Annual Report 2023
Project Tantely

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The subject of the report is Tantely in 2023. This report was completed on 06.02.2024 in accordance with the requirements of the Social Reporting Standard (SRS 2014). All information is up to date as at 29.01.2024, unless it relates exclusively to the past financial year 2023.

Dear donors,
Ladies and Gentlemen

My name is Jean Baptiste RAKOTOMALALA. I live in Fihaonana and am pleased to be able to tell you about my job at CHANGING.

I mainly work in the tree nursery and am the person in charge there. We sow and care for the seedlings of indigenous trees. A second important task is to monitor the growth of thousands of trees of different species that have been planted in CHANGING's vegetable garden in recent years. We then give each tree the care it needs, be it pruning, adding compost and mulch, etc.

Since joining the CHANGING team in June 2023, I have really felt an improvement in my quality of life. Before, I was struggling financially as it is very hard to find a decent job in the countryside. But as I write this, I already have savings with a health insurance company. Thank you.

Warm greetings from Fihaonana

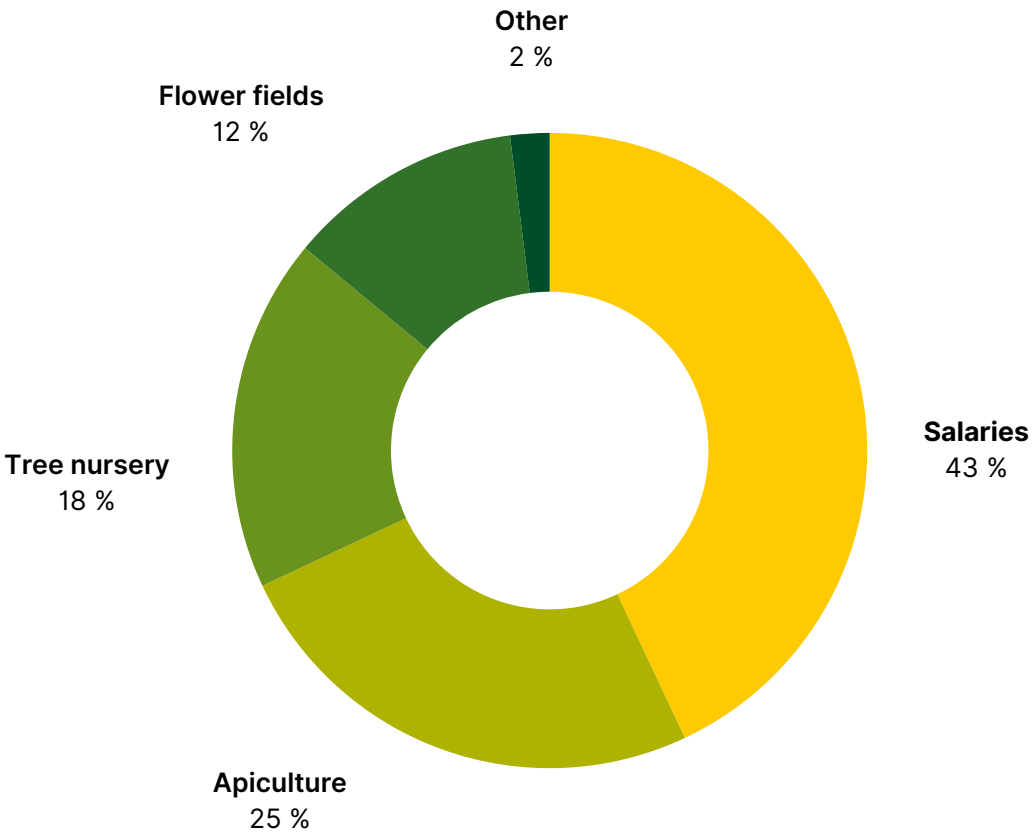
Jean Baptiste RAKOTOMALALA
Manager of Tree Nursery

1. Inputs

1.1 Financial Resources

67’843’010 Malagasy Ariary (MGA) is the total of the project costs in 2023, which corresponds to approximately CHF 16'363.

Rounded to whole (percentage) figures	MGA	CHF	%
Salaries			
Net salaries in the areas of flower fields (and composting)	13'750'000	3'316	
Net salaries in the area of the apiary	5'760'000	1'389	
Net salaries in the area of security	3'150'000	760	
Net salaries in the area of the tree nursery	1'535'000	370	
Net salaries of temporary employees	3'000'400	724	
Social and health insurance (CNaPS and ESIA)	1'164'800	281	
Income taxes	736'030	178	
Total salaries	**29'096'230**	**7'018**	**43**
Apiculture			
Material for building beehives, for protective clothing, etc.	5'058'455	1'221	
Construction of two-storey apiary house	4'885'000	1'178	
6-honeycomb self-turning centrifuge (for honey extraction)	2'630'000	634	
Bee colonies	2'624'000	633	
Alarm system	1'788'000	431	
Total apiculture	**16'985'455**	**4'097**	**25**
Tree nursery			
Greenhouse	5'324'825	1'284	
Trees and tree seeds	4'557'600	1'100	
Pots	2'431'500	586	
Total tree nursery	**12'313'925**	**2'970**	**18**
Flower fields			
Lavandin semi-shrubs	3'210'000	774	
Purchase of new flower field	2'761'000	666	
Various flowers and flower seeds	1'351'700	326	
Compost	847'500	204	
Total flower fields	**8'170'200**	**1'970**	**12**
Other			
Cost of transport	602'200	145	
Further trainings	329'000	79	
Internet	280'000	68	
Fees	66'000	16	
Total other	**1'277'200**	**308**	**2**
Total project costs	**67’843’010**	**16'363**	**100 %**



The salaries for all nine employees on site totalled CHF 7'018 and were therefore the largest part of the cake. Four contributors were employed on a temporary basis from July to December. They will be employed on a temporary basis in 2024 and, as planned, on a permanent basis from 2025. We are extremely pleased that social security contributions and health insurance premiums have become part of the salary costs in the period under review. Conversely, this means that CHANGING has finally been recognised as an NGO in Madagascar and the employees and their families benefit from well-deserved insurance cover. In Madagascar, income tax is deducted directly from wages and claimed by the employer. Because we have retained the previous net wages and offset the employee's payroll taxes, these taxes are also included in the labour costs.

A further CHF 4'097 was spent on beekeeping. These funds were used to finance the following: Material for the construction of beehives, protective clothing, construction of the necessary beekeeping hut, honey extractor, external bee colonies and the alarm system. The construction and expansion of the tree nursery, in which we now grow native trees for subsequent planting to produce forest honey, cost CHF 2'970. Flower fields and miscellaneous items totalling CHF 1'970 and CHF 308 make up the last two groups of expenditure.

1.2 Material and Time Resources

From a material point of view, the 18'200 square metres of flower fields including plants, flower seeds and compost, the 2'000 bee-friendly trees planted, all the beekeeping material and the infrastructure set up, ten beehives and the new tree nursery with all its plants, tree seeds and pots as well as office materials and the Ford PickUp including diesel were included in the project.

The working hours in 2023 totalled approximately 12'500.

2. Outputs

The project Tantely developed very positively in the year under review. The number of healthy beehives grew from one to eight, the size of the flower fields from 354 m² to 6'592 m², the number of employees from four to nine and the number of trees in the tree nursery from 0 to 4'176.

Just as pleasing is the fact that CHANGING won the year-and-a-half long battle for local recognition on 7 June 2023 and has since been officially registered as an NGO in Madagascar under the registration number 75/2023-BIM/ONG/REGAN. A milestone that brings promising changes.

However, progress is only made by overcoming challenges. Depending on their complexity, we were not always able to overcome these in a timely manner. The settlement of new bee colonies proved to be particularly difficult. At the end of 2023, we therefore decided to only multiply our own bee colonies. This is the most sensible and effective solution in the long term.

Area	Indicator	2023	2022
Apiculture	Number of healthy beehives	8	1
Apiculture	Number of multiplied beehives	3	0
Apiculture	Honey harvest in kg	0	0
Apiculture	Honey turnover in CHF	0	0
Flower fields	Total size of utilised flower fields in m²	6'592	354
Workplaces	Number of employees	9	4
Workplaces	Work quota in %	880	320
Workplaces	Minimum full-time gross salary per month in MGA	455'000	400'000
Tree nursery	Number of trees	4'176	0
Tree nursery	Number of tree species	4	0

2.1 Producing Flower Honey

In order to achieve rapid growth in beekeeping, our strategy until recently was to buy new bee colonies from external beekeepers and settle them in Fihaonana. There are no (professional) apiaries within a radius of dozens, if not hundreds of kilometres. As a result, the bees did not come from the same region and had difficulty adapting to the climate and other natural conditions in Fihaonana. On the next page you will find a table that lists our beehives and their progress in 2023:

Beehive	Settlement	Type	Details	Status
1	September 2022	Langstroth	• Varroa infection • Queen died • New queen bred • Division into 2 beehives	Very healthy
2	September 2022	Langstroth	Swarmed out	
3	March 2023	Langstroth	Second level expanded	Very healthy
4	March 2023	Langstroth	Swarmed out	
5	March 2023	Warré	Division into 2 beehives	Very healthy
6	March 2023	Warré	Division into 2 beehives	Very healthy
7	August 2023	Warré	Slow growth	Healthy
8	August 2023	Warré	• Varroa infection • Sick queen • Revitalisation by healthy bees takes place at the beginning of 2024	Unhealthy
9	August 2023	Warré	• Varroa infection • Sick queen • Revitalisation by healthy bees takes place at the beginning of 2024	Unhealthy
10 - 14	August 2023	Warré	Swarmed out	
15 - 16	August 2023	Warré	Destroyed (for damage limitation)	
17	November 2023	Langstroth	• Division of beehive 1 • Queen cannot be found • New queen in breeding	Healthy
18	December 2023	Warré	• Division of beehive 5 • New queen lays eggs • Second level expanded	Very healthy
19	December 2023	Warré	Division of beehive 6	Very healthy

Of the 14 colonies purchased in 2023, seven swarmed out. Two others were already in poor condition when they arrived and harboured Varroa mites, which are deadly to bees. In order not to jeopardise the well-being of the healthy colonies, we destroyed these two hives.

We realised that the colonisation of external colonies was causing more damage than growth. Out of necessity, we started multiplying the very healthy bee colonies. Honey bees naturally start a new colony at least once a year. The multiplication of bee colonies is therefore a natural process, which we have prevented up to this point, as we only had a few colonies until the middle of 2023. An error in multiplication could have led to the loss of an entire colony. This risk was too great for us until then.

In November and December 2023, we multiplied three new colonies, all of which are healthy. In the short term, this means less honey yield, as the harvestable honey is also split between two colonies when the mother hive is divided. On the other hand, the number of colonies will double each year. We expect to have 20 healthy colonies by December 2024. Multiplying your own colonies means more autonomy and control with fewer diseases and costs.

As at 31 December 2023, two more colonies were infested with varroa mites. The use of essential oils in October had the effect of reducing the mites instead of spreading them. We will therefore try to revitalise these two colonies with healthy bees at the beginning of 2024. We have opted for natural oils to combat varroa, as there are no biological agents for this in Madagascar and we want to avoid chemicals as much as possible.

Of course, a professional beekeeping business needs its own premises for materials, protective clothing, etc. So at the end of the year, we converted the supporting concrete pillars of the water tower into a two-storey beekeeping hut. The massive water tower supports a 2'500-litre water tank, was financed by the Rano water project and is also used to irrigate Tantely's flower garden. We decided in favour of this dual use because the construction costs of CHF 1'178 for the beekeeping infrastructure would otherwise have been significantly higher.

During the reporting period, we procured almost all the honey extraction equipment and are now ready to start bottling the honey. As far as the security of Tantely's infrastructure and the entire CHANGING property is concerned, two security guards were hired in July. Fidelis, one of the two, is paid by the Tantely project. In addition, the Tantely project paid for the alarm system for the infrastructure. In return, the two project leaders covered the costs of the security cameras, the security fence (which also encloses the beekeeping hut) and the two shepherd dogs.

2.2 Growing Flower Fields

The cultivation of bee-friendly plants remains a central core task in Fihaonana, which is far removed from nature. Like our Madagascar bees, we have been busy all year round and have increased the total size of the flower fields from 354 m² to 6'592 m². This progress is reflected in the growth of the bee colonies.

Growing season	Flower species	Time period	Size in m²
Perennial	Cosmos, common viper's bugloss, spider flower, daisy, basil, etc.	Since 2022	87
Perennial	Cosmos, common viper's bugloss, spider flower, daisy, basil, etc.	Since 2022	267
Annual	Buckwheat	February - April	895
Perennial	Lavandin	Since February	396
Perennial	Cosmos, common viper's bugloss, spider flower, daisy, basil, etc.	Since March	69
Perennial	Cosmos, common viper's bugloss, spider flower, daisy, basil, etc.	Since March	161
Perennial	Cosmos, common viper's bugloss, spider flower, daisy, basil, etc.	Since March	2'055
Annual	Buckwheat	May - June	282
Annual	Radish	May - August	135
Annual	Sunflower	August - December	858
Annual	Sunflower	September - December	128

Growing season	Flower species	Time period	Size in m²
Annual	Sunflower	October - December	400
Annual	Sunflower	December - 2024	859
Total			6’592

As can be seen in the table above, we categorised the flower fields in the year under review based on the growing season. As the name suggests, annual plants such as sunflowers die after one growing season, whereas perennials flower every year. Annual plants have the advantage of providing honeybees with a rich food source in just a few months. However, they are also very resource-intensive, as certain types of flowers are not planted directly, but grow in small pots for several weeks beforehand. With the resources available, it would not be possible for us to utilise Tantely's entire cultivation area in this way.

One of many good reasons for cultivating additional perennial plants. In February 2023, we planted 1'200 lavandin plants. Lavandin (hybrid lavender) is a natural cross between true and broad-leaved lavender and a nectar-rich collection base. The first of these began to flower at the end of December. If the bees accept this new food supply as expected at the beginning of 2024, we will subsequently multiply several thousand cuttings of it ourselves.

We have also installed wild flower fields full of cosmos, common viper's bugloss, spider flowers, daisies, etc. These flower species only have one growing season, but as we leave their fields untouched, apart from occasional watering during the dry season, they multiply by themselves. Wild flower fields have thus become a permanent source of food for our bees.

As far as the trees planted in and around the flower fields in 2022 are concerned, practically all of them have survived the year under review well. The paulownias in particular have grown remarkably, reaching up to four metres in height. In the 2022 annual report, we were already able to point out that bee-friendly trees provide the most efficient collection basis in the long term. However, planting thousands and thousands of trees is a costly endeavour and would go beyond the scope of the Tantely project to date. We have therefore launched a separate sub-project that simultaneously addresses the nature conservation problem in Fihaonana and aims to restore native forests and produce forest honey. Further information on this can be found in the corresponding output on page 10.

In 2023, we also achieved autonomy for flower seeds, which has led to significant cost savings. For 2024, we have the same goal for compost. That's easier said than done. Tantely devoured several tonnes of it in the reporting year. To meet this growing demand, we created a dedicated position for this at the end of the year. Since then, Martial, one of our gardeners, has been responsible for growing compostable plants and collecting faeces from our animals (cows, chickens, rabbits, etc.) and converting it into fertile soil.

Due to their high humidity, we realised in 2023 that the rice fields counted as Tantely are not suitable as flower fields. They will continue to be used by the Sakafo food project. The total purchase price of MGA 55'000'000 or CHF 13'750 will be refunded in full to Tantely. The first partial repayment of CHF 5'950 was made to Tantely's project account on 17 October 2023. The remaining CHF 7'800 will be transferred as planned in 2024. These funds are earmarked for a specific purpose and will be used exclusively to achieve the donation-related project goal of self-sustaining honey production from 2025. On 14 December 2023, Tantely used these funds to purchase a 2'200 m² plot of land adjacent to an existing flower field, on which a new one (probably lavandin) will be built in 2024. This in turn promotes honey production. The purchase price was MGA 2'761'000 or CHF 666.

The legal, land registry transfer of the properties to CHANGING has made significant progress, but

is still pending with the relevant authorities.

2.3 Creating Fair Jobs

Tantely has grown in terms of personnel and generated five new full-time jobs in Fihaonana during the reporting period. As at December 2023, the project had the following employees:

Area	Function	Employees	Workplaces	Work quota (%)
Flower fields	Planting a short-term collection basis	William Victor Mirana	3	300
Tree nursery	Planting a long-term collection basis	Jean Toky Olivier	3	300
Apiculture	Producing honey	Rivo	1	80
Composting	Producing plant soil	Martial	1	100
Security	Guarding infrastructure	Fidelis	1	100
Total			**9**	**880**

Thanks to the local NGO registration last June, we were able to draw up professional employment contracts and provide our employees and their children with social and health insurance. What sounds self-evident in Switzerland, an insurance country, is an immense achievement in Madagascar, where almost nobody has insurance. We are proud of this.

As part of formal employment, 1% is now deducted from the employee's gross salary for CNaPS social insurance, 1% for ESIA health insurance and a progressive income tax rate. For employees in Fihaonana, this is 10%. It was important for us to maintain the previous monthly net salary of MGA 400'000, which has increased the full-time gross salary to MGA 455'000 (approx. CHF 114). This is almost twice as much as the minimum wage in Madagascar (MGA 250'000) and three to five times as much as the researched wage level in Fihaonana (MGA 78'000 to MGA 130'000 per month). As in the previous year, the full-time workload includes 42 hours of work per week and 30 paid days of holiday per year.

In our view, good working conditions also mean an increase in efficiency in favour of employees. Working time is valuable and is well utilised thanks to clear work schedules. Time-consuming and energy-intensive tasks, such as irrigation, are optimised in the best possible way.

Recruiting good employees is a challenge for us, especially as many people in the village community want to work with us because of the good working conditions. A fair wage is a legitimate motivation, but should not be the only one. Recognising the difference here takes longer than a three-month trial period. Accordingly, new employees work temporarily for the first six months at a daily wage of MGA 10'000. If we are satisfied, a fixed-term one-year contract is concluded. During this time, the salary is MGA 15'000 net per day, including social security, health insurance and income tax. The one-year contract is followed by a permanent employment contract at the same salary as all other permanent employees.

There are two good reasons why we have become very selective: Firstly, we only want committed employees in our team. Secondly, by law, employees must have been with us for at least fifteen years in order to receive a retirement pension one day. If the working time is shorter, the person leaving loses the only chance of a (better) retirement in Madagascar.

2.4 Accompanying Life Improvements

A net salary of MGA 400'000 per month is a lot of money in Fihaonana. How can we ensure that this salary contributes to improving the quality of life and is not just invested in meaningless consumer goods or alcohol?

We continue to implement several measures at the same time in order to actively and bindingly support employees on their path to a self-determined life free from poverty.

Measure	Goal
Monthly salary payment	Improve handling of money
Half-yearly performance review	Evaluate personal progress in life
Automatic savings deposit of MGA 50'000 of the monthly net salary	Set aside savings for personal projects or emergencies
Electronic salary payment (from January 2024)	Increase security and savings potential

2.5 Restoring Native Forest Landscapes

We firmly believe that Tantely has enormous potential. That is why we have set ourselves the goal of producing not only flower honey but also forest honey from 2026. Yes, the latter from the barren Fihaonana is complex and time-consuming. A sweet flavour experience that begins with the multiplication of tree seeds and contributes significantly to the restoration of native forests.

The greatest production costs of this forest honey lie in forest restoration. The establishment of self-multiplied bee colonies and the resulting honey production will only account for a fraction of the costs in comparison. We therefore consider it sensible to define the restoration of forests as a separate project within Tantely.

In August 2023, we built our own tree nursery on CHANGING's property in Fihaonana. We built an 18 m^2 greenhouse for growing seedlings and cuttings. In addition, we dug a hole of around 14 m^3 in which we mix topsoil (the top, most fertile layer of soil), sand and compost and use it as plant soil for the nursery. From August to December, we multiplied 4'176 trees of the four regional tree species Dodonaea madagascariensis, Harungana madagascariensis, Canarium madagascariense and Dypsis decipiens.

It was a huge challenge for us to find regional tree seeds. The nearest indigenous forests worth mentioning are 80 km away and are primarily managed by the nature conservation organisations Madagascar National Parks, Missouri Botanical Garden and Graine de vie. As is usual in Madagascar, these organisations are not interested in collaboration, which does not make our work any easier, to to put it mildly. We have remained determined and are alternatively working with a company that collects seeds of regional tree species throughout Madagascar for us. This costs us around MGA 70'000 or CHF 17.50 per kilo of seeds, which we consider to be a fair purchase price. In comparison, one kilo of tree seeds can produce up to ten thousand new trees. Of course, there are also species where significantly fewer will grow.

In addition to the four tree species planted, we ordered 154 kg of seeds from 50 other species as at 31 December 2023, which arrived at the beginning of the new year. This alone enabled us to achieve a greater diversity of native tree species than SNGF, Madagascar's national seed bank for tree seeds, officially sells.

The new tree nursery created three full-time jobs on site during the year under review. And that is just the beginning.

3. Outcomes and Impact

Tantely performed very well in 2023. Nevertheless, the impact achieved is still very modest. The previous year's goal of starting to sell honey in 2023 could not be achieved for the reasons already mentioned. On the other hand, we have succeeded, for example, in producing beehives independently, multiplying colonies ourselves and at least partially overcoming the infection of varroa mites. This wealth of experience is incredibly valuable and will make a significant contribution to Tantely realising its full potential in the years to come.

4. Planning and Outlook

4.1 Goals

With the exception of the first honey sale, all targets for 2023 were achieved. The reason for this is the significantly slower increase in the number of beehives, at least in the short term. Unfortunately, as things stand today, it is unrealistic to raise a total of 100 hives by December 2025 and achieve the associated honey yield and sales targets. We ask for your understanding. We remain committed to our most important beekeeping goal of self-sustaining honey production from 2025 and are convinced that we will achieve this in good time.

Area	Goal	Date
Short-term goals (2024)		
Apiculture	Defining sales channels	30.09.2024
Apiculture	First honey sale	30.09.2024
Apiculture	20 healthy bee colonies	31.12.2024
Apiculture	Autonomy for beeswax	31.12.2024
Flower fields	The entire area of the flower fields is utilised to its full extent	31.12.2024
Composting	Autonomy for compost	29.02.2024
Tree nursery	Multiplying 176'000 trees	31.12.2024
Tree nursery	Planting 3 kg of tree seeds of each available species	31.12.2024
Tree nursery	Cultivating 35 species	31.12.2024
Tree nursery	Identification of whether the planted seeds originate from the region	31.12.2024
Mid-term goals (2025 - 2027)		
Apiculture	Self-sustaining honey production	31.12.2025
Apiculture	Producing forest honey	30.09.2026
Apiculture	Selling forest honey	31.12.2027
Tree nursery	Multiplying 320'000 trees	31.12.2025
Tree nursery	Cultivating 60 species	31.12.2025
Waldlandschaft	Planting 180'000 trees	31.12.2025
Long-term goals (2029 - 2034)		
Forest landscape	Total number of 1'450'000 trees planted	31.12.2029
Strategy	97 % of the donations go to Madagascar	31.12.2034

4.2 Risk Assessment

Risk	Consequences	Measures	Probability	Influence	Relevance
No native forest in the region	• Difficult to understand what nature was once like in Fihaonana • No pictures of the tree seeds available • Identification of whether tree species originate from the region is only possible after the formation of leaves	• Visit to the nearest national parks • Extensive own research • Comparison of various sources with data from IUCN and Kew	5	5	10
Sick bee colonies	• Bee mortality • Loss of bee colonies and honey • Financial problems	• Multiplication of own bee colonies • Regular checks • Quick reaction • Damage limitation	4	5	9
Too little honey yield	• Unprofitability • Self-sustainability by 2025 will not or only partially be achieved	• Increasing the efficiency of the flower fields • Multiplication of many bee colonies • Higher sales price	4	5	9
Product shortage	• Necessary beekeeping products are not available in Madagascar • Slower honey production • Negative consequences for bee colonies • Organic beekeeping cannot be realised as expected	• Purchase of products in Europe • Alternative products	4	5	9
Lack of supply of tree seeds	• Additional expenditure • Additional costs • Unstable offer	• Check the offer carefully • Buy in large quantities • Good connection to suppliers	3	4	7
Lack of cooperation with nature conservation organisations	• More complex project implementation • Lack of expertise	• Project is carried out single-handedly	5	2	7
Fire	• Loss of bee colonies, honey and infrastructure • Financial problems	• Good water infrastructure • Guards	1	5	6
Lack of sales revenue	• Financial problems • Targets cannot be achieved as planned	• Recognise sales opportunities in good time • Promote returning customers • Good advertising	2	4	6

Risk	Consequences	Measures	Probability	Influence	Relevance
Land register entry full of hurdles	• Additional effort • Time and patience required	• Delegation to people who have experience in this area	5	1	6
Use of pesticides, insecticides or chemical fertilisers in the surrounding area	• Sick bee colonies • No organic honey • Poorer honey quality • Lower honey revenue	• Offer a wide range of food on your own property • Purchase of neighbouring land to expand the flower fields	2	3	5
Lack of improvement in the quality of life of employees	• Low project impact • Demotivated project leaders	• Active and binding support for a self-determined life • Semi-annual evaluation of personal progress in life	1	4	5
Lack of beekeeping expertise	• Wrong decisions • Bee colony health at risk	• Training courses • Access to books and information • Own experiences	2	3	5
Difficulty in finding motivated and reliable employees	• Low project impact • Recruitment of unsuitable employees	• Permanent position only after 1.5 years • Own network	1	4	5
Loss of key personnel	• Knowledge and experience are lost	• Good working conditions • Exchange of knowledge	1	3	4
Poor honey quality	• Honey does not fulfil health requirements • Lower honey revenues	• Organic honey production • Professional honey extraction • Laboratory testing	1	3	4
Theft of honey, bees or equipment	• Loss of bee colonies and honey • Financial problems	• Security guards • Alarm system and security cameras • Sheepdogs	1	2	3
Drought	• Plant health at risk • Reduced food supply for bees • Less honey • Financial problems	• Good water infrastructure • Sustainable use of rainwater and groundwater	1	1	2

5. Balance Sheet and Income Statement

5.1 Balance Sheet as at 31st of December

In Swiss francs and rounded to whole percentages	2023	%	2022	%
Assets				
Current assets				
Cash and cash equivalents				
PostFinance, Account Donations	15.00		12'121.64	
PostFinance, Account Project Fianarana	23'010.18		44'123.14	
PostFinance, Account Project Tantely	10'158.45		0.00	
PostFinance, Account Fundraising	1'921.13		2'595.21	
PostFinance, Account Administration	2'832.65		700.63	
	37'937.41	98 %	59'540.62	98 %
Total current assets	**37'937.41**	**98 %**	**59'540.62**	**98 %**
Non-current assets				
Tangible assets				
Property, plant and equipment				
IT equipment	719.55		1'439.10	
	719.55	2 %	1'439.10	2 %
Total non-current assets	**719.55**	**2 %**	**1'439.10**	**2 %**
Total Assets	**38'656.96**	**100 %**	**60'979.72**	**100 %**
Liabilities				
Short-term liabilities				
Other short-term liabilities				
Towards third parties				
Provisions for donations received	0.00		50'000.00	
Current account AHV, IV, EO, ALV	0.00		446.55	
	0.00	0 %	50'446.55	83 %
Deferred income and accrued expenses				
Deferred income and accrued expenses	0.00		1'004.67	
	0.00	0 %	1'004.67	2 %
Total short-term liabilities	**0.00**	**0 %**	**51'451.22**	**84 %**
Association assets				
Association assets - beginning of the year				
Association capital	9'528.50		3'314.02	
	9'528.50	25 %	3'314.02	5 %
Profit for the year				
Annual result	29'128.46		6'214.48	
	29'128.46	75 %	6'214.48	10 %
Total association assets	**38'656.96**	**100 %**	**9'528.50**	**16 %**
Total Liabilities	**38'656.96**	**100 %**	**60'979.72**	**100 %**

5.2 Income Statement for the Financial Year Ended 31st of December

In Swiss francs and rounded to whole percentages	2023	%	2022	%
Operating income				
Institutional donations	158'540.00		201'400.00	
Private donations	1'146.50		1'520.70	
Total operating income	**159'686.50**	**100 %**	**202'920.70**	**100 %**
Direct expenditure				
Project expenditure				
Project Fianarana	-98'497.01		-58'423.52	
Project Tantely	0.00		-46'424.45	
Project Prospects for Young People in Need	0.00		-41'492.50	
	-98'497.01	**-62 %**	**-146'340.47**	**-72 %**
Fundraising expenditure				
Fundraising expenditure	-4'467.40		-1'499.52	
	-4'467.40	**-3 %**	**-1'499.52**	**-1 %**
Total direct expenditure	**-102'964.41**	**-65 %**	**-147'839.99**	**-73 %**
Contribution margin I	**56'722.09**	**35 %**	**55'080.71**	**27 %**
Personnel expenses				
Salaries	-20'020.60		-33’151.00	
AHV, IV, EO, ALV	-1'009.35		-1’685.45	
Accident insurance	-102.90		-158.90	
Education and training	-622.61		-3’693.30	
Fees	0.00		-5'721.08	
Total personnel expenses	**-21'755.46**	**-14 %**	**-44’409.73**	**-22 %**
Contribution margin II	**34'966.63**	**21 %**	**10’670.98**	**5 %**
Other operating expenditure				
Administrative expenditure	-2'032.54		-3'331.70	
IT expenditure	-2'730.16		-22.50	
Total other operating expenditure	**-4'762.70**	**-3 %**	**-3’354.20**	**-2 %**
Earnings before interest, taxes, depreciation and amortisation (EBITDA)	**30'203.93**	**18 %**	**7'316.78**	**4 %**
Depreciations on tangible assets				
Depreciations	-719.55		-719.55	
Total depreciations on tangible assets	**-719.55**	**0 %**	**-719.55**	**0 %**
Earnings before interest and taxes (EBIT)	**29'484.38**	**18 %**	**6’597.23**	**3 %**
Financial expenditure				
Bank fees	-364.00		-399.94	
Total financial expenditure	**-364.00**	**0 %**	**-399.94**	**0 %**
Financial income				
Interest income	8.08		17.19	
Total financial income	**8.08**	**0 %**	**17.19**	**0 %**
Profit for the year (EAT)	**29'128.46**	**18 %**	**6’214.48**	**3 %**

5.3 Note on the Accounting

From a Swiss accounting perspective, Tantely's expenses in the reporting year amounted to CHF 0, as CHF 28'416.15 or MGA 117'819'249 of project funds were transferred to Madagascar on 30 August 2022 and there was a remaining balance of MGA 16'047'851 as at 31 December 2023. Further transfers from CHANGING in Switzerland to the account details of CHANGING in Madagascar will only be made after this credit balance has been utilised. For a better breakdown, we also opened a separate bank account for the Tantely project on 7 July 2023, which was logically balanced at CHF 0 in 2022.

LUFIDAREVISION

Report of the statutory auditor on the limited statutory examination

to the general assembly of
CHANGING, Kriens

As statutory auditor, we have examined the financial statements (balance sheet and income statement) of CHANGING for the financial year ended December 31, 2023.

These financial statements are the responsibility of the Committee. Our responsibility is to perform a limited statutory examination on these financial statements. We confirm that we meet the licensing and independence requirements as stipulated by Swiss law.

We conducted our examination in accordance with the Swiss Standard on the Limited Statutory Examination. This standard requires that we plan and perform a limited statutory examination to identify material misstatements in the financial statements. A limited statutory examination consists primarily of inquiries of company personnel and analytical procedures as well as detailed tests of company documents as considered necessary in the circumstances. However, the testing of operational processes and the internal control system, as well as inquiries and further testing procedures to detect fraud or other legal violations, are not within the scope of this examination.

Based on our limited statutory examination, nothing has come to our attention that causes us to believe that the financial statements do not comply with Swiss law and the articles of association.

Lucerne, January 9, 2024

Lufida Revisions AG

Roland Schnyder
lic.rer.pol.
Licensed audit expert
(Auditor in charge)

Lucio Quaresima
Swiss certified public accountant
Licensed audit expert

Enclosures:
• Financial Statements (Balance Sheet and Income Statement)