

Stichting Delft Road Safety Courses
Prinses Mariannelaan 79
2275 BB VOORBURG

1001112-1-2023



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1. ACCOUNTANTSRAPPORT



Aan het bestuur van
Stichting Delft Road Safety Courses
Prinses Mariannelaan 79
2275 BB VOORBURG

Tilburg, 10 december 2024

Geacht bestuur ,

1.1 Samenstellingsverklaring van de accountant

The financial statements of Stichting Delft Road Safety Courses., located in Delft, have been compiled by us using the information provided by you. The financial statements comprise the balance sheet as at December 31, 2023 and the profit and loss accounts for the year then ended with the accompanying explanatory notes. These notes include a summary of the accounting policies which have been applied.

This compilation engagement has been performed by us in accordance with Dutch law, including the Dutch Standard 4410, 'Compilation engagements', which is applicable to accountants. The standard requires us to assist you in the preparation and presentation of the financial statements in accordance with Part 9 of Book 2 of the Dutch Civil Code. To this end we have applied our professional expertise in accounting and financial reporting.

In a compilation engagement, you are responsible for ensuring that you provide us with all relevant information and that this information is correct. Therefore, we have conducted our work, in accordance with the applicable regulations, on the assumption that you have fulfilled your responsibility. To conclude our work, we have read the financial statements as a whole to consider whether the financial statements as presented correspond with our understanding of Stichting Delft Road Safety Courses.

During this engagement we have complied with the relevant ethical requirements prescribed by the 'Verordening Gedrags- en Beroepsregels Accountants' (VGBA). You and other users of these financial statements may therefore assume that we have conducted the engagement in a professional, competent and objective manner and with due care and integrity and that we will treat all information provided to us as confidential.

1.2 Algemeen

Oprichting stichting

De stichting is opgericht op 9 december 2016. De stichting is ingeschreven bij de Kamer van Koophandel onder nummer 67444458.

Bestuur

Het bestuur van de Stichting wordt in 2023 gevormd door:

A.J.A.J.M.G. Hennekens, voorzitter (tot 15-3-24)

P. Wesemann, secretaris-penningmeester (tot 15-3-23)

J.H. Koster, lid van bestuur (tot 15-3-25), penningmeester (vanaf 15-3-23)

A.J. van Binsbergen, lid van bestuur (tot 15-3-23)

F. Lieshout, lid van bestuur (tot 01-09-23)

F. Smith, lid van bestuur (tot 15-3-25), secretaris (vanaf 15-3-23)

R.A.J. Cuypers, lid van bestuur (tot 15-3-25)

M. Damen, lid van bestuur (vanaf 01-01-2023)

P.W.M. Snoeren, lid van bestuur (vanaf 15-03-2023)

1.3 Resultaten

Bespreking van de resultaten

	Werkelijk 2023	Begroting 2023	Werkelijk 2022
	€	€	€
Baten	<u>135.310</u>	<u>123.250</u>	<u>157.428</u>
Organisatiekosten	62.684	84.230	50.586
Lezingen	10.367	21.464	37.128
Algemene Stichtingkosten	<u>70.872</u>	<u>71.830</u>	<u>59.791</u>
Som der lasten	<u>143.923</u>	<u>177.524</u>	<u>147.505</u>
Saldo baten en lasten	<u><u>-8.613</u></u>	<u><u>-54.274</u></u>	<u><u>9.923</u></u>

1.4 Financiële positie

Ter verkrijging van een inzicht in de financiële positie van de stichting verstrekken wij u de navolgende overzichten. Deze zijn gebaseerd op de gegevens uit de jaarrekening. Wij geven hierna een opstelling van de balans per 31 december 2023 in verkorte vorm.

Analyse van de financiële positie

	<u>31-12-2023</u>	<u>31-12-2022</u>
	€	€
Op korte termijn beschikbaar		
Vorderingen	24.132	55.300
Liquide middelen	<u>106.912</u>	<u>111.629</u>
	131.044	166.929
Kortlopende schulden	<u>-12.772</u>	<u>-40.044</u>
Liquideitssaldo = werkkapitaal	118.272	126.885
Vastgelegd op lange termijn		
Gefinancierd met op lange termijn beschikbare middelen	<u>118.272</u>	<u>126.885</u>
Financiering		
Stichtingsvermogen	<u>118.272</u>	<u>126.885</u>

1.5 Meerjarenoverzicht

	<u>31-12-2023</u>	<u>31-12-2022</u>	<u>31-12-2021</u>	<u>31-12-2020</u>
	€	€	€	€
Activa				
Vlottende activa				
Vorderingen	24.132	55.300	58.400	18.000
Liquide middelen	<u>106.912</u>	<u>111.629</u>	<u>93.035</u>	<u>59.077</u>
Totaal activa	<u><u>131.044</u></u>	<u><u>166.929</u></u>	<u><u>151.435</u></u>	<u><u>77.077</u></u>
Passiva				
Stichtingsvermogen	118.272	126.885	93.464	68.964
Kortlopende schulden	<u>12.772</u>	<u>40.044</u>	<u>57.971</u>	<u>8.113</u>
Totaal passiva	<u><u>131.044</u></u>	<u><u>166.929</u></u>	<u><u>151.435</u></u>	<u><u>77.077</u></u>
	<u>2023</u>	<u>2022</u>	<u>2021</u>	<u>2020</u>
	€	€	€	€
Baten	135.310	157.428	53.369	132.075
Saldo baten en lasten	-8.613	9.923	24.500	151

Tot het geven van nadere toelichtingen zijn wij graag bereid.

Met vriendelijke groet,

De Beer Accountants & Belastingadviseurs B.V.

J. van de Riet-Nouwen AA

2. BESTUURSVERSLAG

Board Report

Introduction

This Board Report provides an overview of all activities, organizational development, and financial accountability of the Delft Road Safety Courses foundation, hereafter "DRSC", for the period January-December 2023. Detailed financial information is included in the financial statements.

The Board held meetings on 9 March 2023 (19th meeting), 28 September 2023 (20th meeting), and 21 November 2023 (21st meeting). All meetings and Board decisions are reported on through the minutes of each meeting.

On 17 July 2023, a decision was made outside a planned Board meeting by the Chair, Secretary and Treasurer to increase the allocated budget for the website re-development.

The 2023 fiscal year ran from 1 January to 31 December, 2023.

Activities

The goal of DRSC is to provide high level capacity building of road safety professionals working in government, the private sector, civil society and research institutions in low and middle-income countries (LMICs). DRSC aims to broaden and deepen the understanding and scientific knowledge of participants on road crash risk factors, the impact of road traffic injury, and road safety management. An overview of key highlights from 2023 are provided below:

Delft Road Safety Course for LMICs 2022-2023

The annual DRSC Course for Low and Middle Income Countries 2022-2023 consisted of an online part in 2022 and an on-site 'classroom' part in 2023. As planned, the classroom part of the course took place in Delft, the Netherlands from 17-21 April 2023. In total, 21 participants attended and completed the course. The course was rated positively by participants with an average score of 4.8/5. A participation fee of €3000 was applied to all participants who attended the classroom part of the course. Full and partial grants were awarded to selected participants to support their participation in the course. The course was led by Mr. Govert Schermers (SWOV) and Mr. Mark King (CARRS-Q), and was supported by Course Coordinator Mrs. Zwanet Verhoek (DTV Consultants).

DRSC Course: Safe system and active mobility

DRSC's Annual Plan for 2023 foresaw an additional course to complement the annual Delft Road Safety Course for Low and Middle Income Countries. During the Board meeting in March, the topic of Active Mobility was chosen to specifically address the needs of vulnerable road users (pedestrians and cyclists). Over the course of the Summer and Fall, course leader Mrs. Ruxandra Aelenei was assigned and a programme was developed. In November and December, the course details were published and promoted. To have sufficient time for promotion, the course start was planned for January 2024. By the end of 2023, more than 50 applications had been received. A course fee of €50 was applied to all participants.

Communications and alumni network

It is important that DRSC activities are well communicated and disseminated. Four newsletters (going out to an average of 476 recipients each) along with dedicated mailings announcing the respective courses were developed and distributed in 2023. Through dedicated WhatsApp groups, DRSC Alumni have been informed and engaged with. For each newsletter, content was developed largely based on news and updates submitted by DRSC alumni, as well as news on DRSC's activities. In addition to the newsletters, updates were regularly published across DRSC's social media channels (Twitter (X), Facebook and LinkedIn). Communication activities were coordinated by Corrine Vibert (EASST), hired through a service contract and financed through the FIA Foundation Multi-Annual Grant Agreement.

Over the Summer, the Board agreed with the development of a new website. From August to December, a new website design was developed and content was updated with the support of the DRSC Communications Coordinator and an external Website Developer. On 22 December, the new website was launched at www.delftroadsafetycourses.org. The new website better presents DRSC's impact, activities and its grantees.

Fundraising

DRSC and FIA Foundation have a long-standing, structural cooperation. This has enabled dozens of professionals to participate in DRSC's activities over the years. In 2021, a Multi-Annual Agreement with the FIA Foundation was signed. From this grant, €110,000 was budgeted for 2023. However, with the FIA Foundation as the sole structural partner/donor, DRSC is in a vulnerable situation. DRSC therefore has developed specific actions to attract additional donors and sponsors.

A commitment from Dutch charity, Road Safety Fund, which was first agreed in 2022 and finalised in 2023, resulted in a donation of €20,000. This donation was used to finance the development of the new website and a stream of work aimed at reviewing and innovating the didactical design of the Annual Course. This stream of work commenced in 2023, continuing in 2024.

In 2023, co-funding of €14,000 was awarded by the Dutch Ministry of Infrastructure and Waterworks. This funding was allocated to supporting the development of the 'Safe System and Active Mobility' course. The objective was to gain experience in online teaching and how synchronous translation could be used in online settings. While the grant was confirmed in 2023, the actual activities were implemented in early 2024. The grant and related activities will therefore be reported on in the financial year 2024.

Tailor-made courses

Following similar work in 2022, a set of tailor-made courses for FIA Clubs were developed in 2023, targeting members in 3 regions across the world. The courses were led by Prof. Fred Wegman with each course consisting of both an online part and a classroom part. One course was delivered in 2023 with the others planned for 2024. In terms of financial administration, these courses will be reported on in the financial year 2024.

In October, a further proposal for a tailor-made course was submitted to the Road Safety Inspection Agency of the Ministry of Infrastructure of Argentina. This proposal was developed in cooperation with a DRSC 2022/23 alumnus. The assigned course leader is Mrs. Marchesini.

In December 2021, a Letter of Intent was signed and sent to FRED Engineering (based in Spain/Italy) which would see DRSC participate as a subcontractor in a "road safety capacity building" project in

Tanzania. In July 2022, a full proposal was developed and submitted in which DRSC will contribute three key experts from the DRSC network to an 'Advisory Board'. Director, Teije Gorris will act as the Board's Secretary. By the end of 2023, the evaluation of the proposal was still pending.

Organization

Since 2021, DRSC has contracted Teije Gorris, as a Program Director (and as of October 2022, Director) through a secondment from DTV Consultants. At the Board meeting of 3 November 2022, the Director's Action Plan for 2023 was approved and as of 1 January 2023, Teije's secondment from DTV Consultants was extended for an additional 12 months.

Since 2022, the administration and organization of DRSC's activities has been supported by Zwanet Verhoek as Course Coordinator, Eleonora Springer, providing secretarial support, and Danielle Leenders for finance and control. All three are seconded from DTV Consultants. At the Board meeting of 3 November 2022, it was agreed that this support would be extended until 31 December 2023. Willem Buijs, Director of DTV Consultants, oversaw the agreements for this support between DTV Consultants and DRSC.

In 2023, the following Policy Documents were drafted, approved by the board, and published on the website: Anti-bribery and Corruption Policy, Code of Conduct, and Policy for the Selection and Allocation of Scholarships related to the annual DRSC course. The position of 'Program Director' as referenced in the Board Regulations was changed to 'Executive Director'. The development of an Engagement Policy was agreed.

Parallel to the work on the development of the new website, the vision and mission statements of DRSC and its strategy were updated. These were finalised and published with the launch of the new website in December 2023.

At the Board meeting of 21 November, the long term financial perspective of DRSC was discussed. It was agreed to expand the budget for the Director and increase work on fundraising. DRSC's fundraising approach is to ensure a more diverse and robust mix of funding sources after 2025. This funding mix, next to the contribution of the FIA Foundation (for 2024-2025 and through an application for a new Multi-Annual Grant from 2026 onwards), will consist of other substantial funding streams.

With this decision, it was agreed to extend the assignment of Teije Gorris as Director of DRSC for another year. As Teije announced he would be leaving DTV Consultants from 1 January 2024, it was agreed with both DTV Consultants and Teije, to contract Teije directly under his new consultancy firm GO-bility. In conjunction with these decisions the Annual Plan and budget for 2024 were approved.

In 2023, the Board faced some changes in terms of its members:

- Paul Wesemann and Arjan van Binsbergen both concluded their second terms. According to the Foundation Regulations, they resigned their positions effective from 15 March.
- Mr Peter Snoeren was appointed as a Board Member as of 15 March.
- On 1 September, Board Member Floor Lieshout chose to resign for personal reasons.

In 2023, the cooperation with TU Delft was continued. The University has continued to support with meeting facilities while several meetings were held with Prof. Hagenzieker and Ass. Prof. Farah to explore further alignments between DRSC and TU Delft's online course on road safety, and to discuss

potential further cooperation for the 2024/25 edition of the annual Delft Road Safety Course for LMICs. Attempts have been made to find a replacement at TU Delft for Mr Van Binsbergen's position on the Board. To no avail yet.

Organisation and positions

In 2023 the organization consisted of the following persons:

Board including terms

A.J, A.J.M,G. Hennekens,	Chair (until 15-3-24)
H.L. Stipdonk	Chair (from September 2024)
P. Wesemann,	Secretary/Treasurer (until 15-3-23)
J.H.Koster,	Treasurer
F. Smith,	Secretary
A.J. van Binsbergen,	Member (until 15-3-23)
R.A.J. Cuypers,	Member
M. Damen	Member
F. Lieshout,	Member (until 1-9-23)
P. Snoeren	Member (from 15-3-2023)

Course leaders

- Delft Road Safety Course for LMICs: Govert Schermers (SWOV) and Mark King (Queensland University of Technology, CARRS-Q)
- Safe System and Active Mobility: Ruxandra Aelenei (RA Planning)
- Road safety course for FIA clubs: Fred Wegman (TU Delft, ret.)

Scientific advisor

Prof. Dr. Marjan Hagenzieker, (TU Delft)

Course coordinator

Zwanet Verhoek (seconded by DTV Consultants)

Director

Teije Gorris (seconded by DTV Consultants)

Communications coordinator

Corrine Vibert (seconded by EASST)

Secretarial support

Eleonora Springer (seconded by DTV Consultants)

Finance and control

Danielle Leenders (seconded by DTV Consultants)

Financial Accountability

The total budget for 2023 was €177,524. The budgeted revenues consisted of €123,250 in grants, subsidies and course fees. A loss was budgeted of €54,274, to be covered from the reserves (egalisatiereserve). The intention was to decrease the reserves as these had been increasing to an undesired level in recent years.

The actual realization was €143,923 in terms of costs and €135,310 in terms of revenues. Leading to a loss of €8,613. This was substantially lower than budgeted. The explanation lies in the fact that grants and subsidies were received as planned, while some activities were postponed to 2024, leading to lower spending and cost levels.

The loss will be covered by a subtraction of the reserves (egalisatiereserve). The implications of this are that the reserves have not decreased as much as planned for in 2023. However, as the postponed activities have been conducted and concluded at the time of writing, it is expected that these deviations will be largely compensated in 2024.

Further details are provided below:

The 2023 budget was based on the following activities/assumptions:

- The second part – the classroom part – of the Delft Road Safety Course for LMICs 2022-23
- DRSC course 'Safe system and active mobility'.
- Course renewal work stream.
- Tailor-made course for FIA clubs, partially taking place in 2023.
- General costs

The classroom course was conducted as planned albeit with some slight deviations regarding some specific cost items. The overall financial result of this course was as planned.

The DRSC course 'Safe system and active mobility' was prepared and planned in 2023. The total budget for 2023 was €20,622 (revenues at €20,500). Some costs (€3,093) were reported in 2023, as well as the self-paid course fees received in 2023 (€2,288). The remainder of the budget was not spent but will be reported on in 2024.

The course renewal work stream was postponed to 2024 due to organizational issues with the consultant that was hired for this. The budget for 2023 was €9,975. These costs were financed by a grant from the Road Safety Fund. The grant was received in 2023. No costs were made in 2023.

A part of the tailor-made course for FIA clubs took place in 2023 as planned. While the 2023 budget assumed €8,000 in terms of revenues and €7,250 in terms of costs, no actual costs or revenues were reported on in 2023. This was caused by the contract preparation of the client (FIA) taking more time than planned. The contract was only offered for signing in 2024. Therefore, the full financial realization of the course will take place in 2024.

With a slight deviation of €958, the budget line 'general costs' (algemene stichtingskosten), was realized as planned.

3. JAARREKENING

3.1 Balans per 31 december 2023

(na resultaatverdeling)

		31-12-2023		31-12-2022	
		€	€	€	€
ACTIVA					
Vlottende activa					
<i>Vorderingen</i>	1		24.132		55.300
<i>Liquide middelen</i>	2		106.912		111.629
Totaal activazijde			<u>131.044</u>		<u>166.929</u>

		31-12-2023		31-12-2022	
		€	€	€	€
PASSIVA					
Stichtingsvermogen	3				
Continuïteitsreserve		35.623		35.623	
Bestemmingsreserve verlies op projecten		15.000		15.000	
Bestemmingsreserve ontwikkelingsprojecten	4	18.341		18.341	
Egalisatiereserve		<u>49.308</u>		<u>57.921</u>	
			118.272		126.885
Kortlopende schulden					
Schulden aan leveranciers en handelskredieten	5	5.393		-	
Overige schulden en overlopende passiva	6	<u>7.379</u>		<u>40.044</u>	
			12.772		40.044
Totaal passivazijde			<u><u>131.044</u></u>		<u><u>166.929</u></u>

3.2 Staat van baten en lasten over 2023

		Werkelijk 2023 €	Begroting 2023 €	Werkelijk 2022 €
Baten	7			
Subsidiebaten		130.000	117.000	147.000
Ontvangen bijdragen		5.310	6.250	10.428
		<u>135.310</u>	<u>123.250</u>	<u>157.428</u>
Lasten				
Organisatiekosten	8	62.684	84.230	50.586
Lezingen	9	10.367	21.464	37.128
Algemene Stichtingskosten	10	70.872	71.830	59.791
		<u>143.923</u>	<u>177.524</u>	<u>147.505</u>
Som der lasten		<u>143.923</u>	<u>177.524</u>	<u>147.505</u>
Saldo baten en lasten		<u><u>-8.613</u></u>	<u><u>-54.274</u></u>	<u><u>9.923</u></u>
Bestemming saldo van baten en lasten				
Egalistatiereserve		<u><u>-8.613</u></u>		<u><u>9.923</u></u>

3.3 Grondslagen van waardering en resultaatbepaling

Informatie over de rechtspersoon

Algemene toelichting

De belangrijkste activiteiten van de rechtspersoon

De activiteiten van Stichting Delft Road Safety Courses, statutair gevestigd te Delft bestaan voornamelijk uit het ondersteunen van het algemeen belang door het bevorderen van de verkeersveiligheid in ontwikkelingslanden (low and middle income countries, hierna ook te noemen: LMIC).

Vestigingsadres en inschrijfnummer handelsregister

Stichting Delft Road Safety Courses is feitelijk en statutair gevestigd te Delft en is ingeschreven bij het handelsregister onder nummer 67444458.

De locatie van de feitelijke activiteiten

Stichting Delft Road Safety Courses verricht haar activiteiten vanuit de locatie in Delft.

Informatieverschaffing over schattingen, oordelen, veronderstellingen en onzekerheden

Bij toepassing van de grondslagen en regels voor het opstellen van de jaarrekening vormt de leiding van Stichting Delft Road Safety Courses zich verschillende oordelen en schattingen die essentieel kunnen zijn voor de in de jaarrekening opgenomen bedragen. Indien het voor het geven van het in artikel 2:362 lid 1 BW vereiste inzicht noodzakelijk is, is de aard van deze oordelen en schattingen inclusief de bijbehorende veronderstellingen opgenomen bij de toelichting op de desbetreffende jaarrekeningposten.

Algemene grondslagen voor verslaggeving

De standaarden op basis waarvan de jaarrekening is opgesteld

De jaarrekening is opgesteld volgens de Richtlijnen voor de jaarverslaggeving voor kleine Organisaties-zonder-winststreven (RJK C1). Deze zijn in lijn met de vereisten voor kleine rechtspersonen die onder titel 9 boek 2 BW vallen.

Algemene grondslagen voor waardering activa en passiva

De waardering van activa en passiva en de bepaling van het resultaat vinden plaats op basis van historische kosten, tenzij anders vermeld.

Algemene grondslagen bepaling resultaat

Het saldo van de baten en lasten wordt berekend door het verschil van de aan het jaar toe te rekenen baten te verminderen met de lasten die nodig zijn om deze te realiseren.

Vergelijkende cijfers

De vergelijkende cijfers van het voorgaande boekjaar zijn, waar nodig, slechts qua rubricering voor vergelijkingsdoeleinden aangepast.

Grondslagen

Vorderingen

Vorderingen worden opgenomen tegen nominale waarde, rekening houdend met eventuele verminderingen voor het risico van oninbaarheid. Deze verminderingen worden bepaald op basis van individuele beoordeling van de vorderingen. Voor zover niet anders is vermeld hebben de vorderingen een looptijd van korter dan 1 jaar.

Liquide middelen

Liquide middelen bestaan uit kas, banktegoeden en deposito's met een looptijd korter dan twaalf maanden. Rekening-courantschulden bij banken zijn opgenomen onder schulden aan kredietinstellingen onder kortlopende schulden. Liquide middelen worden gewaardeerd tegen nominale waarde.

Kortlopende schulden

Kortlopende schulden worden bij de eerste verwerking gewaardeerd tegen nominale waarde. Daarbij dient een zakelijke rente in aanmerking te worden genomen.

Baten

Subsidiebatens worden toegerekend op basis van de gerealiseerde (in-)directe bestedingen aan de doelstelling binnen de in de subsidiebeschikking vastgelegde kaders.

Overige bedrijfskosten

De kosten worden bepaald op historische basis en toegerekend aan het verslagjaar waarop zij betrekking hebben.

3.4 Toelichting op de balans

Vlottende activa

	<u>31-12-2023</u>	<u>31-12-2022</u>
	€	€
1 Vorderingen		
Handelsdebiteuren	2.132	-
Overlopende activa	<u>22.000</u>	<u>55.300</u>
	<u>24.132</u>	<u>55.300</u>
Overige vorderingen en overlopende activa		
Nog te factureren bedragen	<u>22.000</u>	<u>55.300</u>
2 Liquide middelen		
Rabobank	<u>106.912</u>	<u>111.629</u>

De liquide middelen staan ter vrije beschikking aan de stichting.

3 Stichtingsvermogen

In onderstaand overzicht is het verloop van het eigen vermogen weergegeven:

	Continuiteits reserve	Bestemmings- reserve verli- es op projecten	Bestemmings- reserve ont- wikkelingsproj- ecten	Egalisatie- reserve	Totaal
	€	€	€	€	€
Stand per 1 januari 2023	35.623	15.000	18.341	57.921	126.885
Mutatie uit resultaatverdeling	-	-	-	-8.613	-8.613
Stand per 31 december 2023	<u>35.623</u>	<u>15.000</u>	<u>18.341</u>	<u>49.308</u>	<u>118.272</u>

Deze egalisatiereserve is bestemd voor uitgaven die zich voordoen in 2024. Deze is gevormd uit de resultaten gedurende de boekjaren 2020, 2021 en 2022.

4 Bestemmingsreserve ontwikkelingsprojecten

Bestemmingsreserve ontwikkelingsprojecten	<u>18.341</u>	<u>18.341</u>
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Kortlopende schulden

	<u>31-12-2023</u>	<u>31-12-2022</u>
	€	€
5 Schulden aan leveranciers en handelskredieten		
Crediteuren	<u>5.393</u>	<u>-</u>
6 Overige schulden en overlopende passiva		
Reservering accountantskosten	5.000	3.500
Nog te betalen kosten	91	36.544
Vooruitgefactureerde omzet	<u>2.288</u>	<u>-</u>
	<u>7.379</u>	<u>40.044</u>

3.5 Toelichting op de staat van baten en lasten

	Werkelijk 2023 €	Werkelijk 2022 €
7 Baten		
Subsidiebatn	130.000	147.000
Ontvangen bijdragen	5.310	10.428
	<u>135.310</u>	<u>157.428</u>
8 Organisatiekosten		
Reis-en verblijfskosten	23.558	-
Kosten cursusleiders	18.300	23.938
Programma management	17.809	23.964
Catering	1.910	-
Overige organisatiekosten	984	-
Kosten creditcard	123	209
Onvoorzien	-	2.475
	<u>62.684</u>	<u>50.586</u>
9 Lezingen		
Lezingen	<u>10.367</u>	<u>37.128</u>
10 Algemene Stichtingskosten		
Algemene stichtingskosten	<u>70.872</u>	<u>59.791</u>

Analyse verschil uitkomst met begroting

	Werkelijk 2023	Begroting 2023	Mutatie	
	€	€	€	%
Baten	<u>135.310</u>	<u>123.250</u>	<u>12.060</u>	9,8
	<u>135.310</u>	<u>123.250</u>	<u>12.060</u>	9,8
Organisatiekosten	62.684	84.230	-21.546	-25,6
Lezingen	10.367	21.464	-11.097	-51,7
Algemene Stichtingskosten	<u>70.872</u>	<u>71.830</u>	<u>-958</u>	-1,3
Som der lasten	<u>143.923</u>	<u>177.524</u>	<u>-33.601</u>	-18,9
Saldo baten en lasten	<u><u>-8.613</u></u>	<u><u>-54.274</u></u>	<u><u>45.661</u></u>	84,1

3.6 Overige toelichtingen

Gemiddeld aantal werknemers

Gedurende het boekjaar had de stichting geen personeel in dienst, evenals gedurende het vorige boekjaar.

Bezoldiging van bestuurders en commissarissen

De bestuursleden van Stichting Delft Road Safety Courses hebben gedurende het boekjaar voor hun bestuursactiviteiten geen vergoeding ontvangen, evenals gedurende het vorige boekjaar.

Delft, 10 december 2024
Stichting Delft Road Safety Courses

Naam	Handtekening
De heer H.L. Stipdonk Voorzitter	

De heer J.H. Koster
Penningmeester

De heer F.E. Smith
Secretaris

Mevrouw R.A.J. Cuypers
Lid van bestuur

De heer M. Damen
Lid van bestuur

De heer P.W.M. Snoeren
Lid van bestuur