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JINJA CAR FREE DAY

#JinjaBicycleCity



ANNUAL 20
REPORT 24

CooP
AFRICA



A BIKE
MAKES THE
DIFFERENCE



Transforming Jinja into a people-centred city



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PREFACE

The year 2024 has been a remarkable journey for Cycling out of Poverty. As we reflect on our achievements and challenges, we are filled with immense pride and gratitude for the unwavering support of our community, partners, and dedicated team members.

This year, we have continued to empower individuals and create inclusive communities and cities through the transformative power of bicycles. Despite facing numerous obstacles, including staffing and organisational changes, our commitment to creating sustainable and inclusive mobility solutions has never wavered.

Our programmes have again impacted lives for the better. From providing bicycles to school children in remote areas to supporting entrepreneurs with mobility solutions, we have witnessed firsthand the profound difference that access to bicycles can make. These stories of resilience and progress inspire us to push forward with even greater determination.

Late 2022 we have set in motion an organisational change whereby our affiliated partner organisation are growing towards more autonomy and self-reliance. This process continues as this organisational change should go hand-in-hand with balanced standardisation, interconnection and quality insurance and a fall-back mechanism. This change is not realised over night and

we are aware that it comes with uncertainties and challenges. But we are persistent to develop strong individual Cycling out of Poverty organisations joint together in a strong sustainable network to secure a steady and impactful programme. As we believe real impact and true development takes place by giving space for local ownership.

As we look ahead, we remain committed to our mission of breaking the cycle of poverty through mobility. We are excited about the opportunities that lie ahead and are confident that, together, we can create a world where everyone has the means to move forward.

Thank you for being a part of this journey. Your support and belief in our cause are what drive us to continue striving for a better future.

Team NL Cycling out of Poverty Foundation

Colofon

Annual Report CooP-Africa 2024, including Annual Account

@ May 2024, Cycling out of Poverty (CooP-Africa)

Photo front page: Jinja Critical Mass Ride to promote a bicycle eco-system

All photos in this report are taken by employees or volunteers of CooP-Africa.



MISSION, VISION, GOALS

**Empower more than 1.000 people every year
with a bicycle to fight poverty**

Cycling out of Poverty improves access to education, health care, work and income with bicycles and other mobility aids. We believe the bicycles makes a difference in the field of empowerment, health, poverty reduction, climate change, etc.

We contribute to improving the lives of African families and communities, by making the bicycle available and accessible and creating bicycle eco-systems where more people, from more interest/social groups can cycle and want to cycle for more reasons and more often to fight many of the region's (and Africa's) challenges.





OUR DNA

In the past 15+ years we have grown and gone through different lifecycle stages, but our DNA is still the same. This DNA distinguishes us on the following core values:

Pure passion

We give substance to our work with dedication and enthusiasm. Our target group with each having their own talents and strengths are always at the core of our work. We don't have a 9-to-5 mentality, we are flexible and we go the extra mile.

Own strength

We create opportunities to give African families a better future perspective. At the base of our activities are the passion, talents and strengths of the target group and we always seek synergies with locally existing tried-and-trusted systems, methods and working procedures and make our contribution by making these better (more efficient, cheaper, more effective). In addition, we also expect a commitment from the target group itself. This can be in the form of a financial contribution, but also in the form of performance (at school), (volunteer) work or materials and services.

Customisation

There is no one-size-fits-all solution. Together with the target group we analyse the challenges and develop the solution. In this the bicycle is a means, the changemaker, but never a means to an end. This results in mobility solutions such as customized bicycles or other mobility aids which are designed and/or produced locally, road safety and infrastructure. And also, in solutions such as bicycle entrepreneurship agroforestry, bicycle powered off-the-grid supplies, etc.

Synergy

We are a network of independent, autonomous organisations in the global north and global south. Collectively we are committed to result-oriented, efficiently and fairly making a difference with a bicycle. With our local, autonomous teams, the bicycle projects, the trainings (such as riding skills and bicycle repair and maintenance) and the monitoring and evaluation, are executed. The purchase of bicycles, assembly, design and production of bicycles and other mobility aids are provided locally. And as a network we also make collective efforts to ensure continuity. We hereby combine our fundraising efforts, our social bicycle enterprises Bikeventures and Green Hub Shops in Kenya and Uganda and innovative schemes, to distribute more bicycles and other mobility aids. After all, you achieve the best results together! And we are proud of that.



SOCIAL RELEVANCE AND RELEVANCE TO SDGs

WHY A BICYCLE?



With a bicycle you can go 4x further than on foot



Range on foot is on average 80 km², by bicycle 800 km²



A bicycle saves 3 hours of valuable time for every 16 km



Cycling requires less effort, you start your day fitter



With a bicycle you can carry 5 times more than on foot



A bicycle saves costs compared to public transport

1 NO POVERTY



A bicycle is an affordable and simple mode of transport enabling communities to improve their livelihoods and expand their business to increase their income. A bicycle helps people to transport more in less time and increase one's capture area.

3 GOOD HEALTH AND WELL-BEING



A bicycle generates health effects due to decreased carbon emissions and increased levels of physical activity. But even more important, or even more, a bicycle supports health workers to visit twice as many households in a day to bring health care to people's doorstep, e.g. for prenatal or palliative care.

4 QUALITY EDUCATION



Access to education is a huge challenge, but the solution is simple: affordable and efficient transport. Providing bicycles to students can bridge the distance gap to schools and improve their attendance, performance, and retention in school.

11 SUSTAINABLE CITIES AND COMMUNITIES



Bicycles are a safe, affordable, reliable, zero-emission, and sustainable transport option accessible to all people. Cycling as a healthy, clean and cheap mode of transport offers an efficient way of using expensive and scarce space in urban areas, making settlements more inclusive, safe and sustainable for all.

2024 IN NUMBERS

296

bicycles distributed

137

bicycles serviced and repaired

4

Critical Mass bike rides: in March (International Women's Day), June (World Bicycle Day), September (International Car Free Day) and December (Christmas)

60

Ugandan mobility experts and decision makers trained on cycling-inclusive planning

4,697

people trained on bicycle maintenance and repair, riding skills, sustainable agriculture and bicycle tourism

2

Jinja City planners visited the Netherlands to increase the awareness and capacity of officials and professionals on non-motorised transport

7

zero-waste regenerative agriculture and agroforestry school gardens developed at Bike4School schools

1

feasibility study finished on circular bicycle lease

801

participants in the Jinja Critical Mass bike rides

345

people watched the 'Together we cycle' movie, an inspiring journey of Dutch cycling culture

3,921

trees planted to improve food security in the region and offset CO2.

25

jobs created

145

youth involved in our North-South Bike4All bicycle incentive programme



HIGHLIGHTED PROJECTS

FairBike Lease Plan – The Ugandan SWAP-fiets

While the African region has some of the lowest levels of motorisation in the world, it has seen a scary rapid and uncontrolled pace of motorisation and urbanisation in the past two decades.

These fast-growing urbanisation and motorisation rates, and Africa's growing urban transport and mobility needs will be a struggle for most African cities. Cities which are already struggling:

- to control **air pollution**. CO2 emission from transport has already increased with 81% since 2000. And 23% of the energy-related CO2 emissions in Africa is caused by the transport sector. Uganda ranks amongst the countries with the worst air quality in 2022 (17 out of 131), mainly due to vehicle emissions.
- to control **widespread traffic congestion** costing billions of dollars, immense loss of time, fuel and productivity,
- to control the significant increase of **respiratory diseases** and other air pollution related diseases. Africa records 570.000 premature deaths annually because of air pollution.
- to control the sharp increase of **traffic accidents and deaths**. Uganda is recording more than 12,000 traffic deaths per year in the age category of 5-29 years old.

This uncontrolled and rapid motorisation and urbanisation obviously negatively affects the liveability, undermines economical development and heavily contributes to climate change. Being passive is no longer an option.

So as part of our portfolio of bicycle promoting activities we are currently piloting a full service bicycle lease plan: **FairBike Lease Plan**.

The FairBike Lease Plan introduces an innovative approach to urban mobility in Uganda. It makes (gender and purpose-for-use) suitable bicycles available, and financially attractive for daily commuting and heavy-use cyclists in Uganda, through a circular bicycle lease programme taking into account their requirements, willingness, capacity and site-specific opportunities. And at the same time striving for a very high circularity percentage.

Herewith FairBike Lease Plan:

- **bridges the gap between budgets and (high) initial costs**
- **bridges the gap in the current lack of maintenance and repair infrastructure**
- **strengthens a more sustainable and resource-efficient use of (e-) bicycle through a take-back system**
- **satisfies the customers' need for sustainable products through improved circularity**

With this FairBike Lease Plan we aim to **avoid** people to shift to polluting means of transport and stimulate a **shift** to active transport by offering a custom made and attractive means of non-motorised transport affordably and **improve** the available active means of transport by exploring circularity and electrification.



Feasibility phase (2024)

In 2024 we completed the first (feasibility study) phase which was financed through the “Pilot Call SBIR in Developing Markets Innovation challenges in Ghana, Ivory Coast, Morocco, Uganda” of The Netherlands Enterprise Agency, commissioned by the Dutch Ministry of Foreign Affairs. The aims of this SBIR call is to support innovations that aim to solving societal challenges with seed money.

The feasibility study was done with a strong consortium consisting of Cycling out of Poverty in Uganda and the Netherlands, Behold International and Roetz Bikes. The study involved market, product, organisational and financial research components.

The conclusion of the feasibility study was that there is an untapped demand for high-quality ‘fancy’ gender sensitive bicycles in urban areas for commuters being offered through a formal payment plan. And that the uptake of cycling through the FairBike Lease Plan would results in strengthening (local) economic development and promoting entrepreneurship as an engine for tackling poverty and inequality and reduce or eliminate negative climate impacts, which is in line with Uganda’s National Development Plan III.

Piloting phase (2025-2026)

In 2025 we have won the second bid of SBIR which allows us to work on a pilot in Jinja, Uganda.

In this phase we plan to prepare and execute a pilot with 50 bicycles, taking, amongst others, the following steps:

1. **Sourcing & procurement of FairBike prototype:** final selection of the FairBike *classic* prototype bicycle, based on the findings of the market

and user research in phase 1, and procurement of a pilot stock of 50 bicycles.

2. **Upgrading the current workshop** to a fully function and professional bicycle workshop with (cost)efficient assembly, maintenance, repair, and remanufacturing line. Including exploring options for outsourced paint cleaning or stripping, either chemical or thermal, to prepare frames for professional repainting.
3. **Developing marketing & communication strategy** for reaching out to customers and intermediates, user support and customer service.
4. **IT Enablement:** for tracking of maintenance of each bicycle; including investigating the costs and benefits of using dedicated fleet management software compared to the current spreadsheet-based setup.
5. **Operational enablement**, including investment in a data management system, and establishing contacts and partnerships with market parties in the value chain. For instance microcredit entities to outsource the financing liabilities of FairBike users.
6. **Onboarding**, capacity building and training staff with a specific focus on creating opportunities for women to join to create gender balance in this technical field that usually sees women in minority.
7. **Pilot project** with Launching Customer: already one of Uganda’s largest employer has shown interest in FairBike, which will allow us to test the product-market fit of FairBike.
8. Follow-up research and **finetuning of the business plan**, so that it is ready for large scale rolling out.

For more information on FairBike Lease Plan contact info@coop-africa.org



Netherlands Enterprise Agency



BIKE4ALL bicycle incentive programme

Our efforts at Cycling out of Poverty (CooP-Africa) to create a bicycle eco-system in Jinja, Uganda are getting noticed and is being featured in various newspapers.



In 2024 we have launched another bicycle incentive programme to involve more people to join our ride towards developing a bicycle city: Bike4All. Bike4All is an incentive programme supported by Wevelgem Municipality and Province of West-Flanders in Belgium and involves youth in Belgium and Uganda into interacting about encouraging positive, constructive, sustainable and global cycling behaviour and to strengthen each other through this collaboration.

For more information on Bike4All please contact info@coop-africa.org.



WEVELGEM
SPREEKT JE AAN



west-vlaanderen
de gedreven provincie




**Okuvuga gaali kikuuma
Omubiri nga mulamu**


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**Be polite to children
& girls Cycling on
the roads**


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**Emissions,
breathing**


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HOW DO WE WORK?

We improve access to education, health care, work and income by supporting students, health workers, farmers and small entrepreneurs with bicycle to enable them to go cycling out of poverty on their own and improve their well-being and that of their families. To realise our mission and vision, we are running the following three primary bicycle interventions:



In the Bike4School projects Cycling out of Poverty supports students and teachers with bicycles. The bicycle creates favorable conditions that can improve performance in schools and access to education. The Bike4School projects are based on perform-to-own base (part of the bicycle is sponsored), which means that the implementation and scaling up of this programme requires additional funding. This extra financing comes from additional funds and/or proceeds from the social enterprises.

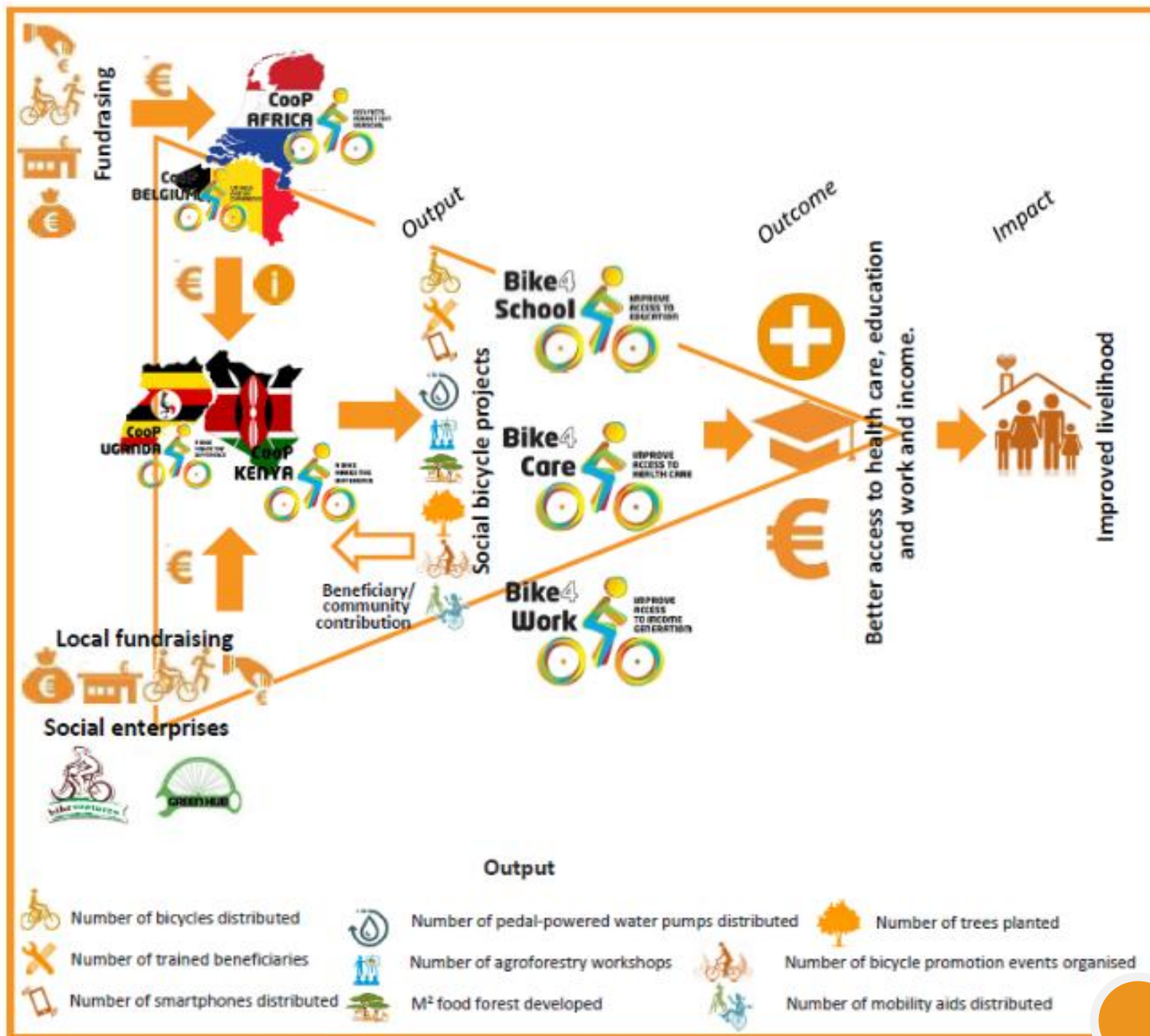


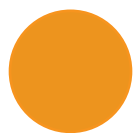
In the Bike4Care projects Cycling out of Poverty equips health volunteers and professionals with bicycles to visit more patients, reach patients faster and cover longer distances. The bicycle saves lives. Bike4Care projects are based on a work-to-own base (part of the bicycle is sponsored), which means that the implementation and scaling up of this programme requires additional funding. This extra financing comes from additional funds and/or proceeds from the social enterprises.



In the Bike4Work projects Cycling out of Poverty supports farmers, women and youth with (custom-made) bicycles, training and support in cycling business development, employment in the bicycle industry (e.g. bicycle factory and workshops) and training for bicycle technicians. Bike4Work projects are based on a work-to-own base (part of the bicycle is sponsored), but increasingly rolled out under financial services whereby 100% of the bicycle is paid. This means that the implementation and scaling up of this programme now still requires additional funding. This extra financing comes from additional funds and/or proceeds from the social enterprises.







WHO ARE WE?

The vision of Cycling out of Poverty (CooP-Africa) was formed in 2004 as a result of the thesis research of one of the founders, in Uganda. The thesis, titled Cycling out of poverty, researched and reported on the impact of a bicycle on women's livelihood in Uganda. The enormous snowball effect of having access to something simple as a bicycle moved the founders to start raising funds for bicycle projects who help people to conquer the challenge of distance, achieve independence and thrive with bicycles. Since 2007 (our founding year) CooP-Africa has worked in 8 African countries: Benin, Burkina Faso, Ghana, Kenya, Malawi, Rwanda, Uganda and Togo. But our current focus is on East Africa (Uganda and Kenya).

Anno 2024, we are part of network of independent and locally registered affiliated NGO's with the same vision, mission and goals. Two affiliates in the Global South (Uganda and Kenya) who run the bicycle interventions and the social enterprises: the Green Hub bicycle workshops and Bikeventures Tours and Rentals. And one affiliate in the Global North (Belgium) who supports in resource mobilisation.

CooP-Africa is the founder of the network. We spend our time as 'network leader' on the following areas of work within the network:

- Fundraising: development and assessment of project proposals and (joint) fundraising and finding partnerships for these projects.
- Strategic planning, guidance, direction and advice to partner organisations in policy making (including HR and financial policy, processes, procedures, project monitoring and evaluation) and the development of projects and social enterprises.
- Guidance and advice in the implementation of projects (monitoring and evaluation) and preparation and elaboration of reports for donors, financiers and subsidy providers.
- Creating brand awareness among and providing information to the public about the role of a bicycle in development issues and the CooP network concept (method and structure).
- Quality and financial control.
- Capacity building of the organisations and people.
- Offering a backstopping role

In 2024 the supervising board in the Netherlands consisted of the following passionate volunteers: (in alphabetic order):

Desiree Oude-Groeniger - secretary - since 2020

Henk Hofste - chairman - since 2020

Sef Maessen - treasurer - since 2021

Wilfried Deelen - board member - since 2018 (resigning 01/2025)

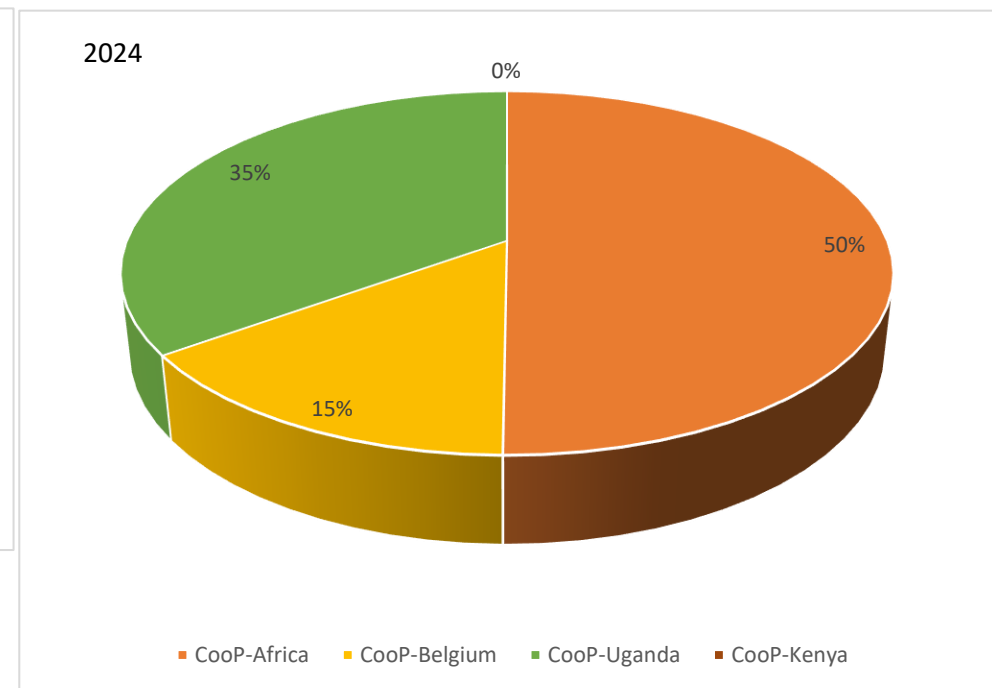
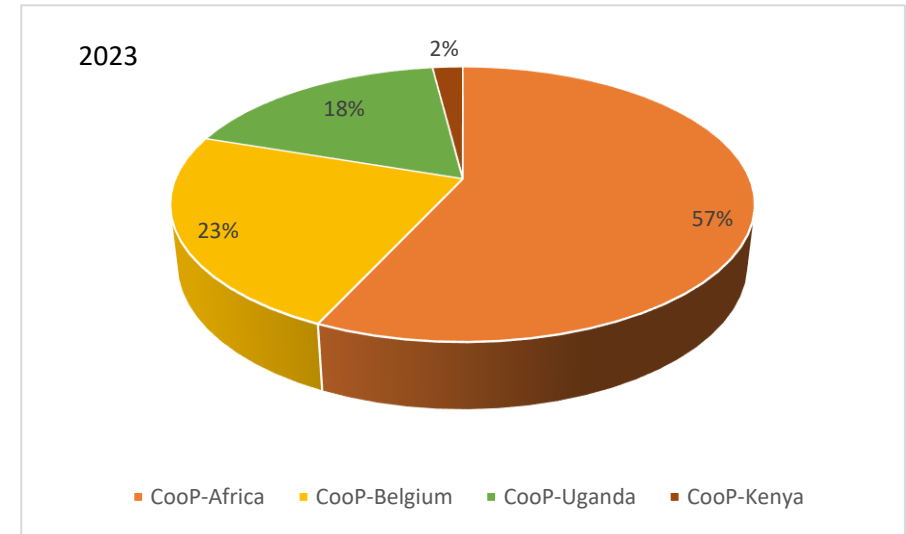
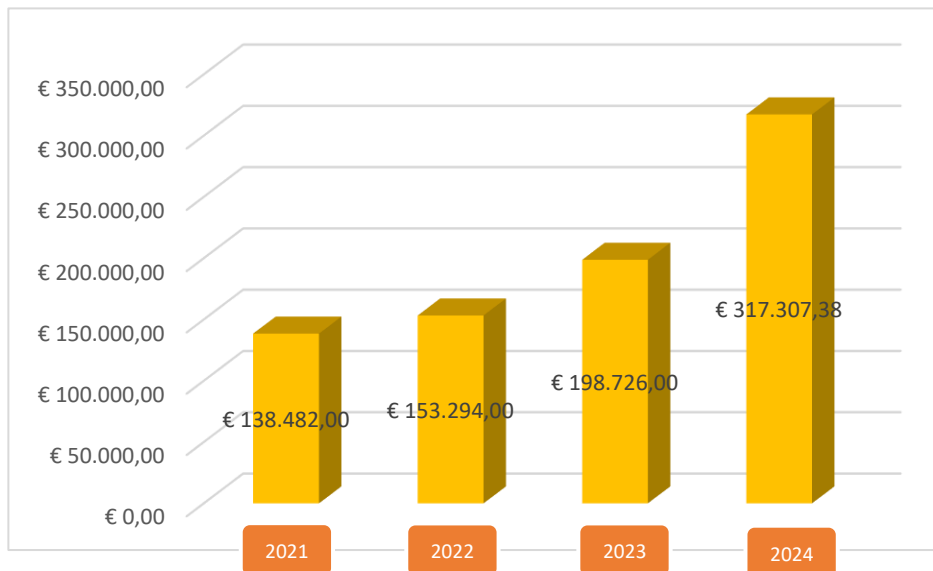
The board appoints an independent auditor for the annual audit of the administration, internal procedures and the annual accounts.

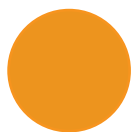


COOP-NETWORK

We work in four countries and in each country hard-working, passionate and competent people form a joint force with one aim: to improve access to education, health care, work and income with bicycles.

As a network we have jointly raised € 317,307 in 2024.





PARTNERSHIPS

At Cycling out of Poverty, we partner with generous and visionary organisations, companies, events and people. Amongst others:

12GO Biking | Bike4Africa

12GO Biking is one of the largest bicycle shops in the Netherlands. In the store you will find a huge range of racing bikes, mountain bikes, e-bikes and city bikes. Through their Corporate Social Responsibility programme, Bike4Africa, they have been supporting the bicycle projects of Cycling out of Poverty for some years now both through financial support but also support in knowledge and parts. In 2023 a team has visited some of our bicycle projects in Kenya. One staff mentioned and expressed his great and deep appreciation towards the founders of Cycling out of Poverty and the sacrifices they made (personally) to build such an amazing organisation with pure passion and persistence.

Fiets naar je Werk Dag (Cycling to Work Day)

We have been the charity for the Nationale Fiets naar je Werk Dag (Cycle to Work Day) for several years. Participants can support our work upon registration to the event by donating their saved car costs for that day. And various participating companies and organisations over the years have made some extra donations to our bicycle projects, such as TOPDesk, Stichting Woonin and Baboo,

AFAS Foundation

AFAS Foundation supports students and health volunteers in Uganda and Kenya with bicycles.

GIZ – IKI (International Climate Initiative)

Transport is the fastest-growing source of emissions. In addition to contributing to climate change, the rapid adoption of motor vehicles in Uganda is also causing growing urban congestion and air pollution. With the support of the IKI Small Grants project our team of Cycling out of Poverty Uganda is making the benefits of cycling known to the public, including lobbying the Jinja City government to begin making provisions for cycling infrastructure. In this way, we aim to avoid the increase in greenhouse gas emissions by reversing the trend towards more private vehicles and inspiring as many people as possible in the Jinja city to cycle.

Stedelijk Gymnasium Nijmegen

From the very beginning of Cycling out of Poverty, Stedelijk Gymnasium Nijmegen (a secondary school), has been a loyal supporter of our Bike4School cycling projects in Africa. Both through their annual Run through the (Kronenburger) Park in Nijmegen as well as through social internships of numerous students every year.

Wielerronde Woudenberg

After approximately 30 years of no cycling race (Wielerronde) in Woudenberg, the Wielerronde Woudenberg found its way back again to the NFTU cycling calendar. Not only the national amateurs raced through the village, but also the local heroes, the skaters and of course the young people who raced for prizes in the Fat Tire Race.

We are thankful that the organisation of the Wielerronde Woudenberg supported the bicycle projects of Cycling out of Poverty by donating part of the sponsorship proceeds.

RVO

The Netherlands Enterprise Agency (RVO) is one of the other partners supporting Cycling out of Poverty to create a bicycle eco-system. With their support we have worked on a feasibility study for the FairBike Lease Plan and are looking at setting up a pilot project.

Netherlands Embassy

The Embassy of the Netherlands in Kampala, Uganda is a welcomed and valued partner. By having the ambassador present at our events they are using their influence and platforms to increase our public awareness about Cycling out of Poverty's mission and events, especially by expressing the benefits of cycling. In 2024 the embassy supported Cycling out of Poverty to host Jinja citizens at Jinja City hall to watch the movie 'Together we cycle'. It investigates the critical events that led to the revival of the Dutch cycling culture and is a great inspirational movie for other countries.

Addax & Oryx

The Addax and Oryx Foundation is supporting Cycling out of Poverty (CooP-Africa) through their Bike4Work and Bike4School project. This partnership is focussed on providing smallholder farmer families and students in Uganda with bicycles and at the same time support them to improve their livelihoods by increasing their farming outputs in their respective small farms and school gardens.

Koppert

Koppert Foundation is a partner of Cycling out of Poverty (CooP-Africa) in the Bike4SchoolGardens project. This initiative aims to equip students with bicycles, establish agroforestry school gardens, and educate children on agroforestry, environmental protection, and nutrition. The project has already made significant progress, including

setting up and maintaining school gardens at the Bike4School schools, planting food trees, exposing students to agroforestry principles to implement in their school gardens and share the knowledge gained with the community.

Ministry of Infrastructure and Water Management (NL)

With support from the ACTIVE programme by the Ministry of Infrastructure and Water, Cycling out of Poverty (CooP-Africa) supported Jinja City by enhancing the skills and knowledge of local stakeholders in sustainable urban mobility. Marieke de Wild, our Head of Programmes and Operations and also a trained and experienced NMT traffic planner / traffic engineer contributed to this initiative by sharing her expertise in promoting cycling as a sustainable mode of transport.

Wevelgem Municipality and Province West-Flanders (BE)

The Municipality of Wevelgem, in partnership with the Province of West-Vlaanderen, has been supporting the Cycling out of Poverty for several years. This collaboration focuses on providing bicycles to students, healthcare volunteers, and farmers in the Jinja area and more recently to mobilise youth in the North and the South to join hands to promote cycling.

It's inspiring to see how such partnerships can make a tangible difference in people's lives! By supporting Cycling out of Poverty, your partnership will empower children, health workers, farmers and small entrepreneurs in Africa with bicycles and create a people - and environmental friendly environment.



By supporting Cycling out of Poverty, your donation or partnership will empower children, health workers, farmers and small entrepreneurs in Africa with bicycles by bridging the distance gap

PARTNER WITH US

TEAM ENGAGEMENT Connect your team to the cause through fundraising and workplace giving

CSR Support us with a one-off or regular corporate donation, or start a fundraising campaign

SPECIAL PROGRAMMES Support us by funding new innovative programmes, such as bicycle memberships, building bicycle workshops and developing low-cost, community-driven road safety solutions

PR PARTNERS PR partners help us to promote and spread our message that a bike makes the difference



REFLECTION

Ride with us and others will follow

Our current multi-annual plan (2022-2024) has come to an end. It talked about accelerating the adoption of cycling for transportation in Jinja region (UG) and Kisumu region (KE) where bicycle uptake is limited, through a joint top-down ('hard' civic infrastructure) and bottom-up ('soft' social/community) approach: ride with us and others will follow!

This new approach was broadening our focus from 'supplying bicycles to people in poverty' to 'creating bicycle eco-systems *while* supplying bicycles to people in poverty'. This renewed inclusive, pro-poor (focused on women and youth) and pro-climate access and mobility approach proved to be successful. But also has found its flaws.

Long term impact by creating a solid base

The new approach is creating a solid base towards the uptake of cycling. And we are making great progress in Jinja City towards creating a city where all people like to ride bicycles for different reasons and a city where the planners and decisionmakers embrace cycling towards creating a sustainable city. We notice that this multi-angle approach, which is promoting cycling at all levels through a wide range of activities, is paying off.

But as we are a small organisation, not in ambition, but rather in budgets and staffing, we also do realize that this approach is spreading our human and financial resources thin. We therefore for instance see a stronger geographical focus on Jinja region than on Kisumu region and does not see us reaching 1,000 bicycles per year. With 13.552 bicycles

distributed to date, it looks very challenging to reach 15.000 beneficiaries before the end of 2025.

Organisational development

With our new growth as a network, we are also experiencing uncertainties and new challenges as an organisation. More independency and autonomy of the individual affiliates is our goal, but the way towards this comes with bumps on the road. And we are fully aware this is not something that can be realized overnight. So we do give ourselves time to build and develop the network.

Our role in the network has become a more supportive and capacity building role while shifting responsibilities when time is right. And at the same time acting as a safety net to address unforeseen challenges.

Where next? A new strategic cycle that starts with a year of reflection

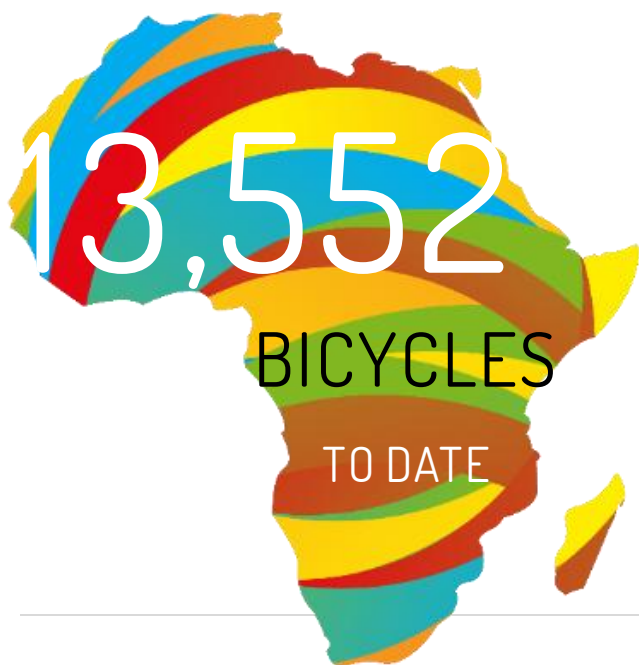
Our strategical cycle 2025-2030 starts with a year of reflection. Reflecting on our outputs, impact, modus operandi and so on to formulate a dream for 2030 and plan accordingly. The teams are full of ambition, passion and ideas. But we will also allow us some time to take a helicopter view on the things we have done the past years and pilot some new ideas in 2025.

In 2025 we will continue to shift more responsibilities when the time is right. And work on some amazing (pilot) projects like the FairBike Lease Plan, the Bike4All incentive programme, some demonstration projects in Jinja and one or two pilot projects to bring more #bicyclehappiness with the available human and financial resources.

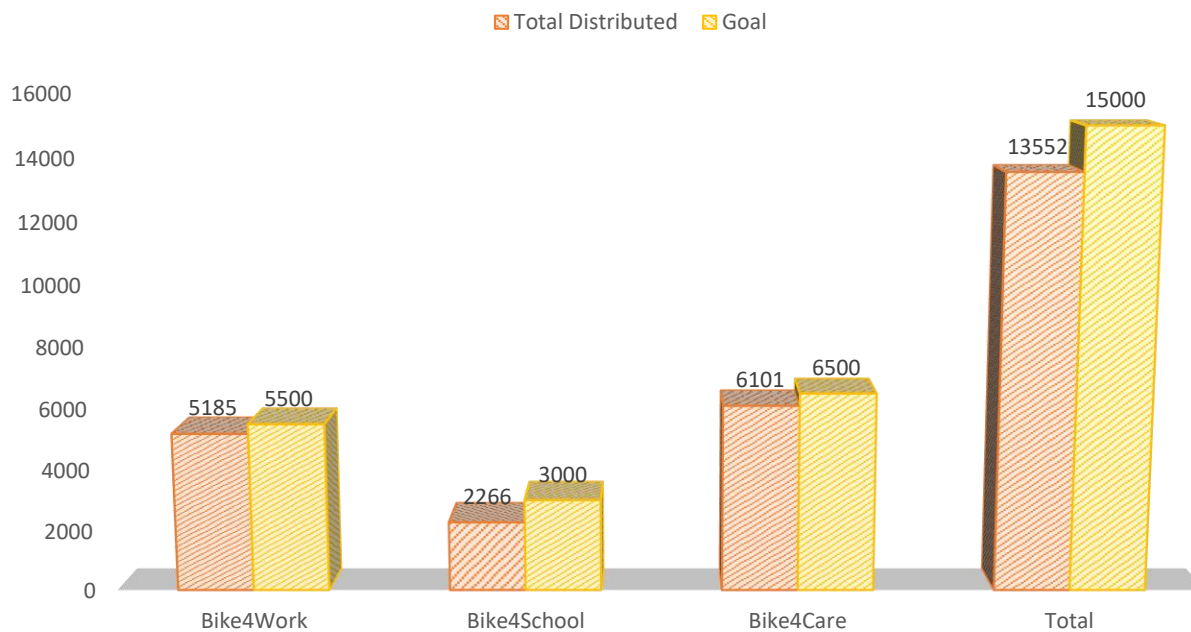
ONE STEP CLOSER TO
EQUIPPING

15,000

STUDENTS, HEALTH WORKERS,
FARMERS AND ENTREPRENEURS
WITH BICYCLES BEFORE 2025



BICYCLE MONITOR





GOVERNANCE

Management

Supervisory Board

The foundation in the Netherlands has a separation between supervision and implementation. The unpaid Supervisory board has a supervisory function. In accordance with the articles of association, the board meets four times a year and discusses, among other things, assessment and approval of the annual plan including the budgets, the quarterly reports drawn up by the management, in which income, expenditure and progress of the activities are compared with the annual plan and assessment and approval of the annual report. In addition to reviewing, approving and evaluating the (strategic) plans and progress, the board has an advisory role. The board advises on strategic choices, dilemmas, course, etc. Board members are selected based on a job profile and are appointed for a period of five years, after which they can be reappointed.

Executive Board & Management Team

The day-to-day leadership is in the hands of the Executive Board and a Management Team. In 2024 we operated with 1.2 FTE, consisting of the Executive Director and the Head of Programmes and Operations. The Executive Director attends board meetings to report on progress and financial accountability and to discuss strategic matters. The Management Team has been meeting with the teams in Kenya and Uganda on a weekly basis to discuss strategic and operational matters.

Compliance

Good Governance

Cycling out of Poverty abides by the Dutch Code of Good Governance (Code Wijffels) for fundraising institutions and follows best practices in governance.

Recognition and compliance

Cycling out of Poverty has the ANBI-status by the Dutch Tax Authorities as a non-profit organisation. And since January 2012 Cycling out of Poverty has a CBF quality mark.

Internal Management

Each year, an external auditor performs audit activities aimed at providing an opinion on the annual accounts. The external auditor is appointed by the board. Recommendations from external audit activities are reported to the board and followed up by the Executive Director. The 2024 financial annual report was adopted by the board in June 2025.

The Executive Director is responsible for the foundation's internal management system. The foundation has a manual in which the management system is presented, and in which the roles and responsibilities are specified for various activities. The system is aimed at effective management and efficient use of the obtained funds in the realisation of objectives. It also monitors the consistency of the administrative processes.

GOVERNANCE

Policies

GPDR

Cycling out of Poverty has added a privacy and cookie policy on the website and added an email disclosure as a standard to all employees.

Code of Conduct

In 2022 we have discussed the measures we take to promote desirable behaviour and prevent undesirable behaviour and have updated our Code of Conduct. All current and new employees, board members and volunteers from all affiliates have signed this new Code of Conduct.

Risk Management

As a growing and learning network organisation finding the balance between standardisation, optimisation and autonomy we are facing management challenges at times. And these challenges have our full attention without losing on delivering on our mission. And we are aware some challenges can't be solved overnight and need to be mitigated and responded to collectively.

One of the identified risks is the organisational capacity (and/or potency) across the network to take up more autonomy, tasks and responsibilities. And this is well explainable because as part of our growing strategy we currently only employed mid-level coordinators.

Measures:

- In 2025 we will continue to invest, strengthen and enhance the capacity our staff and volunteers and create a management level. The growth of leadership capacity by management will result in sharing of more tasks and responsibilities.

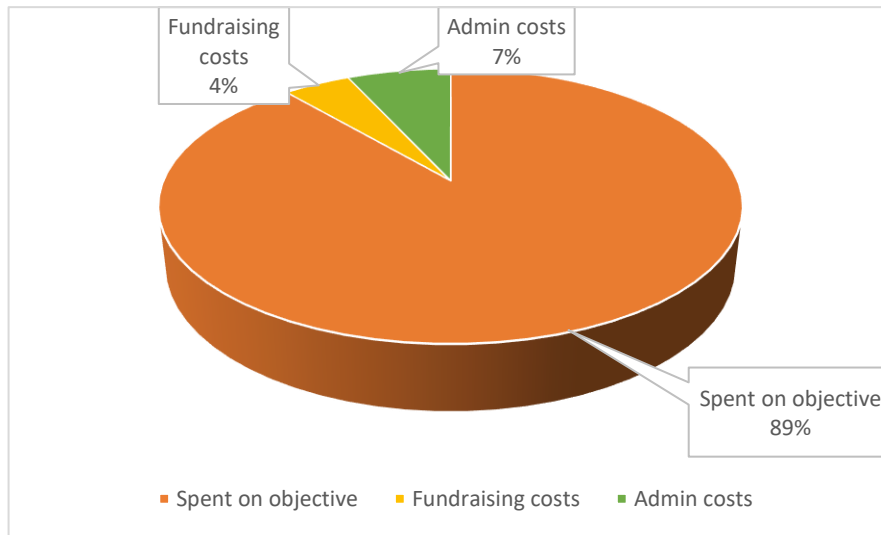
- Based on elaborate consultations, strategic review meeting and workshops with all our affiliates we will define the current modus operandi, including its challenges and formulate a pathway to a strong sustainable network. This will include:
 - o discussing the current challenges and shaping strategies to overcome them
 - o refreshing the cornerstones of our work
 - o analysing our strengths, weaknesses and learning curves
 - o analysing our micro and macro environment, as well as where we foresee threats and where opportunities exist
 - o setting joint strategic vision and goals for 2030, and how will we get there
- And based on the recommendations from these consultations strategic review meetings and workshops and the joint set strategic visions and goals for 2030 a new institutional and governance framework will be implemented. Embedding new and appropriate structures and processes for directing and managing the individual organisation(s) as well as the whole network, so that the individual organisation(s) and the network are operating effectively and efficiently.



FINANCIAL REPORT

Key figures 2024

Expenditure 2024: € 157,410



Spending Ratio

Expenditure Programme/Total Income

2024 2023 2022 2021 Average

84% 66% 126% 75% 88%

Spending Ratio

Expenditure Programme/Total Expenditure

89% 72% 74% 78% 78%

Fundraising Ratio

Cost fundraising/Income fundraising

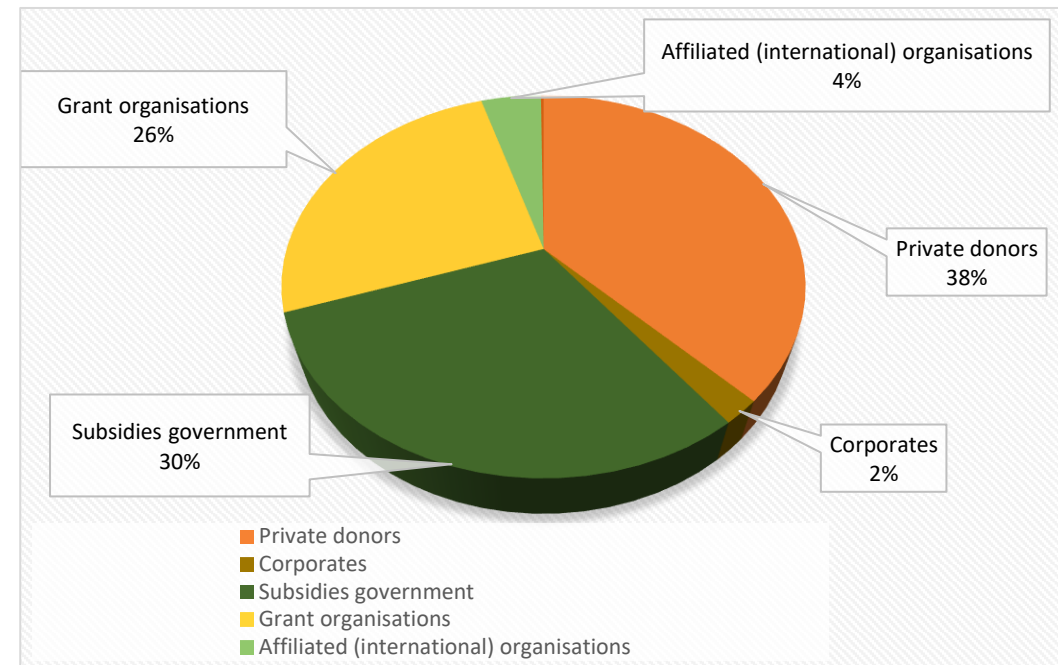
4% 6% 9% 6% 6%

Management and admin Ratio

Costs Management and admin/Total Expenditure

7% 22% 21% 16% 16%

Income 2024: € 166,532



Balance sheet

	2024	2023
ASSETS		
Receivables and accrued income		
Donations to be received	€ 669	€ 253
Prepaid expenses	€ 0	€ 0
Interest to be received	€ 0	€ 4
	€ 669	€ 257
Cash and bank	€ 223,033	€ 145,764
	€ 223,702	€ 146,021
LIABILITIES		
Reserves and funds		
Foundation reserve	€ 142,665	€ 133,543
	€ 142,665	€ 133,543
Current liabilities		
Taxes and social security contributions	€ 52	€ 0
Staff	€ 5,345	€ 4,430
Received funds in advance	€ 72.475	
Other	€ 3,165	€ 8,048
	€ 81,037	€ 12,478
	€ 223,702	€ 146,021

Statement of Income and Expenditure

	2024		2023
INCOME	Actual	Budget	
Income donations and gifts	€ 34,501	€ 15,000	€ 20,944
Income grant organisations and NGO's	€ 42,605	€ 40,000	€ 51,201
Income companies	€ 3,400	€ 10,000	€ 7,308
Subsidies government	€ 50,175	€ 60,000	
Income fundraising events	€ 28,092	€ 15,000	€ 29,922
	€ 158,773	€ 140,000	€ 109,375
Incidental income	€ 7,424	€ 0	€ 2,075
Income from interest	€ 335	€ 0	€ 255
	€ 7,759	€ 0	€ 2,330
	€ 166,532	€ 140,000	€ 111,705
EXPENDITURE			
Spent on objective	€ 139,646	€ 65,400	€ 73,629
Expenses on own fundraising	€ 6,970	€ 42,300	€ 6,185
Management and administration costs	€ 10,794	€ 22,200	€ 22,316
	€ 157,410	€ 129,900	€ 102,130
Results	€ 9,122	€ 10,100	€ 9.575
Allocations			
Continuity reserve	+ € 9,122		+ € 9.575
	+ € 9,122		+ € 9.575

Accounting principals

General

The Statement of Profit and Loss is structured in accordance with the CBF Rjk C2 Guideline for Small Fundraising Institutions. All amounts are stated in euros. Unless stated otherwise below, the assets and liabilities are stated at nominal value. Income and expenses are allocated to the year to which they relate.

Receivables

The receivables are valued at nominal value, taking into account possible bad debts.

Passiva: reserves and funds

The surplus or deficit for the financial year is added to or withdrawn from the appropriated reserve and funds. The proceeds from reserves and funds, as well as the designated reserve itself, are used for bicycle intervention projects in accordance with the foundation's statutory objective.

Foundation reserve

The Foundation reserve is intended as a general buffer to cover (financial) risks and to ensure that the foundation will continue to operate in the future and can meet its obligations and thus guarantee continuity.

Based on the risk analysis, the board considers it necessary to maintain a continuity reserve of 18 months of operational costs (€ 150,000).

Income from own fundraising

Income from own fundraising includes the (gross) received money and values from donations, gifts, contributions and interest in the financial year.

Expenses of own fundraising

This includes all costs that are directly related to the activities associated with raising funds. In 2024 this concerns website management, printing of PR material, travel costs, salary and postage. The costs are determined on a historical basis and allocated to the annual report to which they relate.

Management and administration costs

This includes all office costs (telephone, internet, small inventory purchase), accountant costs, insurance, CBF recognition contribution, other administration and contribution costs and salary. The costs are determined on a historical basis and allocated to the annual report to which they relate.

Spent on our objectives

Expenditure on objectives includes, among other things, the benefits and contributions granted in the financial year in the context of aid. Allocations are fully charged to the financial year in which the payment is made. The expenditure of the benefits and contributions received by Cycling out of Poverty Kenya and Cycling out of Poverty Uganda is accounted for in internal reports and in the annual reports of these organisations, which are audited by independent qualified accountants.

Notes on balance sheet

Donations to be received

The donation to be received relate to donations made in 2024, but received in 2025.

Prepaid expenses

Expenses made for 2025, but paid in 2024.

Cash and bank

Cash and bank consist of current accounts and a savings account in the Netherlands.

CooP-Africa has no cash. CooP-Africa takes into account that funds for projects must be available in short-term, so does not put its reserves and designated funds in deposit accounts, stocks and/or investments.

Reserves and funds

The surplus for the financial year 2024 is added to Foundation reserve.

Current liabilities

Current liabilities concern costs still to be paid in respect of the 2024 financial year, but which will be paid in 2025. And funds received in advance.

Notes on statement of income and expenditure

Explanation of income

In 2024, CooP-Africa collected €166,532 as income (see Statement of Income and Expenditure for distribution).

Explanation of expenditure

The expenditure is subdivided into spent on objective, expenses on own fundraising and management and administration costs. Expenditures on objective, fundraising and management and administration are fully charged to that cost allocation. Grants provided to partner organisations plus the costs in the project countries that have been paid by CooP-Africa are passed on to Spent on objective. The personnel costs are allocated based on of the actual booked hours spent by the employees.

Remuneration board members

The board members receive no remuneration. However, the board members are entitlement to a travel allowance and a volunteer allowance. In 2024 the board waived these compensations.

Stichting Cycling out of Poverty
De Kist
6661 ZG Elst

Datum: 24 juni 2025
Kenmerk: 1038458
Behandeld door: de heer R.L.T.M. Smits AA RB

Geachte bestuur,

Hierbij brengen wij verslag uit over boekjaar 2024 met betrekking tot de stichting Cycling out of Poverty.

1 OPDRACHT

Ingevolge uw opdracht hebben wij de door u opgestelde balans, staat van baten en lasten, toelichting en waarderingsgrondslagen met betrekking tot het boekjaar 2024 bezien. De balans sluit met een eigen vermogen van € 142.665 en een balanstotaal van € 223.702, het resultaat in de staat van baten en lasten sluit met een positief resultaat van € 9.122. U heeft ons verzocht om hierbij een samenstellingsverklaring af te geven.

2 SAMENSTELLINGSVERKLARING VAN DE ACCOUNTANT

Aan: het bestuur

De verantwoording van Stichting Cycling out of Poverty, statutair gevestigd te Ubbergen, is door u samengesteld. De verantwoording bestaat uit de balans per 31 december 2024 en een staat van baten en lasten over 2024 met de daarbij horende toelichting. In deze toelichting is onder andere een overzicht van de gehanteerde grondslagen voor financiële verslaggeving opgenomen.

Deze samenstellingsopdracht is door ons uitgevoerd volgens Nederlands recht, waaronder de voor accountants geldende Standaard 4410, "Samenstellingsopdrachten". Op grond van deze standaard wordt van ons verwacht dat wij u ondersteunen bij het opstellen en presenteren van uw verantwoording. Hierbij is voor zover mogelijk aansluiting gezocht bij de Richtlijnen bij de Jaarverslaggeving RJ 650. Wij hebben daarbij onze deskundigheid op het gebied van administratieve verwerking en financiële verslaggeving toegepast.

Bij een samenstellingsopdracht bent u er verantwoordelijk voor dat de informatie klopt en dat u ons alle relevante informatie aanlevert. Wij hebben onze werkzaamheden, in overeenstemming met de daarvoor geldende regelgeving, dan ook uitgevoerd vanuit de veronderstelling dat u aan deze verantwoordelijkheid heeft voldaan. Als slotstuk van onze werkzaamheden zijn wij door het lezen van de jaarrekening globaal nagegaan dat het beeld van de jaarrekening overeenkwam met onze kennis van Stichting Cycling out of Poverty. Wij hebben geen controle- of beoordelingswerkzaamheden uitgevoerd die ons in staat stellen om een oordeel te geven of een conclusie te trekken met betrekking tot de getrouwheid van de verantwoording.

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www.bghaccountants.nl - KvK 77902483 - BTW nr. NL861191249B01



Bij het uitvoeren van deze opdracht hebben wij ons gehouden aan de voor ons geldende relevante ethische voorschriften in de Verordening Gedrags- en Beroepsregels Accountants (VGBA). U en andere gebruikers van deze jaarrekening mogen dan ook ervan uitgaan dat wij de opdracht professioneel, vakbekwaam en zorgvuldig, integer en objectief hebben uitgevoerd en dat wij vertrouwelijk omgaan met de door u verstrekte gegevens.

Nijmegen, 24 juni 2025

BGH Accountants & Adviseurs

Valid Signed door R.L.T.M. Smits AA RB
op 24-06-2025

R.L.T.M. Smits AA RB

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