

## WACC GLOBAL CONSOLIDATED 2026-2029 BUDGET (CAD)

Budget Lines	2025 Actual	%	2024 Actual	%	2025 Budget	%	YOY favourable/ (unfavourable)	Act vs Bud favourable/ (unfavourable)	2026 Budget	%	2027 Budget	%	2028 Budget	%	2029 Budget	%	Commentary
<b>1 Programme &amp; Projects Funding</b>	<b>\$1,592,309</b>	<b>100%</b>	<b>\$1,816,705</b>	<b>100%</b>	<b>\$2,435,797</b>	<b>100%</b>	<b>(\$224,396)</b>	<b>(\$843,488)</b>	<b>\$1,748,392</b>	<b>100%</b>	<b>\$1,846,233</b>	<b>100%</b>	<b>\$2,160,964</b>	<b>100%</b>	<b>\$1,724,726</b>	<b>100%</b>	<b>65% of revenues came from BfdW in 2025</b>
<b>2 Grants &amp; Contributions</b>	<b>\$1,480,872</b>	<b>93%</b>	<b>\$1,794,300</b>	<b>99%</b>	<b>\$2,245,363</b>	<b>92%</b>	<b>(\$313,428)</b>	<b>(\$764,491)</b>	<b>\$1,651,762</b>	<b>94%</b>	<b>\$1,696,191</b>	<b>92%</b>	<b>\$1,957,219</b>	<b>91%</b>	<b>\$1,416,957</b>	<b>82%</b>	<b>Varies with when received from or specified by donor</b>
3 Bread for the World (CAP)	346,619	22%	640,379	35%	340,732	14%	(\$293,760)	\$5,887	\$472,600	27%	\$358,284	19%	\$636,508	29%	146,619	9%	Funds 70-75% of CAP Project costs
4 Small Project Partners (CAP)	86,916	5%	169,538	9%	113,577	5%	(\$82,622)	(\$26,661)	\$85,256	5%	\$216,504	12%	\$169,538	8%	86,916	5%	Funds 25-30% of CAP Project costs
5 Bread for the World (Core)	679,282	43%	676,366	37%	680,354	28%	\$2,916	(\$1,072)	\$679,282	39%	\$679,282	37%	\$679,282	31%	679,282	39%	Should not exceed 30% of total budget
6 OPM (Waldensian Church)	-	0%	29,402	2%	35,700	1%	(\$29,402)	(\$35,700)	\$18,900	1%	\$19,467	1%	\$20,051	1%	20,653	1%	Funded via WACC UK (direct costs only)
7 GMMP Funding	43,157	3%	-	0%	945,000	39%	\$43,157	(\$901,843)	\$20,000	1%	\$20,000	1%	\$20,000	1%	20,000	1%	Reduced donor interest in recent years
8 PWRDF Grant	112,306	7%	102,306	6%	100,000	4%	\$10,000	\$12,306	\$117,921	7%	\$123,817	7%	\$130,008	6%	136,509	8%	Funds direct cost and 5-10% goes to overhead
9 UNDF Grant	-	0%	-	0%	-	0%	\$0	\$0	\$0	0%	\$0	0%	\$0	0%	-	0%	Being pursued
10 ELCA Grant	184,334	12%	176,309	10%	15,000	1%	\$8,024	\$169,334	\$190,000	11%	\$209,000	11%	\$229,900	11%	252,890	15%	Funds direct cost and 5-10% goes to overhead
11 EMW Grant	22,873	1%	-	0%	5,000	0%	\$22,873	\$17,873	\$28,350	2%	\$29,201	2%	\$30,077	1%	30,979	2%	Funds direct cost and 5-10% goes to overhead
12 WCC Grant	-	0%	-	0%	10,000	0%	\$0	(\$10,000)	\$34,020	2%	\$35,041	2%	\$36,092	2%	37,175	2%	Funds direct cost and 5-10% goes to overhead
13 UCC Grant	-	0%	-	0%	-	0%	\$0	\$0	\$0	0%	\$0	0%	\$0	0%	-	0%	Funding discontinued
14 Canadian Government Grant	5,386	0%	-	0%	-	0%	\$5,386	\$5,386	\$5,432	0%	\$5,595	0%	\$5,763	0%	5,936	0%	Funds 95% of summer student's wages when granted
<b>15 Self-Generated Income</b>	<b>111,437</b>	<b>7%</b>	<b>\$22,405</b>	<b>1%</b>	<b>\$190,434</b>	<b>8%</b>	<b>\$89,031</b>	<b>(\$78,998)</b>	<b>\$96,630</b>	<b>6%</b>	<b>\$150,042</b>	<b>8%</b>	<b>\$203,745</b>	<b>9%</b>	<b>307,768</b>	<b>18%</b>	<b>Need a new core revenue source of about 950K</b>
16 Service Fee & Rental Income	11,026	1%	15,606	1%	11,799	0%	(\$4,580)	(\$773)	\$9,312	1%	\$9,591	1%	\$9,879	0%	10,175	1%	ACT fees reduced (less staff & working from home)
17 Membership Income (Regions)	4,391	0%	3,875	0%	3,000	0%	\$515	\$1,391	\$5,670	0%	\$6,237	0%	\$6,861	0%	7,547	0%	100% payable to regions as Governance expense
18 Media Subscription Fees	51	0%	99	0%	100	0%	(\$49)	(\$49)	\$100	0%	\$100	0%	\$100	0%	100	0%	Provided as a member benefit primarily
19 Project Overhead Funding	34,054	2%	27,902	2%	175,535	7%	\$6,152	(\$141,481)	\$81,548	5%	\$134,113	7%	\$186,906	9%	289,946	17%	Fundraising target to supplement core budget
21 Realized Gains & Losses	61,916	4%	25,077	-1%	-	0%	\$86,993	\$61,916	\$0	0%	\$0	0%	\$0	0%	-	0%	Mostly foreign exchange gains/(losses)
<b>22 Programme &amp; Projects Costs</b>	<b>\$1,890,515</b>	<b>119%</b>	<b>\$2,186,469</b>	<b>120%</b>	<b>\$2,671,336</b>	<b>110%</b>	<b>\$295,954</b>	<b>\$780,821</b>	<b>\$2,115,967</b>	<b>121%</b>	<b>\$2,265,399</b>	<b>123%</b>	<b>\$2,444,012</b>	<b>113%</b>	<b>\$1,939,213</b>	<b>112%</b>	<b>Only spent if funded, except for staffing cost</b>
<b>23 Direct Project Costs</b>	<b>\$1,423,880</b>	<b>89%</b>	<b>\$1,728,535</b>	<b>95%</b>	<b>\$2,199,166</b>	<b>90%</b>	<b>\$304,655</b>	<b>\$775,286</b>	<b>\$1,594,453</b>	<b>91%</b>	<b>\$1,657,542</b>	<b>90%</b>	<b>\$1,937,789</b>	<b>90%</b>	<b>\$1,417,323</b>	<b>82%</b>	<b>No longer matches revenue due to accounting policy</b>
24 DIP/CAP	498,464	31%	857,474	47%	454,309	19%	\$359,010	(\$44,155)	\$557,856	32%	\$574,788	31%	\$806,046	37%	233,535	14%	Normally 100% of funding received
25 GMMP	79,555	5%	-	0%	945,000	39%	(\$79,555)	\$865,445	\$20,000	1%	\$20,000	1%	\$20,000	1%	20,000	1%	Reduced donor interest in recent years
26 PWRDF	111,764	7%	100,697	6%	100,000	4%	(\$11,067)	(\$11,764)	\$117,921	7%	\$123,817	7%	\$130,008	6%	136,509	8%	Normally 100% of funding received plus 10% OH
27 ELCA	198,660	12%	161,983	9%	15,000	1%	(\$36,677)	(\$183,660)	\$190,000	11%	\$209,000	11%	\$229,900	11%	252,890	15%	Normally 100% of funding received plus 10% OH
28 OPM	-	0%	29,402	2%	35,700	1%	\$29,402	\$35,700	\$18,900	1%	\$19,467	1%	\$20,051	1%	20,653	1%	Normally 100% of funding received
29 UNDF Grant	-	0%	-	0%	-	0%	\$0	\$0	\$0	0%	\$0	0%	\$0	0%	-	0%	Normally 100% of funding received plus 10% OH
30 EMW	-	0%	27,828	2%	15,000	1%	\$27,828	\$15,000	\$28,350	2%	\$29,201	2%	\$30,077	1%	30,979	2%	Normally 100% of funding received plus 10% OH
30 WCC	-	0%	-	0%	-	0%	\$0	\$0	\$34,020	2%	\$35,041	2%	\$36,092	2%	37,175	2%	Normally 100% of funding received plus 10% OH
31 Staffing	535,436	34%	551,149	30%	634,157	26%	\$15,713	\$98,721	\$627,406	36%	\$646,228	35%	\$665,615	31%	685,583	40%	Allocation based on staff time estimate
<b>32 Operating Programme Costs</b>	<b>\$466,635</b>	<b>29%</b>	<b>\$457,934</b>	<b>25%</b>	<b>\$472,170</b>	<b>19%</b>	<b>(\$8,701)</b>	<b>\$5,535</b>	<b>\$521,513</b>	<b>30%</b>	<b>\$607,857</b>	<b>33%</b>	<b>\$506,224</b>	<b>23%</b>	<b>\$521,891</b>	<b>30%</b>	<b>Overhead costs funded mostly by BfdW core grant</b>
33 Admin & Office Expenses)	5,050	0%	5,321	0%	5,665	0%	\$270	\$615	\$5,521	0%	\$5,686	0%	\$5,857	0%	6,033	0%	
34 Public Outreach (Marketing)	16,291	1%	13,948	1%	14,523	1%	(\$2,344)	(\$1,768)	\$54,400	3%	\$9,532	1%	\$9,818	0%	10,112	1%	Rebranding planned to increase core funding
35 Amortization	793	0%	827	0%	1,400	0%	\$34	\$607	\$1,407	0%	\$1,449	0%	\$1,493	0%	1,537	0%	Does not require actual cash (needed for reserves)
36 Dues & Subscription	10,733	1%	9,392	1%	10,794	0%	(\$1,341)	\$61	\$11,154	1%	\$11,489	1%	\$11,833	1%	12,188	1%	Supporting public outreach and marketing
37 Insurance	17,074	1%	15,846	1%	16,550	1%	(\$1,228)	(\$524)	\$18,183	1%	\$18,728	1%	\$19,290	1%	19,869	1%	General inflation increases
38 Interest & bank charges	1,581	0%	1,249	0%	1,650	0%	(\$332)	\$69	\$1,911	0%	\$1,968	0%	\$2,027	0%	2,088	0%	Mostly charged to projects
39 Janitorial Maintenance	-	0%	-	0%	-	0%	\$0	\$0	\$0	0%	\$0	0%	\$0	0%	-	0%	Included in rent under new agreement
40 Audit, Legal & Professional fees	66,813	4%	55,984	3%	56,345	2%	(\$10,829)	(\$10,468)	\$65,849	4%	\$67,824	4%	\$69,859	3%	71,955	4%	Three sets of audits (Canada, UK, Combined)
41 Rent and utilities	26,617	2%	25,319	1%	25,350	1%	(\$1,298)	(\$1,267)	\$26,799	2%	\$27,603	1%	\$28,431	1%	29,284	2%	Could reduce in future with virtual office
42 Wages & Contract Services	303,016	19%	311,908	17%	321,563	13%	\$8,893	\$18,548	\$313,703	18%	\$323,114	18%	\$332,808	15%	342,792	20%	Combine with line 30 for total staffing cost
43 Telephone and internet	21	0%	-	0%	1,000	0%	(\$21)	\$979	\$2,124	0%	\$2,187	0%	\$2,253	0%	2,321	0%	Included in rent under new agreement
44 Travel and accommodation	14,255	1%	12,397	1%	12,830	1%	(\$1,858)	(\$1,425)	\$14,794	1%	\$15,237	1%	\$15,694	1%	16,165	1%	Supporting public outreach and marketing
45 Governance Expenses	4,391	0%	5,744	0%	4,500	0%	\$1,353	\$109	\$5,670	0%	\$123,039	7%	\$6,861	0%	7,547	0%	Fiscal 2027 includes face-to-face board meeting
<b>46 Surplus/(Deficit)</b>	<b>(\$298,206)</b>	<b>-19%</b>	<b>(\$369,764)</b>	<b>-20%</b>	<b>(\$235,539)</b>	<b>-10%</b>	<b>\$71,558</b>	<b>(\$62,667)</b>	<b>(\$367,575)</b>	<b>-21%</b>	<b>(\$419,167)</b>	<b>-23%</b>	<b>(\$283,048)</b>	<b>-13%</b>	<b>(\$214,488)</b>	<b>-12%</b>	<b>Deficit reflects core funding need</b>
47 WACC CA Reserves Drawdown	235,539	15%	225,000	12%	235,539	10%	(\$10,539)	(\$0)	\$367,575	21%	\$419,167	23%	\$283,048	13%	214,488	12%	Exceed \$200K per year cap to fund core fundraising
48 WACC UK Reserves Drawdown	-	0%	-	0%	-	0%	\$0	\$0	\$0	0%	\$0	0%	\$0	0%	-	0%	No reserve funds in the UK
49 Revised Surplus/(Deficit)	(\$62,667)	-4%	(\$144,764)	-8%	(\$0)	0%	\$82,097	(\$62,667)	(\$0)	0%	(\$0)	0%	(\$0)	0%	(\$0)	0%	Must show zero on budget document for BfdW
<b>50 Aqueduct (Actual/Est) Value</b>	<b>\$3,512,380</b>	<b>221%</b>	<b>\$3,432,974</b>	<b>189%</b>	<b>\$3,154,528</b>	<b>130%</b>	<b>\$79,406</b>	<b>\$357,852</b>	<b>\$3,144,805</b>	<b>180%</b>	<b>\$2,725,639</b>	<b>148%</b>	<b>\$2,442,590</b>	<b>113%</b>	<b>\$2,228,103</b>	<b>129%</b>	<b>Record gains in 2025 funds 2026 &amp; 2027 investment</b>