fonds is a member of *Goede Doelen Nederland*, the sectoral organisation for charities in the Netherlands. The Supervisory Board is also a member of the Foundation for the Internal Supervision of Charities (ITDG). Liliane Fonds is also a member of Partos, the sector association for organisations that work in the International Cooperation sector. In addition to all the relevant statutory provisions (such as the GDPR) Liliane Fonds abides by the relevant codes and guidelines, including the SBF Code for Good Governance, the Erkenningsregeling Goede Doelen (Charity Recognition Regulations), the Goede Doelen Nederland Richtlijn Financieel Beheer (Guidelines for Financial Management) and the Goede Doelen Nederland Regeling beloning directeuren (Regulations for the Remuneration of Directors).

# Report of the Board of Directors

## Finance

Total revenues in 2025 are 26% above budget and 8% higher than in 2024. This growth is mainly explained by the continued high level of income received from legacies. Income from donations and gifts also showed an increase, and the number of active donors increased. Recruiting new donors and increasing the average donation amount remain key focal points within the fundraising strategy. The budgeted increase in income from other not-for-profit organisations (foundations and equity funds) was not fully achieved, as a large expected donation was carried forward to 2026. By contrast, income from donations from institutions was significantly higher than budgeted, partially offsetting this category of income.

In 2025, Liliane Fonds spent €30.2 million on its objectives. This is 12% more than budgeted, which was increased during the year due to higher than expected income.

82.3% of total expenditure was spent on the objectives, more than satisfying the standard of at least 70% as set for charities by the CBF.

The percentage of fundraising costs in proportion to total income is lower than budgeted at 15.2% thanks to higher revenues. We will need to continue investing in fundraising to ensure future income.

Own organisational costs are allocated in accordance with Goede Doelen Nederland guidelines. On balance, in 2025, an amount of €780,672 (2.1% of total expenditure) remains for management and administration costs.

## Investment policy

In July 2021, Liliane Fonds decided to invest some of its assets defensively and sustainably. This was because it was no longer possible to avoid negative interest rates at banks. Most are invested in bonds, and about a quarter in shares. Liliane Fonds has an investment horizon of 10-15 years. The aim is to maintain assets and generate income for expenditure and management costs.

Liliane Fonds's investment policy is based on the principles of the United Nations Global Compact and the Guide to Responsible Financial Management for Charities in the Netherlands. A Dutch asset manager advises on strategy, provides regular reports and is accountable for the policy pursued. Out of prudence, Liliane Fonds decided to set up an earmarked reserve to the amount of the results not yet achieved.

We follow sustainability guidelines, such as the United Nations Global Compact, and are advised by a Dutch asset manager. The rights of children with a disability are key: banks or investors that violate children's rights are excluded.

**Erik Ackerman, 4 June 2026**

# Report of the Supervisory Board 2025

## Activity Supervisory Board

The Supervisory Board met five times with the Executive Director in 2025. Among other topics, the Board received presentations on individual fundraising, impact and target spending, and equitable partnerships, also holding its annual meeting with the management team. It also discussed the issue of diversity, equality and inclusion. The Board approved the 2024 annual report and accounts, the 2026 annual plan and associated budget.

Chair of the Supervisory Board Thos Gieskes went on a working visit to Zimbabwe with Wouter Reuvers (Chair of the Financial Audit Committee), Erik Ackerman (Executive Director) and Jeske Pajmans (Programme Manager).

They visited several partner organisations as well as some of the children involved in a programme run by the partners.

The Supervisory Board also held its annual consultation with the Works Council. This included a discussion of the general course of events and a look back on and forward to the main issues at play.

## Supervisory Board Composition

### DR T.H.L.J.M. (THOS) GIESKES

(Chair of the Supervisory Board)

Secondary roles:

- Chair of the Board of Directors BPI Africa
- Managing Director of the AGR13 Foundation
- Chair of the Supervisory Board of Cardano Development

### DR P.J.M. (PIET) KUIJPER

Secondary role:

- Vice-Chair of Justice and Peace Netherlands

### DR J.G.C.M. (ANNIKA) GALLE

- **University Professor of Financial Law, Erasmus School of Law and Academic Director of the research institute International Centre for Financial Law & Governance**
- **Associate Professor of Financial Law, University of Leiden**

Secondary role:

- Chair of the Supervisory Board of CM Payments

### DR E.A. (EMINE) KAYA MA

Programme Manager for Gender, Peace and Security, WO=MEN

Secondary role:

- Chair of the Eisenhower Fellowship Netherlands

### W.H.J. (WOUTER) REUVERS MSC RA

Senior Consultant, Vanberkel Professionals; Freelance financial adviser

Secondary role:

- Member of the Supervisory Board of the Anton Constandse Foundation

### H.R. (HILDA) ALBERDA MSC

Consultant Hilda Alberda Impact Consulting

## Supervisory Board resignation rota 2025

NAME	APPOINTED	REAPPOINTED	REPLACEMENT
Piet Kuijper	01-01-2018	2022	2026
Annika Galle	01-09-2019	2023	2027
Emine Kaya	01-09-2019	2023	2027
Wouter Reuvers	02-06-2023		
Thos Gieskes	01-09-2023		
Hilda Alberda	22-02-2025		

## Composition and activities of the committees

In order to properly perform the role of the Supervisory Board, a number of tasks have been assigned to committees, which are: the Remuneration and Appointments Committee and the Financial Audit Committee. The committees prepare an approach to specific topics and themes for the meeting of the full Supervisory Board.

### Financial Audit Committee:

The Financial Audit Committee consists of Wouter Reuvers (Chair) and Annika Galle. The Financial Audit Committee convened five times in 2025. The meetings were attended by the Executive Director, the Operations Manager and Executive Secretary. In accordance with its mission, the committee monitored the quality of the organisation's financial reporting and risk management.

### Remuneration and Appointments Committee:

The Remuneration and Appointments Committee consists of Emine Kaya (Chair) and Thos Gieskes. The committee prepared the Supervisory Board's self-evaluation and met twice with the Executive Director to discuss his performance.

## Remuneration

In accordance with the policy, no remuneration was paid to the members of the Supervisory Board of MIVA and Liliane Fonds in 2025. Members of the Supervisory Board are entitled to fixed annual compensation for reimbursement of expenses amounting to €2,100 for the chair and €1,050 for other Board members. 6% of these costs are charged by Liliane Fonds to MIVA.

The Supervisory Board determines the salary of the Executive using a calculation method in accordance with the Regulations for the Remuneration of Directors of Charitable Organisations by the sector organisation Goede Doelen Nederland. The Executive Director continued to be employed by Liliane Fonds in 2025, 6% of whose salary is charged by Liliane Fonds to MIVA.

## Supervisory Board Statement

The Supervisory Board declares that it agrees with the 2025 Annual Report and the 2025 Financial Statements, taking into consideration the declaration by Dubois & Co. Chartered Accountants for the Financial Statements and Annual Report.

**Thos Gieskes, 4 June 2026**



■ Franck at school  
PHOTO: SAME COMMUNICATION AGENCY

# Financial information 2025

The full financial statements can be viewed on Liliane Fonds website. The full financial statements also include Liliane Fonds and MIVA consolidated financial statements. The Executive Director's remuneration meets the standards of Goede Doelen Nederland. More information can be found on pages 86/87 of the full financial statements.

## Single balance sheet as at 31 December 2025

(after result appropriation)

	31-12-2025	31-12-2024
<b>ASSETS</b>		
<b>Tangible fixed assets</b>		
Operating assets	1,703,094	1,763,584
<b>Financial fixed assets</b>		
Holdings	9,601	10,000
Stocks	7,531	9,996
Receivables	18,162,815	17,874,927
Securities	2,044,692	1,984,958
Cash and cash equivalents	14,593,812	10,535,640
	34,808,850	30,405,521
<b>TOTAL ASSETS</b>	<b>36,521,545</b>	<b>32,179,105</b>
<b>LIABILITIES</b>		
<b>Reserves and funds</b>		
Reserves		
* Continuity reserve	8,763,000	9,230,000
* Earmarked reserves	17,446,544	16,107,397
	26,209,544	25,337,397
Funds		
* Earmarked funds	348,000	300,000
	26,557,544	25,637,397
Provisions	30,388	3,204
Long-term liabilities	2,745,490	773,660
Current liabilities	7,188,123	5,764,847
<b>TOTAL LIABILITIES</b>	<b>36,521,545</b>	<b>32,179,105</b>

## Single statement of income and expenditure for 2025

	Actual 2025	Budget 2025	Actual 2024
<b>INCOME</b>			
Income from private individuals	28,007,828	19,432,032	25,122,394
Income from companies	380,375	245,870	404,074
Income from lottery organisations	2,188,756	1,854,300	1,445,269
Income from government subsidies	1,257,113	1,200,267	1,096,915
Income from affiliated organisations	1,308,987	1,274,288	1,293,199
Income from other non-profit organisations	4,288,761	5,792,459	5,287,459
<b>TOTAL INCOME</b>	<b>37,431,820</b>	<b>29,799,216</b>	<b>34,649,310</b>
<b>EXPENDITURE</b>			
<b>Spent on objectives</b>			
Expenditure on the annual plans	14,979,531	14,025,474	11,549,992
Expenditure on additional requests	11,852,269	9,773,855	8,020,830
Public engagement	3,370,443	3,064,398	2,813,371
	30,202,243	26,863,727	22,384,192
Fundraising costs	5,711,852	5,807,739	4,557,572
Management & administration costs	780,672	707,955	668,836
<b>TOTAL EXPENDITURE</b>	<b>36,694,767</b>	<b>33,379,421</b>	<b>27,610,600</b>
Balance before financial income and expenditure	737,053	-3,580,206	7,038,710
Balance of financial income and expenditure	183,093	12,000	230,113
<b>BALANCE OF INCOME AND EXPENDITURE</b>	<b>920,146</b>	<b>-3,568,206</b>	<b>7,268,823</b>

## Result appropriation 2025

The allocation of the balance of income and expenditure for 2025 is proposed as follows:

	Actual 2025	Budget 2025	Actual 2024
<b>RESULT APPROPRIATION (DETAIL)</b>			
Addition (+) withdrawal (-) to:			
- Continuity reserve	-467,000	40,000	1,720,000
- Earmarked reserve for Programme implementation	1,487,000	890,000	90,000
- Earmarked reserve for CBR Expertise Everywhere	-17,545	-800,000	3,805,277
- Earmarked reserve for unrealised investment results	65,766	0	140,934
- Earmarked reserve for strategy and policy	-196,075	0	1,212,612
- Earmarked funds	48,000	-3,698,206	300,000
<b>TOTAL INCOME</b>	<b>920,146</b>	<b>-3,568,206</b>	<b>7,268,823</b>

The proposal for result appropriation has been processed as such in the balance sheet as at 31 December 2025.

## COLOPHON

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### Editors:

Cees Pulles  
Christel van Rijsewijk

**Design:** Oranje boven,  
's-Hertogenbosch

**Printer:** Enveloprint



## A book for Naomi

Naomi, aged 7 from Rwanda, received a special gift from writer Mack van Gageldonk in early 2025. He wrote the children's book *Umwana*, inspired by her life, after being touched by her story that had appeared in the Dutch newspaper *Algemeen Dagblad*.


Naomi was born with spina bifida and hydrocephalus ('water on the brain'). Because of her disability, Naomi and her parents were excluded and driven out of the village.

Naomi couldn't go to school as there was no transport available. With our partner organisation, we helped her break her isolation: Naomi received a wheelchair and rehabilitation therapy.

By raising awareness, villagers' negative attitudes were changed and the family was able to move so Naomi could be picked up by the school bus. Now Naomi is able to fully participate in life: at home, in the village and at school.

*Umwana* is a children's book that tells the story of a little elephant who cannot walk, and is laughed at and rejected by the other animals. But one day she rescues a zebra in distress. She becomes the hero of the forest and the other animals finally see her strength.

**Want to know more about the children's book and Mack's visit to Naomi? Just scan the QR code.**

A close-up photograph of two young women with dark skin and braided hair, both wearing bright orange polo shirts. They are smiling broadly and looking towards a smartphone held in front of them. A black microphone is positioned in the foreground, partially obscuring the phone. The woman on the right is giving a thumbs-up gesture. The background is softly blurred, showing what appears to be a wooden door or wall. The overall mood is positive and energetic.

Young people from Kenya and Tanzania share videos they make themselves about their path to employment and earning an income, their day-to-day lives and their entrepreneurial skills. They share these stories on platforms such as Instagram and TikTok, reaching thousands of people.

[www.lilianefonds.org](http://www.lilianefonds.org)