

ANNUAL REPORT 2019



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Photo: GMB Akash / Save the Children

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Foreword

A hundred years ago, Eglantyne Jebb, a young British woman stood up for children's rights. She dared to challenge the British Government because she believed that it was criminal to let children starve because of the imposition of sanctions. She believed that wars, started and fought by adults, are basically always waged against children. They suffer most, whilst being innocent.

In 2019 we celebrated our 100th anniversary. Yet once again we had to conclude that wars against children are still raging on. There are numerous examples of conflicts where children pay the price for the lack of respect of combatting parties for international humanitarian law and children's rights. Therefore, in May 2019 we launched the Global Stop the War on Children campaign at the Peace Palace in The Hague. To call for action against the status quo: to prevent armed violence against children, to aid those who fell victim to it and to prosecute those who broke the rules of warfare and committed crimes against children.

In the course of the year, Save the Children again expanded its global programme portfolio and is now the largest INGO by financial turnover in its sector. This implies that we bear ample responsibility, for instance, to have the right safeguards in place to prevent fraud. But most importantly, that the children under our care are safe and secure. We implement our Child Safeguarding Measures worldwide and we rigorously investigate any report of (alleged) misconduct. That leads to a higher number of investigations in terms of incidents ranging from bullying, accidents, verbal abuse to sexual abuse. Save the Children Netherlands emphasises safeguarding and has been deeply involved in the development of our national action plan to prevent sexual exploitation and abuse. The international Code of Conduct is the leading framework. We expect our staff to work and behave accordingly and we expect the highest levels of integrity of them and of our partners.

The negative effects of climate change are felt every day whilst delivering programmes to children. We have

developed a dedicated climate policy for our humanitarian operations and are busy developing a global strategy for prevention, adaptation and mitigation. Yet again, Save the Children Netherlands limited air travel, printing and wasting and renewed its Corporate Social Responsibility certificate, as we also managed to do in 2018.

As we believe in close cooperation, we run most of our programmes together with partners. The world is changing rapidly and with it our operational backdrop. Civic space in which NGOs operate is globally diminishing and operational risks are mounting. We prefer to work in consortia and have established a number of them. The More than Brides Alliance (prevention of child marriages), Work: No Child's Business (prevention of child labour) are examples, but also the Dutch Relief Alliance, in which 15 NGOs implement emergency aid programmes collectively in a number of countries. We lead the Dutch Relief Alliance (DRA) in Northern Nigeria and South Sudan, both challenging operational theatres that require skills, capacities and flexibility.

We furthermore believe that impacting children's lives via social partners can have enormous scaling benefits. We are using our position in the sector through covenants with Banks, Pension Funds and Insurance Companies, to lever positive impact for children with the investments made by those partners. We offer Children's Rights and Business Advice to them and engage operationally, where required.

As one of the largest aid providers in the world, Save the Children constantly improves the quality of its work, adhering thereby to the Core Humanitarian Standards. We innovate and are engaged with sector-wide efforts to improve collaboration, effectiveness and efficiency, such as the Grand Bargain – led by our Minister for Foreign Trade and Development Cooperation, Sigrid Kaag. We signed up to this international change programme together with some of the largest donors and humanitarian organisations as we are committed to get more means into the hands of people in need and to improve the effectiveness and efficiency of humanitarian action.



At present, we at Save the Children see that our global humanitarian programming and development programming are percentual more or less equal in size. The global trend is however that climate change leads to conflict and displacement of populations. We prepare ourselves for these future challenges and rely for any success on our donors, partners, our dedicated staff and the public.

We can look back on positive financial results in 2019. Save the Children grew also financially and we were able to spend more than 37 million Euro for children. We largely achieved our income targets. Restricted income from institutional donors increased more than budgeted. Unrestricted income from individual givers grew as well, albeit lower than planned. The number of active donors grew to more than 150.000 but the planned increase in average donations was however not realised. Restoring the balance between restricted and unrestricted income growth and increasing average donations are therefore important financial objectives for 2021. Finally, thanks to the positive results in 2020, our continuity reserves could be increased.

Covid-19, the pandemic challenge that has changed the world dramatically the very moment we are writing up this evaluation of 2019, will impact our work across the board in the years to come. In 2020 we will for instance face restriction on the movement of staff, hence affecting our operational effectiveness. Programmes may have to be paused, slowed down or postponed, while at the same time needs are rising across the globe. Covid-19 will for instance hamper the delivery of health care services to the poor and children will unfortunately suffer most. We will see larger number of children dropping out from school than has been witnessed in decades. The gap between rich and poor will grow and tensions resulting from that will be felt globally. Save the Children has mobilized its organisation systemwide to intensify our global effort to help children to survive, learn and to protect them. We have launched an \$130 million Covid-19 appeal, as the costs of implementation of our programmes will rise. In its turn this puts greater financial pressure on the members and on Save the Children as a global movement. Hence our fundraising will have to innovate at high pace. We will develop new concepts to make up for the lack of opportunity to approach people face to face and in the public domain for the time being. Yet we know how committed our donors and supporters are to help us to deliver the work. Save the Children Netherlands' liquidity, solvency, and free reserves seem sufficiently robust to maintain the financial health of the organisation and to overcome the impact of the Covid-19 outbreak. Together we can make it.

Thank you very much for the support you have given us in 2019. We count on you in 2020.

Pim Kraan

Chief Executive Officer

Wilco de Jonge

Chief Operations Officer





CHAPTER 1

A CENTURY OF CHANGE & OVERVIEW 2019

1919

After seeing the plight of children caught in the aftermath of the First World War, Eglantyne Jebb and Dorothy Buxton founded the Save the Children Fund.

**1940**

We asked supporters to sponsor children living under the shadow of the Second World War. Much like the child friendly spaces we run today, we created playcentres in air-raid shelters in large UK cities.

1954

The war in Korea left thousands of children destitute and alone on the streets. We set up a healthcare clinic, feeding centre and playground in a refugee camp in Pusan. We worked alongside children in Korea for 20 years.

2000s

With the support of our donors, we were able to increase our response in emergencies. Our five-year response to the 2004 Asian tsunami reached one million people.

A CENTURY OF CHANGE FOR CHILDREN

For 100 years, Save the Children has fought to give children a healthy start in life, the chance to learn and protection from harm. Because of dedicated and generous supporters like you, in times of crisis we are among the first to respond and the last to leave, and we have delivered lasting results for millions of children throughout the years.

1920s**1930s****1940s****1950s****1960s****1970s****1980s****1990s****2000s****2010s****1921**

We launched our first major appeal to help feed children caught in the Russian famine - the biggest in history. We delivered over 600 tons of food, set up 1,400 kitchens and fed more than 650,000 people.

1930s

We opened our first African programme, a child welfare centre in Addis Ababa, Abyssinia (now Ethiopia), in the early 1930s. When the country was invaded by the Italian army in 1935, we moved our staff to help refugees in British Somaliland (now part of Somalia).

**1970s**

By the end of the 1970s we were working alongside children in 120 countries across six continents.

1984

Our staff and partners were the first to raise the alarm about the famine that hit Ethiopia. We distributed life-saving food supplies, and by September were feeding 7,000 malnourished children every day.

**2014**

During the worst ever outbreak of the deadly Ebola virus, we reached 4.6 million people, including more than 2 million children, across Sierra Leone, Guinea and Liberia.

1924

The Declaration of the Rights of the Child, originally drafted by Eglantyne Jebb, was adopted by the League of Nations, the forerunner to the United Nations.

1960s

Save the Children was already helping children and their families across 26 countries in Europe, Asia, Africa and the West Indies.

2019 IN REVIEW: OUR WORK FOR CHILDREN

JANUARY

More than 11,000 children were hit by flash flooding and freezing cold in refugee camps in Idlib, Syria -displacing them yet again into miserable conditions. Thanks to our donors thousands of impacted families received much-needed blankets, sleeping mats, plastic sheeting and hygiene kits to help them recover. We continued to help thousands of Syrian children throughout the year.



MARCH

Mozambique, Malawi and Zimbabwe were surprised by two large cyclones in two weeks time: Idai and Kenneth. Save the Children scaled up quickly and provided necessary support to the people in Mozambique who lost their homes, belongings and family and/or friends because of the severe damage. With the help of our private and institutional donors we were able to provide food, water, sanitation, shelter and temporary learning spaces.



MAY

On May 16th, our Symposium 'Stop the War on Children' in the Peace Palace, The Hague, marked the centenary of Save the Children and the launch of our global campaign #StoptheWaronChildren. Our child ambassadors and key international officials were the first to sign our petition to protect the 420 million children who currently grow up in conflict zones. In the Netherlands, more than 40,000 people signed this petition.



FEBRUARY

In February, we spoke out for the 420 million children trapped in conflict zones around the world, living through bombings, shootings, food shortages and a lack of basic services. Our child ambassadors Ahmad and Farzad, who themselves fled from Syria and Afghanistan, handed over our report *Stop the War on Children* to members of the Dutch parliament and urged them to protect children from killing and maiming and to ensure schools are treated as zones of peace.

APRIL

Dozens of children were killed in attacks in Yemen and Syria in April. In Yemen our teams responded to an attack which destroyed a school, killing several students and leaving many badly injured. Our colleagues on the ground were able to treat injured children and help distraught parents find their loved ones.



JUNE

A drought that affected the whole Horn of Africa hit Somalia hard. Major water and food shortages left children and their families struggling to survive. More than 1 million children under 5 were acutely malnourished. We provided food, water, health services, protection and education support to families and communities.



2019 IN REVIEW: OUR WORK FOR CHILDREN

JULY

Thousands of pregnant women escaping a collapsing healthcare system in Venezuela have received urgent treatment at Save the Children's Emergency Health Unit clinic on the Colombian border. We were able to help many women and their newborn babies recover and grow. Together with other Dutch NGOs we provided psychosocial support, TeamUp activities and cash transfers to children and their families.



SEPTEMBER

Save the Children Netherlands received funding for an innovative pilot called Seamless Border Care, tackling mental health issues for children on the move – in close collaboration with MHPSS Collaborative, a global platform for research, innovation, learning and advocacy.

At the United Nations General Assembly in New York, many governments called out to protect children in conflict zones, following their commitments made at the May 16th symposium 'Stop the War on Children'.



NOVEMBER

In November, large parts of Eastern Africa suffered from severe flooding. Save the Children responded in many countries, including Somalia and South Sudan. In the latter, Save the Children led a multi-organisation response for the Dutch Relief Alliance. Together, we helped more than 100,000 people.

AUGUST

Our new ambassador Nadia Moussaid travelled to the refugee camps in Cox's Bazar, Bangladesh, to meet Rohingya children and their families who were forced to flee their homes. Nearly a million Rohingya live in Cox's Bazar, including 500,000 children. More than half of the children and their parents experience stress every day. We provided psychological support and are running 100 learning centers, where young children receive daily education.



OCTOBER

In October, during the spike of humanitarian needs in North East Syria, we were able to continue most of our child protection programming for children and their families in the camps, both inside North East Syria as well as in neighbouring countries like Iraq. We advocated Dutch parliament for the safe return of children in ISIS-affiliated territories to their country of origin, including access to support systems and education.



DECEMBER

Our fight against poverty and exclusion in the Netherlands, led to success. In December, the bill ending the exclusion of children living in poverty from school activities such as Christmas dinners and excursions, passed parliament. We provided information for this bill, and urged politicians to no longer leave out children when their parents cannot afford to pay the voluntary parental contribution for these activities.

CHAPTER 2

IDENTITY & STRATEGY



2.1 IDENTITY

NAME

Save the Children

- is an originally British organisation established in 1919 in Geneva, Switzerland;
- is the founder of the International Convention for the Rights of the Child;
- was registered in the Netherlands in 1981 as Stichting Red de Kinderen;
- has been active in the Netherlands since 1993 under the name Save the Children Nederland.

VISION

Every child deserves a fair chance for a good future. Good health, education and safe shelter are the basic conditions to achieve this. Children are the future generation of leaders, carers, entrepreneurs and consumers, which means that investing in children equals investing in society's future.

MISSION

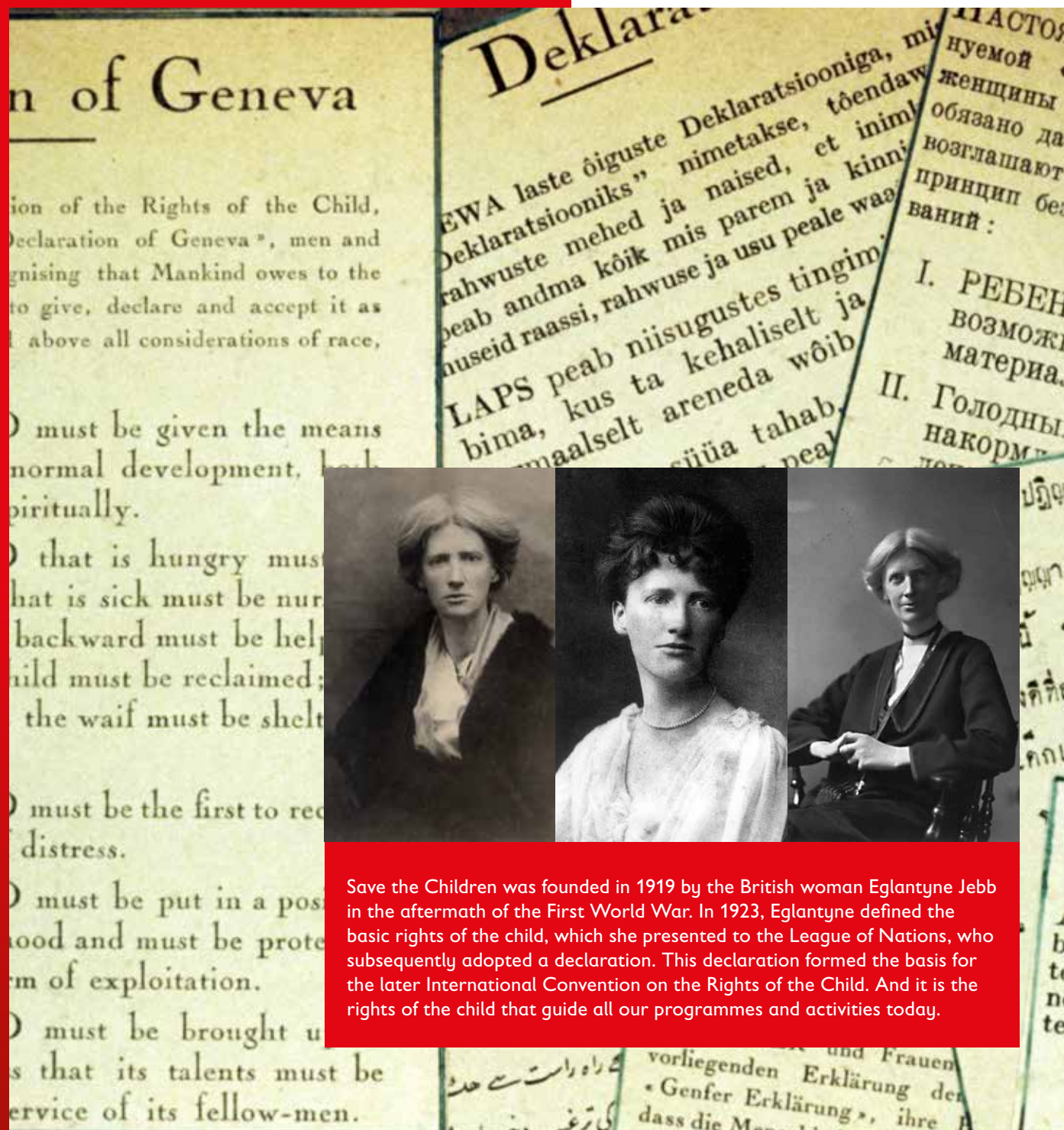
Save the Children defends the rights of children worldwide and comes in action whenever those rights are violated. We do everything we can to improve children's lives, and therefore our society's future. Not just in times of crisis, but every day, unconditionally.

ORGANISATION

We believe in the strength of children: they have the ability to change the world. Conflicts, disasters and poverty can mean that our most vulnerable children need help to find this strength. Save the Children helps these children with humanitarian support and sustainable solutions in healthcare, education and protection.

Wherever children need our help, we are there. Save the Children is active in about 120 countries, primarily through the activities of local relief workers. These people provide the most vulnerable children in the world with medical care, nutritious food and a safe place to live. They give advice and an education for a better future.

We are therefore working towards a future in which no child dies from preventable diseases, and in which every child receives an education and is protected from violence.



Save the Children was founded in 1919 by the British woman Eglantyne Jebb in the aftermath of the First World War. In 1923, Eglantyne defined the basic rights of the child, which she presented to the League of Nations, who subsequently adopted a declaration. This declaration formed the basis for the later International Convention on the Rights of the Child. And it is the rights of the child that guide all our programmes and activities today.

2.2 STRATEGY

- In our global ambition for children 2030, our aim is for children under the age of five to be shielded from preventable causes of death, for every child to enjoy a good basic education, and a world free of violence against children. These are our three global breakthroughs, defined as 'survive, learn and be protected'.
- In the strategy period 2019–2021, we will pursue alignment within the movement and within Save the Children Netherlands. We will focus on quality of implementation, on the geographical presence required to reach the most deprived and marginalised children, and on improving the ways in which we work together for children. We will support the global movement to continue our efforts towards the three breakthrough objectives described above to make a lasting difference for children.
- In 2019, Save the Children Netherlands contributed to these global developments by ensuring that our fundraising, programmes, advocacy and communications work was based on the three global breakthroughs.

- We have reviewed our activities through the lens of children's rights and have applied evidence-based common approaches wherever possible, while also investing in innovation. We embrace opportunities to learn and are accountable to the children that are our final beneficiaries.
- In 2019, we continued to invest time and resources in enhancing the movement's thinking on the nexus: integrating humanitarian, development and peacebuilding support. SCNL is part of the Humanitarian-Development-Peace Nexus Initiative that aims to inform Save the Children's thinking, policy and practice around the nexus. SCNL is also a member of the Management Committee and sponsors the global humanitarian work stream.
- SCNL actively contributed to the implementation of the Grand Bargain commitments in 2019, by advocating the integration of gender, sustainability, localisation and leadership within the humanitarian work stream. We presented the Dutch Relief Alliance as a Grand Bargain good practice and continue the process of

certification by the Core Humanitarian Standards. We worked closely with Dutch Minister of Foreign Trade and Development Cooperation Sigrid Kaag, Eminent Person of the Grand Bargain, and her team to identify and overcome obstacles to success and opportunities.

- In 2019, we invested in building our public engagement competences, and in participation in global mass mobilization campaigns, such as the Stop the War on Children and Pneumonia campaigns. We helped to develop national and regional campaigns that leverage public support to achieve meaningful and lasting change for children. We combined public engagement and advocacy efforts where possible to ensure maximum visibility and support for our work for children.
- The well-being of our staff, as well as the organisational culture and balanced growth in the organisation, remain key areas of investment. To facilitate this, we budgeted realistically and planned our activities for 2019 carefully, scaling down or postponing certain ambitions that might interfere with a balanced growth path.



2.3 GLOBAL BREAKTHROUGH OBJECTIVES AND UNDERLYING THEMES

Save the Children Netherlands remained committed in 2019 to aligning all its activities under the global Save the Children 2030 breakthroughs:

SURVIVE

By 2030, no child will die from preventable causes before their fifth birthday.

LEARN

By 2030, all children will learn from a quality basic education.

BE PROTECTED

By 2030, violence against children will no longer be tolerated.

In order to reach these breakthroughs, Save the Children focusses on 5 key themes:



HEALTH
AND NUTRITION



EDUCATION



CHILD
PROTECTION



CHILD POVERTY



CHILD RIGHTS
GOVERNANCE

WORKING TOGETHER IN SUPPORT OF THE BREAKTHROUGHS

As part of a large-scale international organisation, SCNL will continue to work closely together with colleague Save the Children members, the SCI office in London, our regional, country and advocacy offices, and numerous national (often implementing) partners. In 2019, we enhanced our reputation as a competent and reliable member, working together within the movement to do what was needed most, where it was needed most. SCNL will continue, through its programmatic and advocacy activities, to stimulate the movement to give a voice to children, young people and national civil society partners and to help them stand up for the rights of children. We will hold ourselves accountable to the children who are our ultimate beneficiaries and strive for the best possible quality of our interventions, based on positive feedback, evidence and embracing past lessons as learning opportunities. In striving for sustainability, SCNL will focus its programming on addressing the nexus between humanitarian aid, development aid and peacebuilding. In line with our programmatic focus, we will advocate the implementation of the nexus and the Grand Bargain.

Both within the movement and the Dutch NGO sector, Save the Children is at the forefront of humanitarian innovation, actively contributing to the innovation work stream of the Dutch Relief Alliance. By investing in programmatic innovation, SCNL aims to make our programmes better, quicker and more efficient, increasing the impact on children and their families. In line with the Child Rights Governance, all our advocacy efforts will focus on the voices of children and providing a platform for them to speak out on the challenges they are facing. In collaboration with our advocacy offices, we will influence both UN and EU policies and funding opportunities to prioritise children's rights, enabling country offices to advocate national reforms. These efforts mainly concern the issues of poverty and social exclusion, child labour and migration. We will work together with political parties to ensure that children's rights and children's voices are considered in the creation of the electoral programmes for the Dutch general parliamentary elections in 2021.

In addition to our key programmatic themes in the Netherlands, we have utilised content produced by SCI's Global Creative Content Unit featuring our organisation's global thematic priorities to keep the Dutch public and our existing supporters well-informed of our work and the global challenges faced by children. We will showcase successes that have been made possible by our donors worldwide and in the Netherlands.

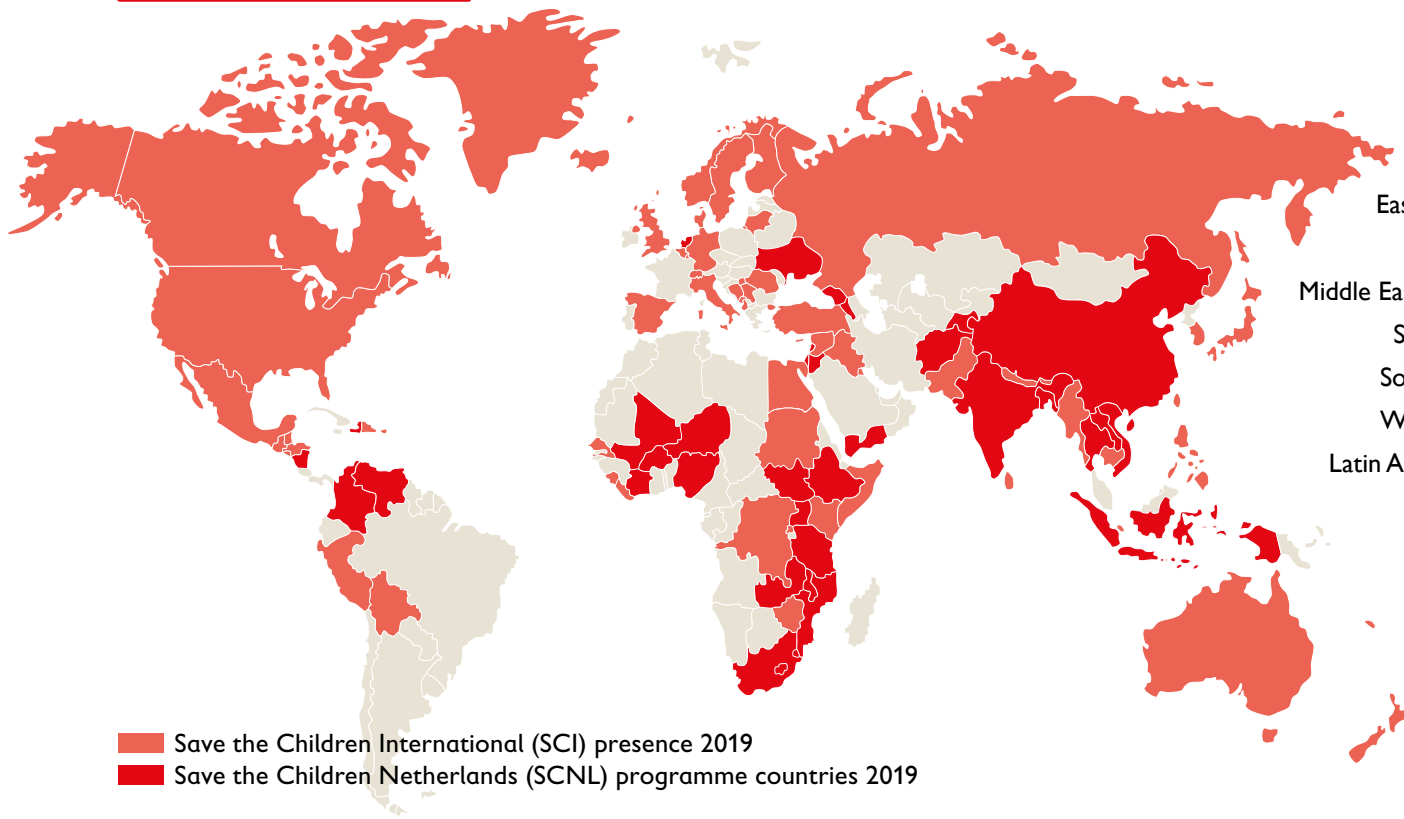


CHAPTER 3

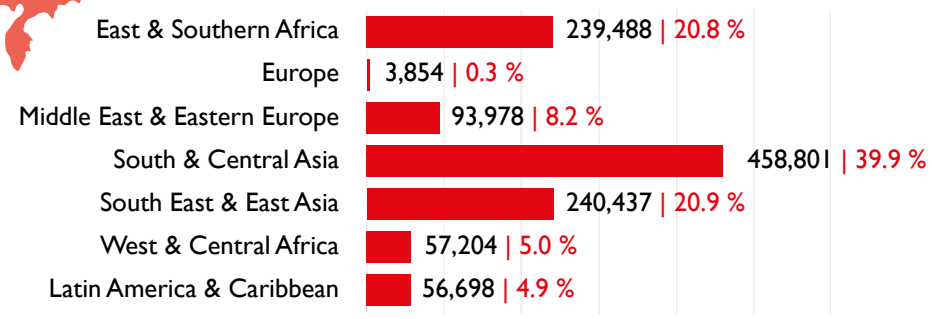
OUR WORK FOR CHILDREN



WHERE WE WORK



PEOPLE REACHED PER REGION

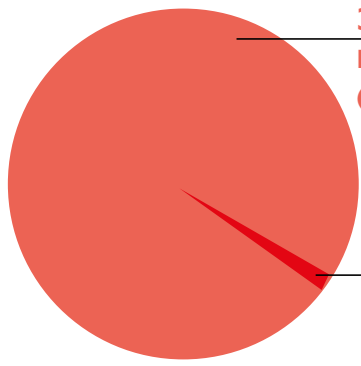


IN 2019 SAVE THE CHILDREN NETHERLANDS REACHED 1.15 MILLION PEOPLE



IN 2019 SCI REACHED

335.7 MILLION PEOPLE, INCLUDING 144.2 MILLION (42.9%) CHILDREN



SCNL REACHED

1.15 MILLION PEOPLE, INCLUDING 702.959 (61.1%) CHILDREN



447,501
Total adults reached 38.9 %



195,053
Men 17.0 %



252,448
Women 21.9 %



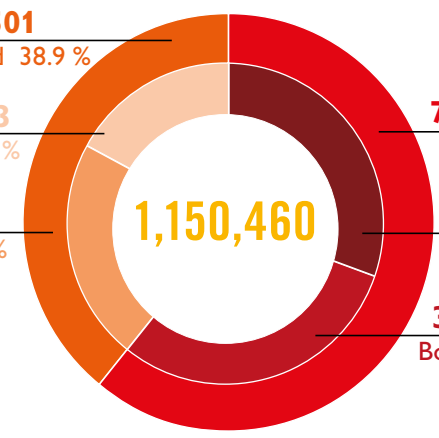
702,959
Total children reached 61.1 %



352,400
Girls 30.6 %



350,559
Boys 30.5 %



3.1 PROGRAMMES

Sustainable solutions are necessary to achieve the following by 2030:

SURVIVE
By 2030, no child will die from preventable causes before their fifth birthday.

LEARN
By 2030, all children will learn from a quality basic education.

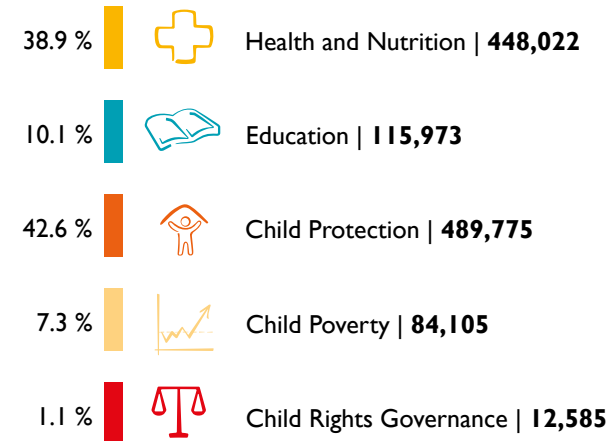
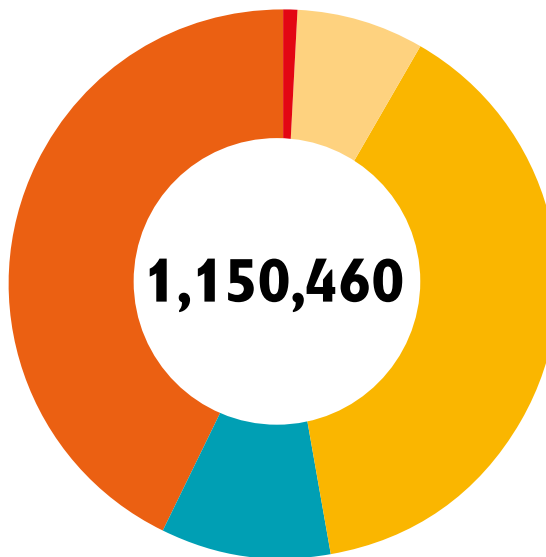
BE PROTECTED
By 2030, violence against children will no longer be tolerated.

All of our activities are designed to contribute to one or all of these breakthroughs. Save the Children establishes these solutions in consultation with children, their families, communities, governments and other stakeholders, and bases them on our 100 years of experience in helping children. We also base them on rigorous research and evaluations of completed programmes that mount into data from around the world, allowing us to create blueprints (Common Approaches) for effective programmes that can be adapted to local contexts and can be deployed anywhere.

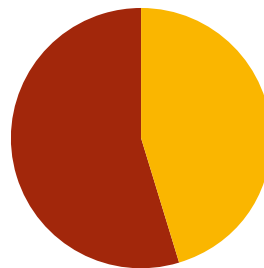
Our breakthroughs for children are consistent with global priorities as articulated in the Sustainable Development Goals (SDGs). Through our programming and advocacy activities, Save the Children Netherlands contributes to SDGs 1 through 10 and 16. Programmes related to these SDGs are further highlighted in the following pages.

Our Common Approaches ensure clarity, efficiency and quality for Save the Children programmes all over the world. Our Dutch organisation contributes specifically to the development of approaches on family planning, sexual and reproductive health and rights, life skills, and nourishing the youngest.

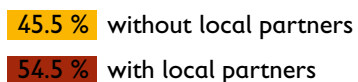
THEME



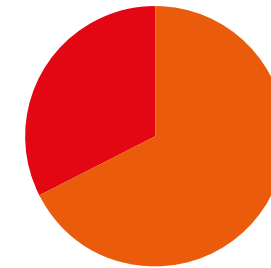
OUR WORK WITH LOCAL PARTNERS



PROJECTS IMPLEMENTED



CONTEXT



3.1.1 OUR APPROACH

In our approach to helping children in need, we rely on solid, proven knowledge of what works best. This means:

Save the Children

- cooperates in **coalitions**;
- partners with **companies**;
- strengthens local **civil society**;
- advances **gender equality**;
- mainstreams **climate change** considerations;
- leads **innovation**;
- and increasingly engages in the **humanitarian-development-peace nexus**.



Photo:

Photo: Jiro Ose / Save the Children

Save the Children strengthens its partnerships, scales up its activities and increases the organisation's cross-thematic work to help accelerate progress towards the Sustainable Development Goals (SDGs).

Humanitarian-development-peace nexus

Our global aid system has historically been organised as if providing humanitarian relief, in which working on development and building peace are serial processes. In this increasingly intricate world, however, they are needed at the same time and require a mode of coordination that is often lacking. The concept of a humanitarian-development-peace nexus reflects this understanding and focuses on the work needed to coherently address people's vulnerability before, during and after crises.



Photo: Andrew Pacutio / Save the Children

Save the Children already practices the nexus approach to varying degrees in countries such as Iraq, Jordan, Yemen, Mali, Nigeria, Ethiopia, Somalia, Colombia, Thailand and Uganda. In northern Uganda, for example, we combine humanitarian and development funding to provide access to primary education for both refugee children and children born into the communities that shelter them and their families. To improve our nexus approach, we set up case studies in several countries in 2019 to gather more evidence on what works best.

Coalitions and alliances

In working with other non-governmental organisations, we share technical expertise, strengthen our voice and boost our impact. That is why Save the Children increasingly operates in alliances.

In 2019, as in previous years, we worked in several long-term coalitions focusing on humanitarian relief, child marriage and issues of child labour. In the Netherlands, we also continued our work with War Child and UNICEF to support refugee children living in reception centres. Our TeamUp programme offers boys and girls aged between 6 and 18 structured sports and play activities that help them deal with difficult feelings and trauma – reducing their chances of developing further psychosocial problems. Funded by the Asylum, Migration and Integration Fund (AMIF), we reached 3,985 children. TeamUp moreover went international last year: we expanded the approach to Uganda, Colombia, the Occupied Palestinian Territories and Sri Lanka. In 2019, the TeamUp team began preparations to establish the Global TeamUp expertise centre, which will coordinate the international roll-out of TeamUp.



Photo: Julite Hrutsova / TeamUp

Corporate partnerships

The corporate sector has a lot to offer when it comes to helping children in need. In 2019, we collaborated with Philips to develop a transformational partnership, leading to the implementation of a Prevention of Pneumonia 'Vishwaas' project in India. Over the years, we have built partnerships with companies such as Tommy Hilfiger, IKEA and private foundations – cooperating for instance in the field of education, healthcare, nutrition and children's rights. Our strategic collaboration creates a wealth of capabilities, resources and influence to significantly drive sustainable impact for the world's most marginalized.



Photo: Save the Children

Following the cyclones Idai and Kenneth in Mozambique in March of last year, WakaWaka enabled Save the Children to help boys and girls keep up their schooling. With power lines cut and electricity lacking, children needed lights to walk home from school in the dark and to do their homework in the evenings. We were able to distribute some 20,000 solar-powered chargers and lights, which made the difference between missing out on education and keeping up.

Civil society strengthening: the Grand Bargain and partnering with southern organisations

The Grand Bargain is a 2016 agreement between some of the largest donors and humanitarian organisations in the world, to enhance cooperation and to provide flexible multi-year financing in a predictable manner and subject to simplified and uniform reporting requirements. An aim is also to get more means into the hands of people in need. This, the parties agree, is needed to improve the effectiveness and efficiency of humanitarian action. As a signatory, Save the Children has long recognized that partnering with local actors and strengthening their capacity are key to achieving our goals: cooperating with and empowering local responders is an important part of our approach.

In 2019, perhaps more explicitly than ever, Save the Children Netherlands focused on strengthening local leadership in its programmes – for example in the north-eastern part of Nigeria. Here, we are leading a humanitarian consortium of five Dutch and five local organisations helping people affected by the ongoing conflict since 2015. In line with Grand Bargain commitments to increase support and funding tools for local and national responders, last year we shared 34% of our financial means with our local partners. We furthermore invested specifically in strengthening their capacity in finance and security matters, negotiating, mainstreaming gender equality and monitoring and evaluation.



Photo: More than Brides Alliance

Within the More Than Brides Alliance, Save the Children Netherlands together with Oxfam Novib, Simavi and Population Council works with local organisations to reduce child marriages in five countries. In India, workshops were conducted to strengthen the capacity of local organisations regarding the positive media portrayal of women and girls, prevailing gender discrimination, child marriage and Sexual and Reproductive Health and Rights issues. Inspiring stories of discussion leaders were highlighted by local and national media. In Mali, we supported our local partners to set up grassroots structures to protect children, especially girls. These include peer educators, protection committees and model fathers who are given the skills to promote children's rights, offer gender-sensitive protection and help mobilize communities to safeguard the rights of the most vulnerable.

Gender equality and inclusion

We envision a world in which all children – boys and girls – can hold hopes and dreams for their future and have equal opportunities to make them come true. A lot of our work is about creating such equal opportunities in settings where gender inequality is deeply rooted. Programmes to improve the nutritional status of adolescent girls and pregnant and lactating women are one example. Programmes to empower girls with the knowledge and skills to make informed decisions on their sexual and reproductive health are another. Save the Children, however, incorporates the issue of gender into all its programming, mainstreaming it into all we do.

Since 2017, Save the Children Netherlands has officially worked according to our global Gender Equality Policy:

- Integrating gender equality objectives into all country strategic plans.
- Ensuring gender-responsive budgeting in all activities.
- Prioritizing gender equality in staff recruitment, promotion and retention.
- Investing in staff training on gender equality at all levels inside and outside our organisation, training the staff of local and coalition partners as well.



Photo: Louis Leeson / Save the Children

Climate change

Our work is heavily affected by the consequences of climate change, as it for instance brings more extreme weather patterns, droughts and floods. But we also strongly believe our way of operating can have a positive effect on preventing future disasters. For this reason, Save the Children set up a global Climate Crisis Task Force in 2019, developing a plan of action to further mainstream environmental sustainability in our programmes and way of working. Our Dutch organisation is an active member, and the only CSR-certified organisation in our sector.



Photo: Marijke van der Velden / Save the Children

Save the Children Netherlands commissioned a desk study in 2019 on the impact of climate change on water and food security in parts of Africa while simultaneously considering population growth predictions. The results, expected in 2020, will help us to anticipate migration flows and plan our most effective response.

In Uganda, Save the Children hosts the Response Innovation Lab. This inter-agency, cross-thematic and multi-sectoral space enables its participants to jointly identify and solve the humanitarian challenges in the country. One way is by creating green jobs for youths, contributing to both economic and climate change resilient communities. Last year, to this end, we enabled a study in and around the country's largest refugee camp, Bidi, to identify the supply and demand of clean energy and environmentally-friendly products. Using the vital information that this study provided, we are now supporting four locally-led pilots in the field of energy and environment.

Innovation

Within our global Save the Children structure, our Dutch organisation has been the focal point for humanitarian innovation since 2019: we support colleagues around the world to innovate in sustainable, effective ways as part of our continuous commitment to improving our work for children. We also chair the innovation working group of the Dutch Relief Alliance (DRA), the consortium of 15 Dutch NGOs implementing emergency aid programmes around the world as a partner of the Netherlands Ministry of Foreign Affairs, which funds the DRA's work.

The DRA innovation working group manages the DRA Innovation Fund of €12 million for a four-year period. With resources from this fund, a call for innovative programme initiatives was facilitated in 2019 on the issue of safety and protection – asking local and international NGOs, knowledge institutes and private sector parties to jointly address existing problems. Save the Children Netherlands has been granted funding to lead the development of a model for providing mental healthcare and psychosocial support to children on the move and crossing borders. It uses innovative communication tools to directly and timely engage with vulnerable families and children along migration routes, to help provide continuous mental and psychosocial support even when people do not stay in once place.

3.1.2 ACHIEVING OUR BREAKTHROUGHS

BREAKTHROUGH # 1: CHILDREN SURVIVE

Each year, 5.3 million children under the age of five die from a preventable disease.

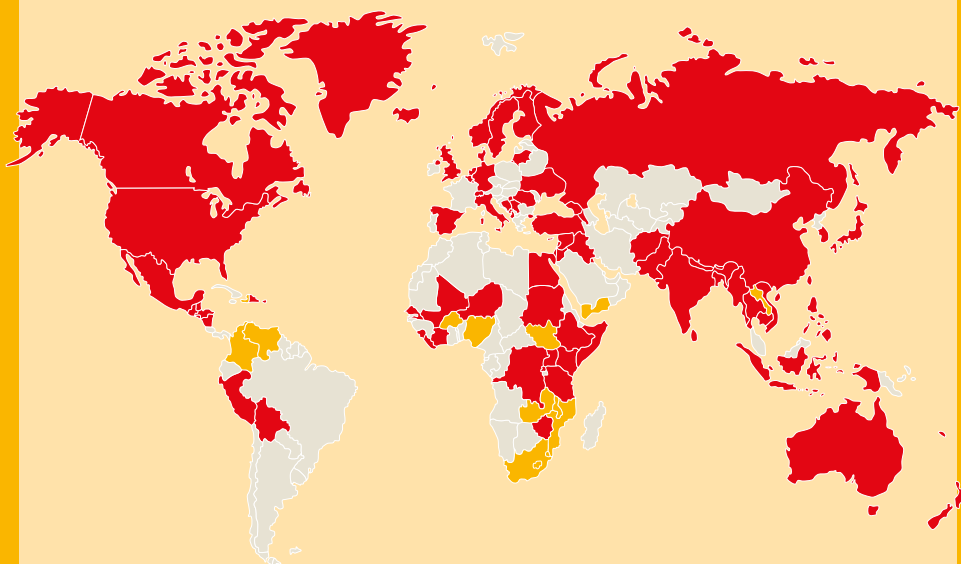
Our aims for helping children survive:

**Health and Nutrition**

- Increase the number of children with access to equitable, quality, affordable life-saving health and nutrition services, including in times of crisis and shock.

**Child poverty**

- Increase the number of families with sufficient income, assets and food security to reduce negative coping strategies at all times.



■ Burkina Faso - Colombia - Eswatini - Haiti - Laos - Lesotho - Malawi - Mozambique - Nigeria - South Africa - South Sudan - Venezuela - Yemen - Zambia



Our SCALING programme in 14 districts in the north of **Laos** is a good example of helping children who grow up in challenging circumstances but outside an acute emergency setting to survive. This EU-funded project aims to improve the nutritional status of adolescent girls, pregnant and lactating women and children under the age of five. It runs from 2017 to 2021 and is implemented together with CARE, ChildFund, Comité de Coopération avec le Laos and several local partners. Strengthening the latter's capacity is an important part of our approach.

ECHO (European Civil Protection and Humanitarian Aid Operations)

Save the Children provides emergency aid not only as a member of the Dutch Relief Alliance, but also implements projects that are funded by the European Commission. One project funded by ECHO is a joint research project with the Royal Tropical Institute (KIT), which will yield results at the end of 2020. To improve support in emergency settings for victims of sexual and gender-based violence, we investigate and assess the present responses to the needs of these (sometimes very young) victims in **Haiti, Nigeria and Yemen**.

HIV and other sexually transmitted diseases have no regard for age: they threaten adults and children alike. Providing sexual and reproductive healthcare and rights is particularly challenging in communities affected by migration, with people moving across borders while being unprotected by their own communities and family. Migrants are often young and many of them are in danger of becoming sex workers. Together with the International Organisation for Migration (IOM) and Witwatersrand School of Public Health, Save the Children Netherlands has set up a holistic project to achieve good quality care in migration settings in **Eswatini** (former Swaziland), **Lesotho, Malawi, Mozambique, South Africa and Zambia**. Our efforts to provide healthcare, prevent the spread of HIV and promote sexual and reproductive rights reached 46,664 people in 2019. We have engaged faith and traditional healers in our response and improved cross-border coordination of our work, enhancing the collaboration of our different project teams.



Photo: Tito Jantun / Save the Children

Dutch Relief Alliance

When disaster strikes or war breaks out, Save the Children saves lives first and then helps children and their families become self-reliant again – often together with our partners within the Dutch Relief Alliance (DRA). Both the strategy and the actual response of the DRA are internationally recognized as a global example of working in line with the Grand Bargain: getting more means into the hands of people in need and strengthening local responders. In 2019, we were the crisis coordinator within the alliance, taking a central role to further improve the quality of our collective work. The consortium responded to the needs of people in 6 acute crises and 11 protracted emergency situations last year. Save the Children Netherlands participated in 7 of these Joint Responses: in **Yemen, South Sudan** (twice), northeast **Nigeria, Burkina Faso, Venezuela/Colombia** and **Mozambique**. We reached 185,772 people, including 106,623 children.

In war-torn **Yemen**, for example, we implemented a water, sanitation and hygiene project, and another project to increase food security – both in Hajjah and Sa'ada governorates, which are heavily affected by the conflict. Affected populations are displaced families and households in communities hosting those who have fled. Part of our intervention was a successful pilot combining food security with livelihood and hygiene activities, training 20 female household heads in manufacturing hand soap and supplying them with materials to start their production. This provides them with a sustainable source of income to care for their children, while helping to meet the soap supply needs of schools and nearby communities, and increasing people's use of soap when washing their hands.

For the fifth consecutive year, Save the Children Netherlands lead the DRA's response in **South Sudan** in 2019. People here continue to live in fear and uncertainty, facing armed conflict,

ethnic tensions, disease and economic hardship. Our humanitarian assistance is implemented by seven international and ten national organisations, offering life-saving food security, livelihood support, protection, water, sanitation and hygiene to the most vulnerable people – women and children among them. Also, 21 children who had been recruited or used by an armed force or armed group were released into the care of Save the Children. While they were sheltered and cared for in an interim centre, we traced their relatives. They were all successfully reunited with their families.

Due to insecurity and intercommunal violence, nearly 800,000 people in **Burkina Faso** have been internally displaced. Save the Children provides cash to families to cover their food needs. We also strengthen official social protection services and together with local communities are setting up child protection committees, safeguarding boys and girls from harm within their communities.

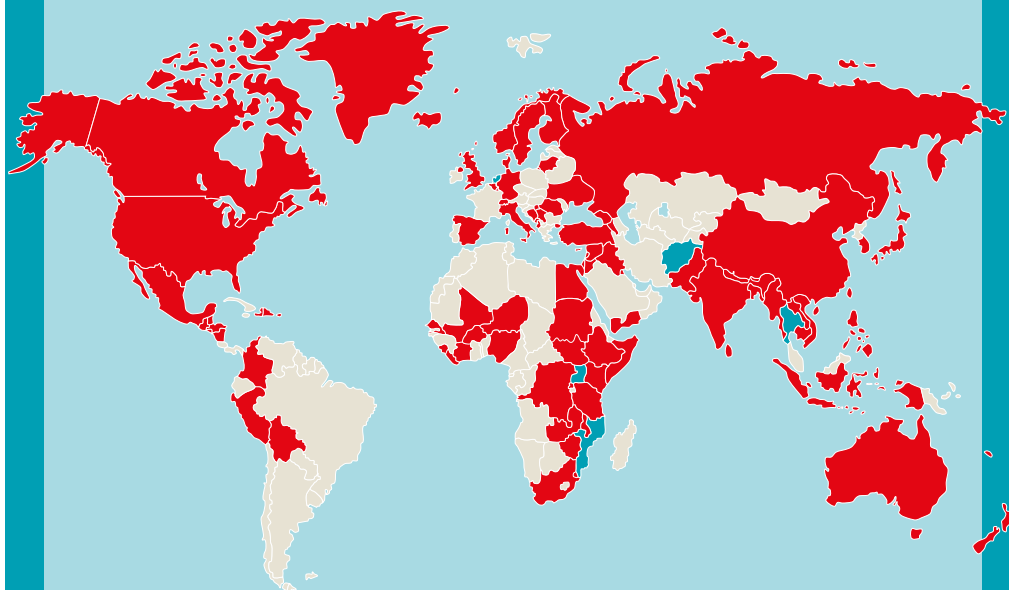
BREAKTHROUGH # 2: CHILDREN LEARN

Some 400 million primary school aged children cannot read or write.

Our aims for helping children survive:

Education

- Increase the number of children who reach their early development potential and demonstrate learning outcomes, including uninterrupted access to education services in times of crisis and shock.



■ Afghanistan - Mozambique - The Netherlands - Thailand - Uganda



Photo: Andrew Pacutho / Save the Children

In **Ugandan** communities that host refugees from DRC (Democratic Republic of the Congo) and South Sudan, we lead a consortium of several NGOs running a programme funded by the European Commission called INCLUDE. This provides refugee children and children from the host communities with opportunities to learn and receive a quality education, despite their harsh and insecure circumstances. In Kandahar province in **Afghanistan**, we implemented a somewhat similar project last year that provides education in an emergency setting to children without access to formal government schools.

As part of the DRA emergency response in **Mozambique** after cyclone Idai hit the country, Save the Children Netherlands last year established a safe learning environment for children. We set up temporary learning spaces, trained teachers on psychosocial support, distributed learning kits and solar lamps, and procured blackboards for schools.



Photo: Egan Hwan/Save the Children

A child's right to learn needs to be ensured in the present while considering the future: refugee children from Myanmar growing up in shelters in **Thailand** along the border, awaiting their safe and voluntary return, receive Save the Children's Basic Education Support. This is geared towards their successful transition and reintegration into education services in Myanmar, once return can take place. To this end, Save the Children also enhances the knowledge and skills of teachers and parents. In **northern Uganda**, we supported the Accelerated Education Programme, which provides children with the opportunity to complete their primary education, while parents received support to enhance their food and income security needs.



Photo: Arie Kievit / Save the Children

In **the Netherlands**, Save the Children has adapted the successful TeamUp approach that originally targeted refugee children living in reception centres: the variant TeamUp at School offers similar, structured sports and play activities to newcomer children in regular Dutch schools. To support their socio-emotional development (helping to improve their school achievements also), we enabled 373 children to participate in our activities on a weekly or fortnightly basis last year. We trained and coached 50 educators to this end.

BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

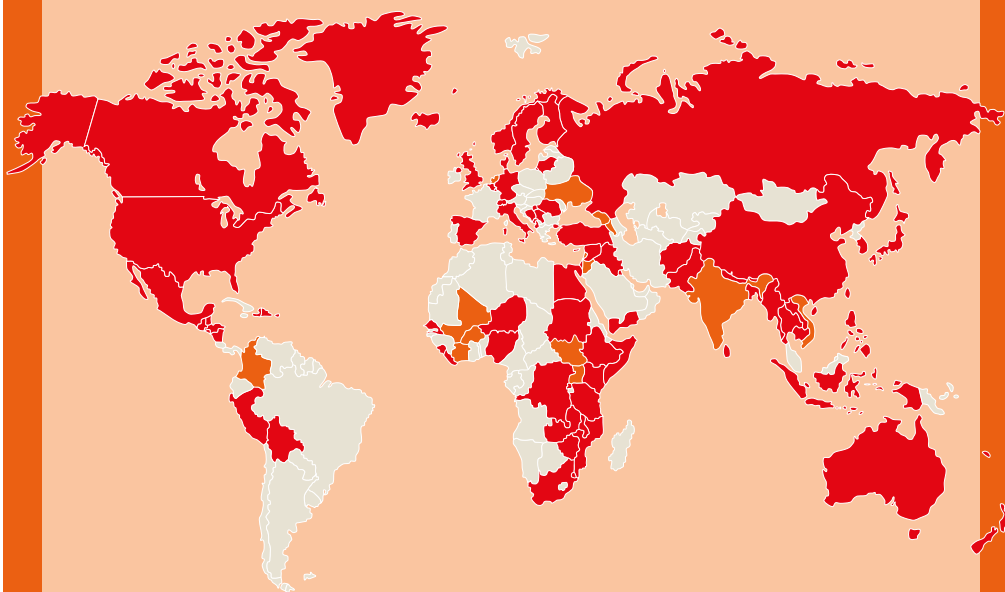
Three quarters of all children in the world are dealing with a form of violence.



Our aim for helping children be protected:

Child protection

- Increase the number of children protected from violence through improved prevention and response interventions.



Armenia - Burkina Faso - Colombia - Cote d'Ivoire - Georgia - India - Jordan - Lebanon - Mali - The Netherlands - South Sudan - Uganda - Ukraine - Vietnam



In 2019, child protection remained one of the key areas of intervention in Save the Children's humanitarian response to acute and protracted crises – for instance in Joint Response programmes in **South Sudan, Nigeria, Colombia and Burkina Faso**. Within the South Sudan Joint Response, among other activities, we supported Children Associated with Armed Forces and Armed Groups after their release. Mental Health and Psychosocial Support (MHPSS), especially in humanitarian settings, continued to be an important part of Save the Children's programming. MHPSS was mainstreamed in Child Protection in Emergency programming such as in **Lebanon**, and increasingly also in Health, Nutrition and Education interventions.

Funded by the Netherlands Ministry of Foreign Affairs and cooperating with Humanity & Inclusion and a local partner, Save the Children Netherlands last year started a highly relevant programme in **Lebanon**. This combines comprehensive child protection and livelihoods interventions for refugees and their host communities, targeting the most vulnerable girls, boys and their families. Specific focus is on those children engaged in the worst forms of child labour and those living with disabilities. Activities include psychosocial support for households, case management, job coaching and skills training. To help sustain the intervention after the three-year project ends, building our local partner's capacity is of great importance and our organisation will gradually transfer responsibility to this partner.

2019 was the second year of our project Access To A Better Life in **India**. The €2.4 million needed for its implementation was generously granted by the Dutch Postcode Lottery and is being spent to protect street children in four states. Together with local government staff, six local implementing partners and other civil society actors, Save the Children has provided 211,625 children with a legal identity document. With this, we have helped them obtain access to things like basic education, health facilities, skills training, job opportunities and financial services.

Also funded by the Netherlands Ministry of Foreign Affairs as of 2019, is the programme Work: No Child's Business, to counter child labour in **Côte d'Ivoire, India, Jordan, Mali, Uganda and Vietnam**. Apart from working with and strengthening local organisations, we partner with UNICEF Netherlands and the Stop Child Labour Coalition. Our complementary expertise creates a holistic approach to preventing child labour, providing boys and girls with alternative pathways like schooling, and engages companies and governments to take their specific responsibilities.



Photo: WNCB / UNICEF



Photo: Arie Kievit / Save the Children

In the **Netherlands**, nearly 300,000 children grow up in poverty. However, young people make very little contribution to the policies countering this. Save the Children, in collaboration with Stimulansz and Defence for Children, has for several years been running the programme Speaking Minds. This facilitates a 'youth think tank' of young people (aged 16–22) growing up in poverty. At the request of municipalities, they research and address specific issues on the matter. Governments then use their advice and insights to develop more effective policies, thus yielding better results. Their participation strengthens the capacities of vulnerable young people, as they learn to collect and analyse information, work on their presentation and advisory skills, gain insight into their strengths and build their confidence. In 2019, ten municipalities used our Speaking Minds think tank, and there was one national trajectory with the Ministry of Social Affairs. A total of 264 young people participated.

Youth economic empowerment and resilience is one of the thematic focuses for Save the Children. For example, in **Ukraine, Georgia** and **w** Save the Children led a regional intervention (EU4Youth) to strengthen the employability and equal participation of young people in the labour market. This included access to education opportunities and social partnerships for young men and women, particularly those who are disadvantaged, through non-formal education, training and active networking and advocacy. Moreover, Save the Children has integrated a youth economic empowerment component into its most relevant alliances, such as WNCB and MTBA, to bring economic opportunities, decent work and alternative education pathways to adolescents and young people affected by early child marriage and forced labour.

3.1.3 OVERVIEW OF PROGRAMMES

HEALTH AND NUTRITION

Country	Project description	Budget	Donor	Duration
Afghanistan	Medical Pre Positioning Pooled fund: Buffer stock of medicines to quickly set up a mobile health team	€ 3.500	Our private donors	15 July 2019 - 14 July 2020
Afghanistan	Emergency nutrition response to address acute under-nutrition in high need areas of Afghanistan	€ 1.555.000	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 May 2018 - 31 May 2019
Ethiopia	RESET Plus: Family Planning for Resilience Building amongst youth and women in drought prone and chronically food insecure regions	€ 1.333.347	EC DEVCO - International Cooperation and Development (European Commission)	15 January 2018- 17 July 2021
Global	ATWA: Sexual Reproductive Health Rights programme in Mali, Niger and Burkina Faso	€ 27.000.000	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Global	Technical assistance in institutionalising quality adolescent SRH interventions in humanitarian settings	\$ 641.846	Ministry of Foreign Affairs	1 January 2018 - 30 September 2020
India	VISHWAS (Breath of Hope): bringing high-quality pneumonia care to approximately 90,000 under-five children	€ 918.000	Philips	1 September 2019 - 31 August 2021
Indonesia	Joint Response: providing WASH to ensure to the most vulnerable households in Sulawesi to improve health safeguarding	€ 577.383	Ministry of Foreign Affairs - Dutch Relief Alliance	5 October 2018 - 4 April 2019
Indonesia	Funding for Central Sulawesi Earthquake and Tsunami 2018 relief	€ 50.000	Our private donors	1 October 2018 - 31 March 2021
Laos	SCALING: Increasing food security for poor rural families and improving nutrition for young adult girls, pregnant and lactating women and children under 5	€ 10.386.136	EC DEVCO - International Cooperation and Development (European Commission)	16 December 2017 - 15 December 2021
Mali	LAFIA: Preventing malnutrition and food security for vulnerable families in northern Mali	€ 3.096.000	EC DEVCO - International Cooperation and Development (European Commission)	16 January 2017 - 15 January 2020
Mozambique	Contribution to fund Mozambique relief	€ 100.000	Trusts and Foundations	22 March 2019 - 20 March 2020
Nicaragua	Traning and capacitation of community health workers in remote areas of Nicaragua to combat pneumonia	€ 60.974	Philips + various donors	1 April 2019 - 31 March 2020
South Sudan	Emergency Health and Nutrition Services in partnership with GOAL	€ 1.111.111	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2019 - 31 March 2020
South Sudan	South Sudan Joint Response 2019 lead	€ 290.207	Ministry of Foreign Affairs	1 January 2019 - 31 December 2019
South Sudan	Joint Response: Emergency aid (water and medical facilities) for children and their families in the flooded areas	€ 430.151	Dutch Relief Alliance Subsidy Grant Management Foundation	26 November 2019 - 25 May 2020
South Sudan	Integrated community based emergency nutrition response for children under five and Pregnant and Lactating Women	€ 300.000	Trusts and Foundations	15 May 2018 - 14 February 2019
South Sudan	South Sudan Floods Acute Joint Response 2019 lead	€ 103.694	Dutch Relief Alliance Subsidy Grant Management Foundation	26 November 2019 - 25 May 2020
Southern Africa (region)	SRHR-HIV Knows No Border: consortium of International Organization for Migration, Save the Children and Wits School of Public Health to improve SRH and HIV related outcomes in migration affected communities	€ 3.474.449	Ministry of Foreign Affairs	1 October 2016 - 31 December 2020
Tajikistan	Promoting Community Based Family Planning by building awareness of, involvement with and utilization of health care services in remote areas	€ 300.000	GIZ	1 July 2018 - 30 June 2019

Country	Project description	Budget	Donor	Duration
Uganda	Provision of lifesaving primary health care and community health to refugees and host communities in Uganda	€ 664.000	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2018 - 31 March 2019
Yemen	Joint Response: WASH and Cash interventions	€ 1.843.462	Ministry of Foreign Affairs - Dutch Relief Alliance	1 January 2019 - 31 December 2019
Yemen	Gift in Kind to distribute Plumpy'Nut	\$ 987.032	Government of Yemen	1 January 2014 - 30 June 2020
Yemen	Pooled funds to respond to the crisis in Hodeida	€ 130.073	Various donors	17 July 2018 - 31 March 2020
Yemen	Provision of immediate, lifesaving, emergency food assistance through cash transfers to 500 severely food insecure new internally displaced persons households	€ 265.000	Trusts and Foundations	1 January 2019 - 31 May 2019

HEALTH / EDUCATION

Country	Project description	Budget	Donor	Duration
Armenia	Contribution of Save the Children Netherlands to the programme of Save the Children Switzerland in Armenia	€ 25.000	Our private donors	1 February 2017 - 31 January 2020



EDUCATION

Country	Project description	Budget	Donor	Duration
Afghanistan	Improving Access to Education for IDP children in Kandahar Afghanistan	€ 570.066	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 June 2018 - 30 November 2019
Armenia, Georgia, Ukraine	EU4Youth - Better Skills for a Better Future: Developing the entrepreneurial potential and employability of disadvantaged youth	€ 1.534.717	EC DEVCO - International Cooperation and Development (European Commission)	1 February 2018 - 31 January 2020
Bangladesh	Teachers training to provide 2,820 children in deprived areas with education from a qualified teacher	€ 272.400	Trusts and Foundations	1 November 2015 - 31 May 2019
Colombia	Increasing access to safe, quality education opportunities for refugee children from Venezuela	€ 300.000	Trusts and Foundations	1 September 2019 - 31 Augustus 2020
Georgia	Improvement and financing of pre-primary education	€ 618.182	World Bank	10 April 2017 - 16 January 2020
Global	WakaWaka Emergency Prepositioning	€ 575.000	WakaWaka	22 November 2017 - 31 October 2019
Netherlands	TeamUp@School: providing teachers and other educational staff with knowledge, skills and adequate tools to support the socio-emotional development of newly arrived children	€ 41.902	Porticus	16 August 2018 - 15 August 2019
Occupied Palestinian Territories	Provision of educational materials through the distribution of vouchers for children in Gaza	€ 300.000	Trusts and Foundations	1 June 2019 - 30 November 2019
South Africa	SRHR-HIV Knows No Border: HIV control and reproductive care for vulnerable groups (young people)	€ 617.010	Ministry of Foreign Affairs	1 October 2016 - 31 December 2020
South Sudan	Rehabilitation of a primary school	€ 30.000	Private donor + Babylon hotel	1 December 2019 - 30 May 2020
Thailand	BEST IV: Ensuring quality education for Myanmar refugee students and supporting the return and reintegration of Myanmar refugee students and teachers	€ 2.000.000	EC DEVCO - International Cooperation and Development (European Commission)	1 March 2019 - 28 February 2021
Uganda	INCLUDE: quality accelerated education and protection for conflict affected host and refugee children in Western Uganda to increase their personal wellbeing	€ 3.079.958	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 February 2018 - 31 December 2020
Uganda	SPRS-NU: Support Programme for Refugee settlements in Northern Uganda	€ 3.039.150	DG DEVCO and our private donors	30 August 2016 - 30 August 2020



CHILD PROTECTION

Country	Project description	Budget	Donor	Duration
Armenia	Deinstitutionalisation in Armenia as part of national child protection reform	€ 22.860	Our private donors	1 March 2018 - 31 December 2019
Armenia	Improved social services for children with disabilities	€ 48.364	UNICEF	25 January 2019 - 25 April 2019
Bangladesh	Emergency aid to refugee Rohingyas in Cox Bazar	€ 212.998	Trusts and Foundations	1 November 2017- 31 October 2020
China	Innocence matters: To improve the prevention of and the response to violence against girls	€ 660.000	Royal Netherlands Embassy in China	1 July 2016 - 31 December 2019
China	No Tears, No Fears: Prevention, assistance and protection of girls and boys against various forms of violence	€ 660.000	Royal Netherlands Embassy in China	1 July 2019 - 30 June 2022
Colombia	Joint Response: Protection and financial assistance to displaced children and their families as a result of the Venezuelan migration crisis	€ 600.210	Ministry of Foreign Affairs - Dutch Relief Alliance	26 February 2019 - 25 Augustus 2019
Cote d'Ivoire, India, Jordan, Mali, Uganda, Vietnam	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 11.050.170	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Georgia	Protecting children with disabilities (phase II)	€ 9.395	UNICEF	5 July 2019- 31 October 2019
Global	Research for change: assessing responses to the needs of survivors of SGVB in humanitarian settings in Haiti, Yemen, and Nigeria	€ 224.733	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 January 2019 - 31 December 2020
Global	North Africa Migration Initiative: engaging experts in child protection and safeguarding and developing child protection standards for children on the move	€ 25.000	Our private donors	1 January 2019 - 31 December 2020
Global	Communities in the driver's seat: facilitating community-driven social change for the protection of children in conflict settings	€ 50.000	Ministry of Foreign Affairs	1 November 2019 - 31 October 2021
Global	MHPSS Across the Migration Journey: engaging the voices of both services users (children and families on the move) and service providers	€ 200.000	Ministry of Foreign Affairs	1 November 2019 - 30 April 2021
India	The Invisibles: Providing children living on the street with legal identity documents	€ 100.000	Our private donors	1 October 2017 -31 March 2019
India	Marriage: No Child's Play: combating child marriage in the most remote areas through education, awareness and care improvement	€ 3.191.137	Ministry of Foreign Affairs	1 January 2016 - 31 December 2020
India	Providing children living on the street in India with legal identity documents and with access to basic social services	€ 2.400.000	Dutch Postcode Lottery	1 April 2018 - 31 March 2020
Indonesia	SHO Sulawesi Response: safe shelter and WASH for families affected by the earthquake and tsunami in Central Sulawesi	€ 1.204.119	Public donations Giro555	4 October 2018 - 30 September 2019
Mali	Protecting and promoting the rights of women and girls	€ 465.070	EC DEVCO - International Cooperation and Development (European Commission)	1 December 2017 - 31 October 2020
Mozambique	Joint Response: Emergency aid for victims of the cyclone Idai	€ 672.623	Ministry of Foreign Affairs - Dutch Relief Alliance	22 March 2019 - 21 September 2019

Country	Project description	Budget	Donor	Duration
Netherlands	TeamUp co-funding contribution	€ 50.000	Foundation De Lichtboei	1 January 2019 - 31 December 2019
Netherlands	TeamUp AMIF: Children on the move for better well-being	€ 441.565	Ministry of Social Affairs and Employment	1 September 2019 - 31 December 2021
Netherlands	TeamUp: offers children aged between 6 and 18 structured sports and play activities that help them deal with difficult feelings and trauma	€ 526.305	Dutch Postcode Lottery	1 April 2017 - 31 December 2019
Nigeria	Joint Response: Emergency aid, including treatment for malnutrition and protection of children	€ 846.875	Ministry of Foreign Affairs - Dutch Relief Alliance	1 January 2019 - 31 December 2019
Nigeria	Nigeria Joint Response 2019 lead	€ 300.775	Ministry of Foreign Affairs	1 January 2019 - 31 December 2019
Nigeria	ASRHR advocacy towards ending child marriage for vulnerable, out of school girls, married and unmarried adolescents	€ 500.000	Royal Netherlands Embassy in Nigeria	1 September 2018 - 31 August 2021
South Sudan	Joint Response: Emergency aid, including cash transfers, food security and child protection	€ 780.822	Ministry of Foreign Affairs - Dutch Relief Alliance	1 January 2019 - 31 December 2019
South Sudan	Release of Children by Armed Groups: reintegration activities for 21 children	€ 25.000	Trusts and Foundations	12 December 2019 - 31 July 2020
Uganda	Uganda pooled fund contribution	€ 1.000	Individual donor	1 December 2018 - 31 May 2019
Uganda	TeamUp: providing psychosocial support (PSS) to South Sudanese refugee children through structured sports, games and movement based activities	€ 300.000	Trusts and Foundations	1 January 2019 - 31 December 2019

CHILD POVERTY

Country	Project description	Budget	Donor	Duration
Burkina Faso	Joint Response: Emergency aid to displaced persons in crisis areas	€ 477.809	Ministry of Foreign Affairs - Dutch Relief Alliance	1 December 2019 - 31 May 2020
China	Facilitating the development of entrepreneurship and vocational training for young women and ethnic minorities	€ 310.000	Trusts and Foundations	1 July 2018 - 30 June 2020
Georgia en Armenia	Children learn to prepare for disasters and schools become a safe place (phase II)	€ 585.043	ECHO and our private donors	1 May 2017 - 1 January 2019
Lebanon	Improving Prospects for Refugees and Vulnerable Host Communities by providing child protection services and alternative livelihood opportunities	€ 2.865.019	Ministry of Foreign Affairs	1 June 2019 - 31 May 2022
Malawi	Marriage: No Child's Play: Combating child marriage through education, information and improvement of care	€ 1.462.107	Ministry of Foreign Affairs	1 January 2016 - 31 December 2020
Mali	Marriage: No Child's Play: Combating child marriage through education, information and improvement of care	€ 1.808.311	Ministry of Foreign Affairs	1 January 2016 - 31 December 2020
Mozambique	Emergency aid, including educational facilities and the protection of children	€ 300.000	Trusts and Foundations	18 March 2019 - 30 November 2019
Niger	Marriage: No Child's Play: Combating child marriage through education, information and improvement of care	€ 2.872.023	Ministry of Foreign Affairs	1 January 2016 - 31 December 2020
Tanzania	Provision of child protection programming, Child Friendly Spaces with water, sanitation and hygiene facilities, and the procurement of learning materials and teaching aids for Burundian refugee children	€ 300.000	Trusts and Foundations	1 August 2018 - 30 April 2019
Uganda	AMPERE: facilitating private sector involvement to increase the access to energy by displaced people in Bidibidi settlement and host communities	€ 84.341	Netherlands Enterprise Agency	19 July 2019 - 31 March 2019

CHILD RIGHTS GOVERNANCE

Country	Project description	Budget	Donor	Duration
Global	Making the Most of What we Know: learning project on the links between adolescent female sexuality and child marriage	€ 552.639	Ministry of Foreign Affairs	1 September 2019 - 30 June 2021
Netherlands	Support youngsters experiencing poverty and social seclusion to speak up about the challenges they face and develop skills to engage in a dialogue with local and national policy makers	€ 305.578	Ministry of Social Affairs and Employment	1 August 2017 - 31 July 2019
Netherlands	Speaking Minds Maastricht: Participation of young people in the development of poverty policies in the municipality of Maastricht	€ 17.390	Municipality of Maastricht	1 February 2019 - 1 August 2019
Netherlands	Speaking Minds Culemborg: Participation of young people in the development of poverty policies in the municipality of Culemborg	€ 16.760	Municipality of Culemborg	1 March 2019 - 1 September 2019
Netherlands	Speaking Minds Weert: Participation of young people in the development of poverty policies in the municipality of Weert	€ 12.816	Municipality of Weert	1 March 2019 - 1 September 2020
Netherlands	Speaking Minds Tilburg: Participation of young people in the development of poverty policies in the municipality of Tilburg	€ 20.546	Municipality of Tilburg	14 May 2019 - 14 November 2019
Netherlands	Speaking Minds ALL-IN	€ 218.688	Ministry of Social Affairs and Employment	1 August 2019 - 31 July 2021
Netherlands	Speaking Minds Ministry of Health, Welfare and Sport and Jeugdzorg	€ 19.863	Ministry of Health, Welfare and Sport	1 November 2019 - 1 April 2020
Netherlands	Speaking Minds Rijswijk: Participation of young people in the development of poverty policies in the municipality of Rijswijk	€ 18.234	Municipality of Rijswijk	1 November 2019 - 31 May 2020
Netherlands	Speaking Minds Roermond: Participation of young people in the development of poverty policies in the municipality of Roermond	€ 36.876	Municipality of Roermond	1 September 2019 - 31 March 2020
Netherlands	Speaking Minds workshop at the Unicef (Y)our Rights Festival	€ 1.125	UNICEF	20 November 2019 - 20 November 2019
Netherlands	Speaking Minds Meersen: Participation of young people in the development of poverty policies in the municipality of Meersen	€ 17.258	Municipality of Meersen	1 December 2018 - 31 May 2019
Netherlands	Speaking Minds Weert: Participation of young people in the development of poverty policies in the municipality of Weert	€ 17.170	Municipality of Weert	1 November 2018 - 30 April 2019
Netherlands	Speaking Minds BUCH: Participation of young people in the development of poverty policies in the BUCH municipalities	€ 13.216	Municipalities of Bergen, Uitgeest, Castricum and Heiloo	1 November 2018 - 30 April 2019
Netherlands	Speaking Minds Kerkrade/Heerlen: Participation of young people in the development of poverty policies in the municipality of Kerkrade/Heerlen	€ 5.542	Municipalities of Kerkrade and Heerlen	1 November 2018 – 30 April 2019
Thailand	LEAP II: empowering children and youth affected by the conflict in the Deep South to promote peaceful social cohesion, conflict reconciliation and better protection of children/youth from violence	€ 666.666	DEVCO	26 November 2019 - 25 November 2022

OTHER

Country	Project description	Budget	Donor	Duration
Global	Dutch contribution to global programmes thanks to IKEA's Soft Toys Campaign	€ 59.193	IKEA	1 January 2018- 31 December 2020
Global	SIF Fund Humanitair: Resourcing our humanitarian ambition in 2018	€ 160.000	Our private donors	1 January 2018- 30 June 2019
Global	Systematic Cost Analysis (SCAN): developing a tool to addresses the urgent need for cost effectiveness data	€ 180.896	Ministry of Foreign Affairs - Dutch Relief Alliance	1 November 2018 - 31 March 2020
Global	START Fund II: funding pool to immediately save lives after a disaster	€ 2.100.000	Ministry of Foreign Affairs	1 April 2018 - 31 March 2019
UK	START fund III: Dutch MFA contribution to Start Network	€ 9.000.000	Ministry of Foreign Affairs	1 October 2019 - 30 September 2022



3.2 LOBBY AND ADVOCACY

Save the Children advocates for the rights of children worldwide. Our advocacy activities focus on influencing legislation, policies and society – both in the Netherlands and abroad. We maintain relations with government officials, politicians, semi-government advisory bodies and companies, and publicly express our views to further public awareness on the rights of children, and to ensure that their voices are heard. One important strategy is to strengthen their local civil society advocacy capacity, enabling them to raise their voices in local, political debates.

Our overall aim

We advocate for policies that improve the rights and lives of children worldwide.



The Dutch Priscilla (17) and Marissa (18) grew up in foster care and poverty respectively. Sharing their stories with the Minister of Health, Welfare and Sport last year, they helped to stress how observing children's rights in the Netherlands demands continuous attention. Meeting with the Minister, they handed over a list of child rights concerns compiled by the Children's Rights Coalition, of which Save the Children Netherlands is an active member. The list has been submitted for use in the five-year United Nations procedure that requires every UN member state to report on how they are protecting children's rights within their own borders and in their foreign policies. The Dutch government reporting is due in 2020.



CHILD RIGHTS GOVERNANCE

3.2.1 OUR APPROACH

In our approach to standing up for children in vulnerable situations, their voices take centre stage. All our advocacy efforts focus around their viewpoints and experiences, providing a platform for them to speak out on the challenges they face. We continuously involve children and adolescents not just in research consultations but also when launching reports and servicing the media.

Our means of influencing policies include:

- advocacy letters and briefings
- private lobby meetings
- petitions
- reports and papers
- expert meetings and panel discussions
- public events
- op-eds
- media exposure
- strengthening the advocacy capacity of local civil society to ensure their voices are heard

Plus, of course, continuous engagement with politicians, policymakers, companies and other stakeholders on child rights issues.



Our advocacy work is successful if it leads to:

- Prioritization of children in policies and covenants
- Legislative and policy changes in favour of children
- Sufficient (government) funding for children

3.2.2 ACHIEVING OUR BREAKTHROUGHS

BREAKTHROUGH # 1: CHILDREN SURVIVE

In 2019, our global organisation worked intensively on creating the next Global Nutrition Report. Save the Children Netherlands contributed to the report. The report will be published in 2020, providing clear insights into children's nutrition and malnutrition levels around the world, and tracking nutrition targets and commitments made to reach them. Special focus is on nutritional inequality, as we continue to advocate for the creation and maintenance of sustainable food systems at local, national and international levels.





Stop the War on Children campaign

At present, one in five children live in conflict areas. That is 420 million boys and girls worldwide. Within our global Stop the War on Children campaign, Save the Children calls for action to ensure three things for children in war situations: safety, justice and practical support.

The campaign coincided with the 100th anniversary of our international organisation in 2019, prompting Save the Children Netherlands to host a **global symposium** in the Peace Palace in The Hague on 16 May: the UN Day of Living Together in Peace. The symposium brought together 300 world leaders, Dutch and international politicians, members of the judiciary, journalists and experts, to discuss issues facing children in conflict relating to safety, justice and practical help. This included United Nations High Commissioner for Human Rights Michelle Bachelet, and Fatou Bensouda, Chief Prosecutor of the International Criminal Court. The participation of 12 official government delegates at ministerial or ambassador level was secured. Children were also present from conflict-affected countries like Afghanistan, Syria, Nigeria and Sierra Leone, and 100 Dutch primary school children marched through The Hague, after which they presented a petition calling to stop the war on children. Throughout the day, we focused on both challenges and successful innovations used to protect children in conflict areas. For example, we promoted the widespread use of the Whiteflag Protocol, a communications procedure for parties in conflict areas to safely register the location of schools and hospitals. All major international and national media outlets covered our gathering.

Ending impunity and **prosecuting** those who commit **crimes against children** in conflict is of great importance to Save the Children. That is why, in 2019, we stepped up our influencing efforts towards

international legal institutions such as the International Criminal Court and the International Court of Justice. We publicly supported the criminal case against Myanmar in relation to the Rohingya crisis and explicitly called on the government in the Netherlands (as the court's host country) to secure the political and operational space that is needed for the case to progress unimpeded.

To **counter arms sales** to parties who break the rules of warfare and violate children's rights, Save the Children Netherlands continued its advocacy in 2019 for stricter arms export regulations from the Dutch government. At present, the country's investment climate leaves far too much space for companies that seek commercial cover-up for their engagement in the arms trade. We furthermore, successfully, put considerable political pressure on the government to actively discourage insurance companies to invest in businesses potentially engaged in the sale of weapons. Another win was the government announcing stricter arms export policies and restrictions for sales to Saudi Arabia, the United Arab Emirates and Libya.

Another major element of our Stop the War on Children campaign is pressuring for sufficient funds for the integration of **mental health** and **psychosocial support** (MHPSS) into humanitarian and development programmes, and access to these support services for all children in need, especially in conflict and crisis situations. An international MHPSS conference was organised by Minister Kaag for Foreign Trade and Development Cooperation in 2019, Mind the Mind Now, to which Save the Children Netherlands contributed in several ways. We hosted demonstrations of our successful TeamUp programme, inspiring all participants to invest in psychosocial care for refugee children. Informed by our reports and data, the Dutch government furthermore made multiple commitments to invest in MHPSS.

BREAKTHROUGH # 2: CHILDREN LEARN

There is no better investment than investing in children's education. It is vital for lifting people out of poverty, ensuring healthier families, unlocking job opportunities, increasing security, and creating more stable and peaceful societies. Education is also every child's basic right.

However, more than a quarter of a billion girls and boys are out of school, and millions more are in school but not learning the basics. Save the Children Netherlands has been urging the Dutch government to take action towards achieving the implementation of Sustainable Development Goal 4 by 2030: to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. In collaboration with the Global Campaign for Education – The Netherlands (GCE-NL), we requested the Dutch government to re-invest in educational programmes. Save the Children also advised the Dutch government on which educational financing facilities are best suited for delivering high-quality programmes for children across the globe.





Photo: Claire Thomas / Save the Children

Combining education and psychosocial support in emergencies

In 2019, Save the Children Netherlands advocated for extra government funding, to start integrating mental health and psychosocial support (MHPSS) within education programmes in emergency settings. The results were mixed. We convinced several political parties to submit a proposal to this end, for adding €1.7 million to the resources of the UN Education Cannot Wait (ECW) fund. Unfortunately, the amendment did not pass. We will continue our efforts in 2020, as research shows that education plays a crucial role in trauma processing. In addition, trained teachers are better able to identify mental complaints and deal with children in crisis situations.

Meanwhile, the ECW fund itself signed an agreement with the MHPSS Collaborative, a global platform for research, innovation, learning and advocacy. The platform is hosted by Save the Children and we in the Netherlands have been actively involved in facilitating the agreement. As a result of the collaboration, MHPSS will from now on be an integral part of any project financed by the ECW fund.

Safe Schools Declaration

As part of Pillar I of our Stop the War on Children campaign – safety – we continuously advocate for upholding international humanitarian law and standards such as the Safe Schools Declaration. A child's school environment should be a safe and protected space. In 2015, the Safe Schools Declaration was opened for signing to countries dedicated to the protection of education in armed conflict. For the sad truth is, schools are still too often bombed, shelled, used as barracks or detention centres and children do not always live to tell the tale. Save the Children co-chairs the coalition that works on securing countries' official endorsement of the declaration: the Global Coalition to Protect Education from Attack. Together, we secured 19 new endorsements in 2019 – bringing the total to 101 signatories. We also advocated for true implementation by signature states of all commitments outlined in the declaration, with good results in countries such as Mali, Nicaragua, Nigeria and Ukraine. In the Netherlands, our efforts are ongoing, as the country signed the declaration immediately in 2015 but to-date still needs to integrate its guidelines in military and peace mission-related training materials.



Photo: Hurras Network

BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

Protecting children and safeguarding their rights during war and crises is just as difficult as it is necessary. Protecting them in a time and place of peace, however, is sometimes no less challenging.

With the increasing complexity of global **migration** flows and mounting negative sentiments in host countries towards refugees and migrants, it is the youngest that are in most danger of being overlooked. Save the Children ceaselessly voices their needs and concerns, stressing their right to be heard and taken seriously, for instance in the European Union arena. Within the North African Migration Initiative, a Save the Children internal taskforce, we heavily promoted the use of reception standards and border management policies that are child-sensitive and child-centred. Another focus area has been children's equal access in reception centres to basic services, such as education and healthcare. On several occasions throughout 2019, we advocated strongly for the protection of children in refugee camps in Greece, Turkey and the Balkan area. This included efforts to protect children affiliated with ISIS – and the responsibilities of the Dutch government to protect them and secure a safe return to and shelter in their country of origin.

Within the More Than Brides Alliance (MTBA), Save the Children Netherlands has been working to reduce **child marriage** and its adverse effects on girls for several years. Lobby and advocacy are important aspects of what we do as increased political action and public awareness are still very much in demand. Enabling girls and young women to themselves communicate and be heard is pivotal to us. Therefore, we joined the Say Enough Cypher campaign in 2019, which says ENOUGH to violence against females through rap, rhythm and rhyme. The MTBA 'passed the mic' to girls from Mali, Niger and India, after training them in performing and writing, and distributed their expressions globally.

Also, we attended the world's largest conference on gender equality and the health, rights and wellbeing of girls and women held in Canada last year: Women Deliver. Save the Children in particular contributed to a side-event called 'Girl talk: ending child marriage with the power to hold to account'. We offered strong representations of our girl champions from around the world: young ambassadors of our work who talk and advocate from their own experiences. The event explored ways in which girls and their communities can hold governments to account in accelerating action to counter child marriage, and stressed the need for improved data collection, inclusive governance, incident reporting mechanisms and girl-led campaigning.

2019 saw parliamentary debate in the Netherlands on an initiative bill that obliges companies to detect, prevent and tackle **child labour** in their supply chain (Wet Zorgplicht Kinderarbeid). Highlighting the urgency of the matter and the need for extra governmental measures to eliminate child labour in all its forms, Save the Children Netherlands played an active part in informationsharing to convince Members of Parliament to pass the bill. And they did! However, when it comes to supply chains and business operations, we have plenty more concerns, prompting our extensive advocacy on the issue of **Children's Rights & Business**.

Here, together with many others, we aim to reduce the negative impact of business operations on the rights of children. Companies run many risks of violating children's rights. Many of these violations are linked to climate change. In the mining sector, to give an example, working conditions for parents are often poor, while the industry itself contributes to environmental pollution and weather-related disasters, which impact negatively on housing, education, healthcare and livelihoods.

Much of our efforts last year focused on financial institutions, calling on them to use their leverage towards those they finance to prevent child rights violations. In this context, Save the Children Netherlands is party to three separate, national agreements on responsible business conduct (sector covenants): for banks, pension funds and insurance companies. We provide our expertise, viewpoints and a children's perspective and are contributing to a policy framework to be finished in 2020, which is to guide responsible investments of financial sector entities.



Photo: Dantella van Bergen / Save the Children

Much of our advocacy work on **child poverty** in 2019 centred on improving matters for families in the Netherlands that continue to face poverty challenges. Together with our strategic partner Defence for Children, we produced an alarming report called 'Opportunities for children: a zip-code tombola?'. It shows an effective and structural approach to child poverty in the Netherlands is still lacking. Nationwide, the social security safety net falls short. There are significant municipal differences in how poverty policies are implemented, how facilities for children are provided and made (digitally) accessible, and how children can participate in decision-making. In the report, we offer 16 recommendations to both the national government and municipalities to effectively tackle poverty among children and provide equal access to poverty-related facilities. Presented together with a petition to Members of Parliament, our study featured in the political debate that followed its release and drew a lot of media attention.

Also last year, we provided information for a governmental bill, and called for its passing in parliament, ending the exclusion of children living in poverty from school activities such as Christmas dinners and excursions. The bill passed parliament and is now up for review in the senate. As soon as the bill passes, children will no longer be left out when their parents cannot afford to pay the voluntary parental contribution for these activities. Another success we welcomed is the adoption of a political motion that requests an explicit requirement for municipalities to account for part of their spending: they now need to report on how their financial means to ensure the social inclusion of children actually contribute to combating child poverty.



CHAPTER 4
OUR POSITION
IN THE DUTCH SOCIETY



Photo: Kate Stanworth / Save the Children

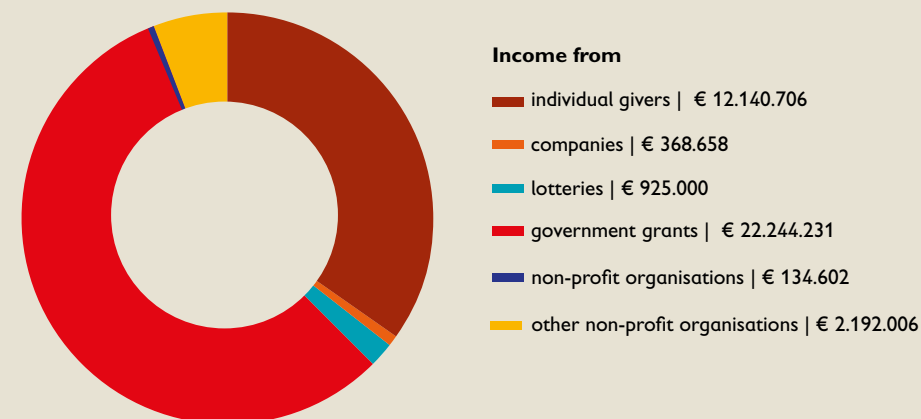
4.1 FUNDRAISING

Without financial resources, we cannot help children. That is why Save the Children actively raises funds from:

- Institutional donors
- Individual supporters
- Companies, foundations and trusts

In addition, we are a beneficiary of the Dutch Postcode Lottery and we are member of the Dutch Relief Alliance (DRA) and the 'Samenwerkende Hulporganisaties' (Giro555).

Income 2019



Our guidelines

- Save the Children spends each and every euro very carefully, to ensure we are helping as many children as possible. We must be reasonable, considerate and transparent in how much we spend on our programs and objectives versus our investments in fundraising and our operating costs. According to current Dutch standards, the percentage of total expenses spent directly on reaching our goals for children must be at least 70% on average calculated over the past three years.
- As a member of the Direct Dialogue Marketing Association (DDMA) we adhere to its codes of conduct for all major fundraising activities. We also maintain the Privacy guarantee quality certification and observe the rules of Postfilter and the 'Do-not-call' register.

4.1.1 INSTITUTIONAL DONORS

Four institutional donors fund a large proportion of our aid programmes:

Ministry of Foreign Affairs



ECHO



DG DEVCO



Dutch municipalities

Ministry of Foreign Affairs

In 2019, the Ministry of Foreign Affairs provided funding for:

The Social Development Department and Health and Aids Division

With this, we were able to help children in India, Malawi, Mali, Niger and Pakistan, with a focus on preventing child marriage. These projects were carried out in partnership with Oxfam Novib, Simavi and Population Council. The More than Brides Alliance also received extra funding in 2019, to study the relationship between female adolescence and child marriage. The 'Make the Most of What We Know' project will be implemented to improve the situation for children and to change social norms about gender and sexuality.

The Sustainable Economic Development Department

In 2019, Save the Children, Stop Child Labour (coordinated by Hivos) and UNICEF Netherlands formed an alliance for the development and implementation of the 'Work: No Child's Business' programme. The alliance will address the root causes of child labour and its devastating impacts on children, young people, their families and communities, taking an area-based, supply chain approach.

The Department for Stabilisation and Humanitarian Aid

In 2015, Save the Children established a coalition with 14 other Dutch aid organisations and the Ministry of Foreign Affairs: the Dutch Relief Alliance (DRA). Over the strategic agenda period 2018–2021, 250 million euros was made available, and an additional



10 million euros was allocated in 2019 to enable a response to the rising number of humanitarian disasters. The DRA spent 69.2 million euros on emergency humanitarian aid in 2019. The alliance helps to make sure that money can be allocated for urgent humanitarian assistance in a more timely, effective and efficient manner. In 2019 Save the Children was able to provide 6,454,644 million euros in aid through DRA 'Joint Responses' in Yemen, northeast Nigeria, South Sudan, Columbia, Mozambique and Burkina Faso, and Save the Children was the contract holder and coordinator for the programmes in South Sudan and northeast Nigeria.

Embassies

Thanks to the support provided by embassies, we are able to protect girls and women in China and Nigeria from violence and exploitation. We are also able to improve reproductive healthcare, so that young people and migrants are better protected from diseases such as HIV in Eswantini, Malawi, Mozambique, South Africa and Zambia, in partnership with the International Organization for Migration (IOM) and WSPH. With the help of the embassy in Mali, the reproductive health and rights of 600,000 young people in Burkina Faso, Mali and Niger will be improved through knowledge, designation and behavioural change, and 500 healthcare facilities will provide high-quality sexual and reproductive healthcare services for teenage girls and boys.



Photo: Hanna Adcock / Save the Children



Photo: Sacha Myers/Save the Children

ECHO

ECHO, the European Commission's Humanitarian Aid Office, provides humanitarian assistance in emergency situations such as natural disasters and armed conflicts for countries outside the European Union, and provides funding for other aid organisations that do the same.

Thanks to ECHO, we were able to help provide children with education, medical care and treatment for malnutrition in Afghanistan in 2019. In South Sudan too, SCNL is able to provide life-saving medical care for vulnerable people and treat children with malnutrition. An ECHO-funded education consortium also enables us and our education partners to provide teaching for many children in Uganda. ECHO-funded research in Haiti, Nigeria and Yemen is also helping us to provide more help for victims of sexual abuse.

DG DEVCO

Provides long-term development aid for countries outside the European Union and funds other organisations that do the same.

Through DG DEVCO funding, Save the Children was awarded a grant for the LEAP II programme. This builds on LEAP I, which has strengthened the organisation and child participation capacity of the main local NGOs. The objective of LEAP II is to enable children and young people affected by the conflict in the south of Thailand to achieve peaceful social cohesion and reconciliation and to improve the protection of children and young people from violence.

With the support of DG DEVCO, we have also been able to improve healthcare, the economic situation for young people, sexual health and rights and education in Laos, Mali, Uganda, Armenia, Georgia, Ukraine, China, Ethiopia and Thailand.

Dutch municipalities

Through the Speaking Minds programme, Dutch municipalities are able to involve young people in the development of anti-poverty policy in their local areas.



Photo: Save the Children

4.1.2 INDIVIDUAL DONORS

In support from the Dutch public

Save the Children began implementing its current fundraising strategy in 2016, with very good results. The number of active donors has grown from roughly 60,000 then, to more than 150,000 in 2019. This increased support from the Dutch public has enabled us to help many more children in emergency situations and to also increase our structural, longer-term activities – strengthening communities and improving resources to benefit the most marginalized and deprived children around the world.

Communication with our donors

It is extremely important to keep an open dialogue with our supporters and donors about the needs of children, the impact of their contributions and the dilemmas that we face in our work. Out of cost and environmental considerations, we primarily communicate digitally: with regular emails, social media posts and via our website. However, according to our annual donor survey, many of our individual givers want to receive more information by post. We therefore continued sending out several (paper) mailings a year, both to inform and raise funds.

Our communication via television is one of the most cost-effective ways to reach large numbers of people, with good fundraising results. We also continue to use street and door-to-door recruitment of new donors. However, since the costs of canvassing are relatively higher compared to using TV and digital channels, and the response rates lower, we have decreased our direct dialogue activities gradually over the past years.



4.1.3 COMPANIES, FOUNDATIONS AND TRUSTS

Partnerships with companies, trusts and foundations are vital for Save the Children. The impact of these long-term – often very sustainable and low-cost – partnerships can improve the lives and futures of children anywhere in the world at a fairly low cost. Our partners provide money, materials and services with which Save the Children can help even the most difficult to reach children. Working with private sector partners is particularly important for underfunded areas of our work, and in finding new ways for different sector players to work together, using diverse operating models to achieve joint impact. Both on a national and international level. In 2019 dozens of companies, foundations and family trusts supported our work for children. Companies included Lenovo, C&A, IKEA, Philips, Maxi Cosi, Bison, WakaWaka, de Efteling and Malvern Panalytical.

Of course, cooperating with companies brings risks as well. We therefore have a strict and clear global ‘due diligence’ protocol and policy and screen potential partners using our own ‘no go’ criteria. We for example exclude all companies investing in weapons, alcohol and tobacco and any activity with a high risk for child labour. We review and expand our criteria regularly.

4.1.4 FUNDRAISING STRATEGY 2019 AND BEYOND

To continue to raise funds, resources and collaborations to increase the number of children who can survive, learn and are protected annually and long-term, Save the Children is committed to:

- continue to scale-up the most cost-efficient activities to recruit new donors and partners;
- continue to communicate our work and results to existing donors, to increase their loyalty and willingness to continue to give;
- generate more unrestricted income to always be able to help children who need it most;
- diversify our fundraising, using a multitude of channels online and offline.



Photo: Manieke van der Velden / Save the Children

Philips and Philips Foundation work with Save the Children in providing access to quality healthcare for children in disadvantaged communities. Central to our partnership is meaningful innovation. A team of Philips employees all over the world for example, has used their technical skills to design an app for health workers in rural Somalia to directly upload relevant data to health posts and the government, instead of using paper forms that travel long distances through difficult terrain, wasting time for sick children. The app enables direct insight into the health situation of families and allows appropriate care from health posts to be provided more quickly.

In India, we have joined hands to develop and prove low-cost innovative approaches for the prevention, diagnosis and treatment

of childhood pneumonia. Most children who die from an infectious disease, die from such lung-infection. Our two-year pilot ‘Project VISHWAS’ (Breath of Hope) brings high-quality pneumonia care to approximately 90,000 Indian children under five, using mobile devices to practice medicine and support public health. With a mobile application for instance, we increase community awareness of pneumonia and improve care seeking behavior at a large scale. A diagnostic tool for early diagnosis of the disease, based on counting a child’s respiratory rate, helps frontline health workers to not only improve case detection, but also case management and reporting at community and hospital level.. Capacity building of frontline health workers through training and skill enhancement initiatives is also undertaken.

4.2 COMMUNICATION

Communicating about the needs of children is a statutory goal of Save the Children: informing the public about the living conditions of and threats to children around the world, involving people as part of our solutions and reporting back to them on our joint results and impact. This way, we can continue financing our work and leverage public support and awareness – all to improve the world for children.

We develop our communication messages and instruments to reach new and existing donors, the public in general, companies, foundations, politicians, alliances we are part of, our internal organisation and the Dutch Postcode Lottery.



The Dutch Postcode Lottery

Save the Children has been a beneficiary of the Dutch Postcode Lottery (NPL) since 2002, receiving an annual contribution of € 900.000 in 2019. This contribution is very important especially because it is not earmarked: we can use it to help children wherever the need is greatest. We regularly inform people participating in the lottery about our spending of their money and our collective achievements. Both by using the NPL's communication channels and our own.



4.2.1 VISIBILITY AND REACH

Media reach

Save the Children's media strategy in 2019 was focused primarily on generating attention and free publicity in traditional media outlets. For this, we need to respond quickly when news opportunities arise, provide quality information from our aid workers around the world and deliver content and stories from our programs. In 2019 we realised more than 540 million contact moments through the media:

	2019	2018	2017
National newspapers	128.493.230	25.531.787	21.683.633
Regional newspapers	19.185.935	33.704.896	31.486.612
Magazines	16.801.849	2.020.612	2.944.397
Online	264.469.838	26.578.000	39.922.189
TV	88.453.372	435.233.566	311.479.838
Radio	23.071.914	3.890.000	4.752.000
Paid media		474.702	
Total	540.476.138	527.433.563	412.268.669

Media reach

Most media attention was generated by:

- our symposium 'Stop the War on Children' in the Peace Palace in The Hague;
- our release of the photobook 'DREAMS' containing photographs made by Chris de Bode;
- publication of our Global Childhood Report 2019;
- the work we do in war torn Syria;
- our humanitarian response to cyclone Idai hitting Mozambique;
- our programs to combat youth poverty in the Netherlands;
- announcing Nadia Moussaid as Save the Children's new ambassador.

Online reach

For online communication, our objective is not only to create visibility for Save the Children, the work we do and the families we support, but also to interact with our supporters and the general public.

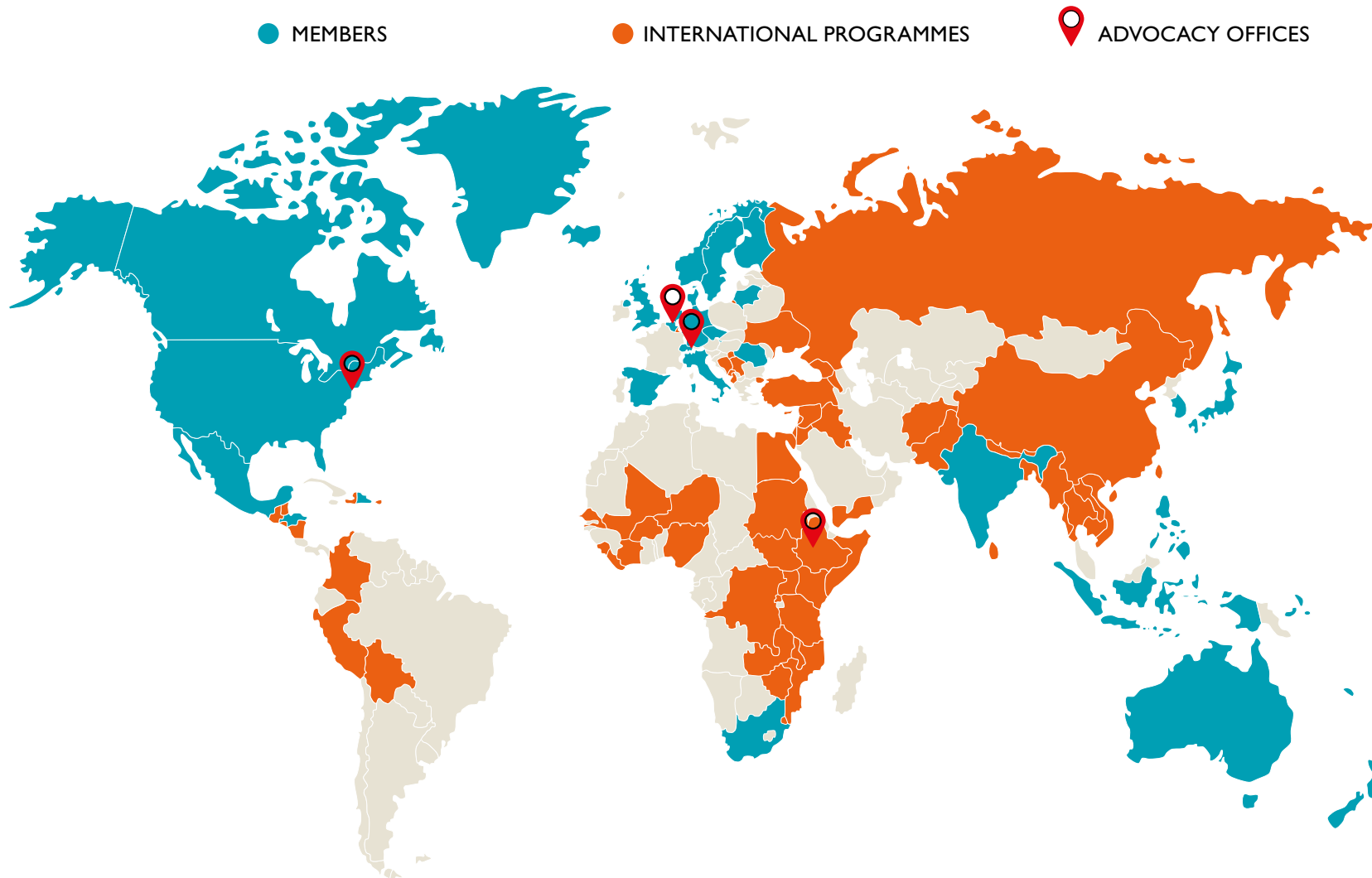
In 2019, Save the Children appeared 269,990 times in Google search results, 45,385,848 times on Facebook timelines and 10,654,736 times on Instagram feeds. Our online public interaction grew considerably. 32,000 people signed our petitions (compared to 21,000 in 2018) and we had 1,575 new sign-ups for our e-mail newsletter, keeping people up to date on our work and children's situation around the world.





CHAPTER 5
OUR INTERNAL RESOURCES
AND ORGANISATION

5.1 INTERNATIONAL STRUCTURE



STAFF

Save the Children International (SCI) **25,000**
Save the Children Netherlands (SCNL) **88**



TOTAL INCOME

Save the Children International (SCI) **€ 2,08 billion**
Save the Children Netherlands (SCNL) **€ 38 million**



We work together with about **1,000** partner organisations

5.1 INTERNATIONAL STRUCTURE

Save the Children Netherlands is part of the largest independent children's rights organisation in the world, which is made up of:

29 NATIONAL MEMBERS

Save the Children member organisations:

- are together active in about 120 countries;
- often also have local aid programmes for children in their own country;
- raise funds and campaign to improve the lives of children all over the world.



Help beyond the border

Sixteen Save the Children member organisations also help children in other countries. The other 13 only raise funds for programmes in their own country, for which they also receive funds from the group of 16. The Netherlands is one of the 16 countries that helps beyond its national borders, for example by supporting Save the Children India in safeguarding the rights of 'their' children.

SAVE THE CHILDREN ASSOCIATION

The member organisations each have their own policy, for which they are accountable to their own country and to the

Save the Children Association

The Association is made up of the 29 member organisations and is based in Geneva. Through the Association, the members join forces so that Save the Children: is a strong partner for governments, multilateral organisations and donors; can make a real impact in humanitarian emergencies, on the development agenda and on national and international policy in relation to children's rights; can apportion activities between themselves, so that each member can contribute in the way that they are best able to.

SAVE THE CHILDREN INTERNATIONAL

The Association holds an annual Members Meeting, at which the members discuss general issues such as the international accounts or the global strategy. In 2011, the members decided to establish

Save the Children International

This is the executive organisation of the Association, of which Save the Children Netherlands is a joint owner, with:

- a head office in London;
- country offices in 61 countries;
- 5 regional offices;
- 4 lobby and advocacy offices;
- local partners in 15 countries.

Save the Children International is the main executive body for the members' international aid programmes. Its staff are also responsible for global campaigns, lobby and advocacy, public relations and content.

The total income 2019 of SCI is about € 2,08 billion; SCNL's total income 2019 is € 38 million so our contribution to the global movement is around 1,83%.

Thanks to its extensive network of local Save the Children International offices, members such as Save the Children Netherlands are able to reach children all over the world.

A single International Board

is responsible for Save the Children International and the Save the Children Association;

- formally, if not directly, oversees the activities of the national Save the Children members;
- has 14 members, who receive no salary and are appointed for a period of 3 years, up to a maximum of 9 years.

The Board consists of:

- nine Board members, nominated by the members that provide more than 8% of the total income;
- three Board members, nominated by the small and medium-sized members, such as Save the Children Netherlands;
- two Board members, nominated by the twelve previously-elected board members.
- In addition, a CEO Steering Group provided international guidance at the management level.

At the Members Meeting in 2019, this body was transformed however into an international Management Committee. The Dutch CEO Pim Kraan was part of the CEO Steering Group and was elected into the Management Committee in 2019. He is also the CEO Sponsor for Humanitarian affairs and the Grand Bargain Sherpa of the international organisation.

5.2 INTERNATIONAL REPORTING

Each member and Save the Children International send their yearly income and expenditure reports to the Save the Children Association.

The Association publishes the results in the global accountability report.

The Association's annual accounts are approved at the Members Meeting. In 2019, this was held in Oxford (UK). Save the Children International provides accountability through an annual report and the yearly accounts. As in the Netherlands, these are audited by an independent accountant and approved in an auditor's report. These documents are published on the international website. The international reports on Child Safeguarding and the Code of Conduct are included in Section 7.6, 'Risks and codes of conducts'.

5.3 SAVE THE CHILDREN NETHERLANDS

Save the Children Netherlands is a medium-sized member organisation within the international family. We do not send people to overseas programmes but, through the international organisation, make use of local staff wherever possible

The Dutch organisation consists of:

Patron

Her Royal Highness Princess Viktória de Bourbon - Parme was named Patron of Save the Children on 10 April 2015. Princess Viktória is committed to the global rights of the child and, in 2016, focused on malnutrition in small and unborn children, and its consequences. As Patron, she succeeds Princess Juliana, the grandmother of her husband Prince Jaime de Bourbon - Parme. Princess Juliana was one of the founders of Save the Children Netherlands in 1980 and remained honorary president until her passing away.

Supervisory Board

See p.57

Managing Board & Management Team

According to the statutes, the management responsibilities within the organisation lie with the directors. As of 1 April 2018, we have two directors: the statutory Chief Executive Officer and the titular Chief Operations Officer.



Chief Executive Officer
Pim Kraan (17 Juli 1963)
CEO since: September 2014

Relevant additional work:
Member of Board Stichting Samenwerkende Hulporganisaties (SHO)



Chief Operations Officer
Wilco de Jonge (16 April 1964)
COO since: April 2018

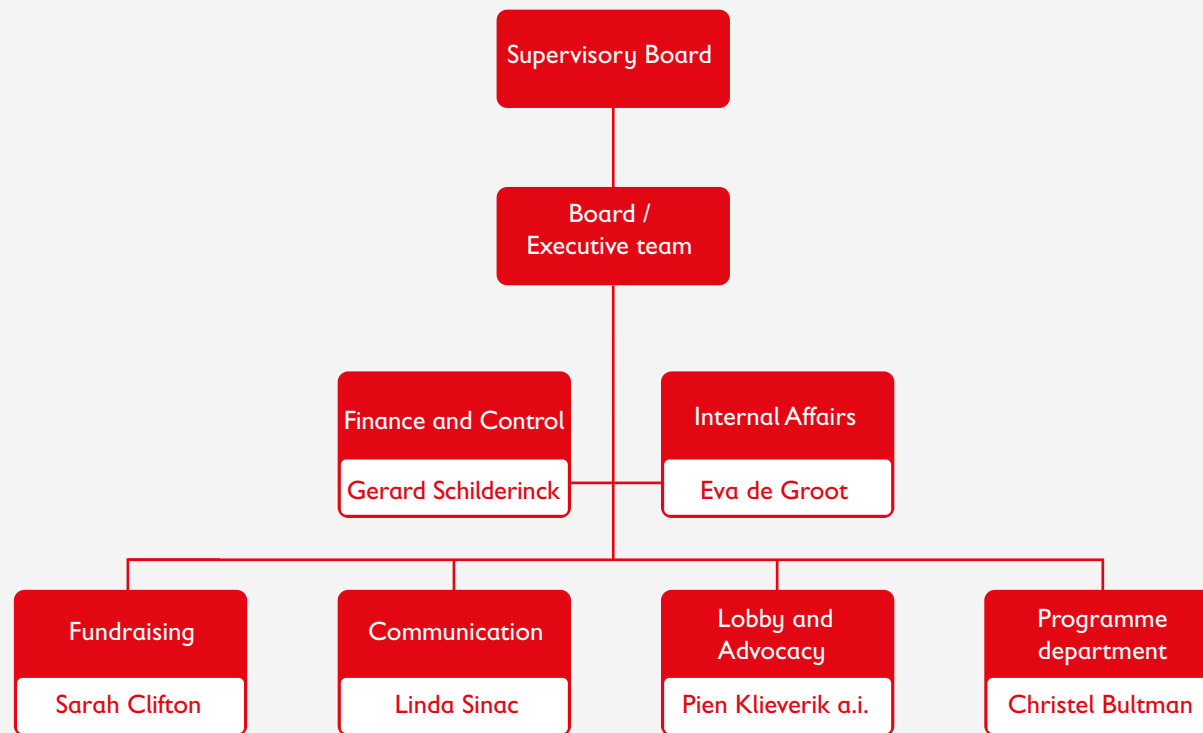
Relevant additional work:
Member of Supervisory Board of Stichting Beheer Subsidiegelden
Dutch Relief Alliance

The Supervisory Board draws up the remuneration policy for the statutory Chief Executive Officer and decides on the fees and emoluments to be paid. The policy is updated regularly. Remuneration for the titular Chief Operations Officer takes place in accordance with the General Conditions of Employment as drawn up in 2019.

The remuneration policy for the statutory Chief Executive Officer is in accordance with the Regeling belonging directeuren van goede doelen organisaties (Regulations for remuneration for directors of charitable organisations) guidelines drawn up by Goede Doelen Nederland and with the SBF Code Goed Bestuur (Good Management Code). Both codes set a maximum annual salary based on weighted criteria.

The Managing Directorate, composed of the CEO and the COO, is responsible for the day-to-day management of the organisation. The CEO focuses on strategy and external representation, while the COO is responsible for the operational aspects. The management team is composed of the managers of the six departments. The team of directors and the management team meet every month and discuss the direction of the organisation, the progress of activities, budget, annual plan and human resources issues. The manager of the internal affairs department also acts as executive secretary of the team of directors.

Quarterly management reports are prepared as well as dashboards that monitor progress against the annual plan and budget. When necessary, steps are taken to realise our plans.



Departments

The organisation has six departments:

- Programmes;
- Lobby and Advocacy;
- Communication;
- Fundraising;
- Finance and Control;
- Internal Affairs.

The communication and fundraising departments are jointly responsible for the marketing activities of Save the Children Netherlands.

Several steps were taken to strengthen the internal organisation in 2019.

- The division of tasks within the team of directors was clarified. The CEO focuses on strategic and external matters. The position of deputy director was renamed Chief Operational Officer (COO), with a focus on operational and internal issues.
- Coaches of Aberkyn assisted (pro bono) in strengthening the management team and the team of directors. Focus was laid on people management skills, leadership style and team building.
- We delegated operational decision-making as much as possible to the practitioner level in order to enable staff to work as efficiently and effectively as possible.
- Cross-departmental cooperation was evaluated and further strengthened. Additional mid-term review and annual planning meetings were organised at an all-staff level.

5.4 HUMAN RESOURCES

Save the Children strives to be a transparent and inclusive organisation where employees are valued, heard and can address issues in an open, respectful and equal manner. Save the Children Netherlands grew substantially in 2019. On 31 December 2019, the organisation had 88 employees (78 FTE), while this was 68 (60.7 FTE) at the end of 2018. To accommodate this growth, the capacity of the HR team was increased and the introduction system for new staff was improved.

An employee engagement survey was conducted at the beginning of the year. It appeared that many of our employees find that management and staff trust and respect each other, that management behaves with integrity and has the right skills, performance and behaviour. A total of 76% of staff would recommend Save the Children as a good place to work. There was however a need to enhance opportunities for training and career development and to receive more regularly and timely feedback. Although the vast majority is happy with the working environment, there were some concerns on work-life balance and priority given to well-being, stress at work and the diversity of our workforce.

Several new staff regulations were introduced, such as more flexibility in working hours. The performance and appraisal system was transformed into a development and performance system, where more focus was put on how the organisation could contribute to the development of its employees. Training and development (internal as well as external) opportunities for employees were increased. The average percentage of sick leave in 2019 was 6.65%, compared with 6.63% in 2018. Following the global ambitions of Save the Children, it was decided to implement Oracle HR as a system for human resources management in 2020.

5.5 WORKS COUNCIL

At the start of 2019, the Works Council began with a vacant position. This vacancy continued well into 2019, when in September the Works Council had the required five members again. The Works Council was actively involved in the employee engagement survey, as well as the 'Risk identification and Evaluation'; preparation for both started in 2018. The Works Council approved the new HR policies that were introduced in 2019.

5.6 FINANCE & CONTROL

In 2019, the control environment was strengthened by increasing the focus on management accounting and by incorporating the 'Plan, Do, Check, Act' mechanism further into the SCNL financial management. Further alignment with the international financial system was prepared with the planned deployment of Agresso (Enterprise Resource Planning) and Coding (SCI-wide unified charts) systems by 1 January 2021.

The existing quality management certificates ISO 9001, ISO 9001-Partos were granted again in 2019, and the 'Erkend Goed Doel' certification by Centraal Bureau Fondsenwerving (CBF) was continued as well. Save the Children obtained an ANBI status from the Dutch tax authority (Belastingdienst) and successfully completed the Organisational Capacity Assessment of the Ministry of Foreign Affairs. We also drew up a Framework Partner Agreement (FPA) with ECHO, the humanitarian emergency department of the European Commission, and now meet the International Aid Transparency Initiative (IATI) standard for the transparent reporting of humanitarian spending. Since 2016, the Ministry of Foreign Affairs requires that the parties that it finances meets this reporting standard. Save the Children also meets the Core Humanitarian Standards, which ensure the quality of the humanitarian aid provided. Save the Children is also an independent signatory to the Grand Bargain, which is a set of agreements between donors and aid organisations – both NGOs and UN organisations – concerning multi-year, predictable funding and the effectiveness of aid.

5.7 CORPORATE SOCIAL RESPONSIBILITY

In 2019, Save the Children was certified for level 3 (out of 5 available levels), which indicates that we not only acknowledge the importance of Corporate Social Responsibility but also actively promote it in our operations, in particular by:

- reducing the travel budget per capita of staff by 10% per year;
- reducing printing by 20% per capita per year;
- sustainable and responsible sourcing;
- catering for 80% vegetarian;
- using an eco-friendly alternative search engine on the web;
- using the stairs instead of the elevator;
- separating waste and encourage recycling;
- compensating for the emissions of the company car;
- promoting travel by train instead of by air for short international trips;
- being aware of gender equality and social inclusion / diversity targets when hiring.

Through our participation in various CSR covenants, we stimulated the financial sector to invest more responsibly (see Chapter 4).

5.8 IT AND DATA PRIVACY

We strengthened our IT infrastructure and upgraded our IT support capacity, considering international trends and our aim to seek alignment with the international Save the Children movement. We upheld the policy to protect data privacy in conformity with the demands of privacy law (AVG).

5.9 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

The annual plan and budget for 2019 formed the basis for the activities in the departments. The management team met monthly to discuss the management reports, which were checked against the annual plan and the budget. Management information was obtained for example from the financial and project administration, and from data from the fundraising department. A quarterly management dashboard was drawn up and discussed in the management team and shared with the Supervisory Board and the Works Council. An organisation-wide mid-term review, end of year review and management review were held in 2019.

One of the instruments used in the management reviews was the internal audits that were conducted for the purpose of ISO certification. The Save the Children procedures, work instructions and relevant documents are included in the administrative organisation (AO) handbook, which is available online for all staff members.

Save the Children has developed a reliable management system for its programme policy. All programme funding opportunities are assessed by a programme manager in terms of strategy, policy, budget and capacity. A technical expert assesses the technical aspects of the project, and a financial programme manager the financial aspects. The practicality of implementing the programme is discussed with colleagues in the field, as well as any necessary conditions and cooperation with partner organisations. Based on this, a decision is taken on whether or not to consider the request for funding, and whether to proceed to writing and submitting a proposal. During the programme development process, we pay particular attention to impact monitoring and evaluation, so that we can continuously learn and improve our aid programmes. For this, we work together with the MEAL advisor. The objective of the management system is to ensure that we provide the best humanitarian aid possible, and to define our objectives as clearly as possible. SCI has implemented a digital Award Management System that supports the full project cycle, from contracting, financial and programme monitoring, to completion and evaluation.

In 2019, a Learning Organisation Project was set up to promote learning in the entire organisation. The following activities were undertaken:

- a trajectory to enhance data literacy skills;
- skills mapping and the development of a skills matchmaking tool;
- evaluation of cross-departmental cooperation structures;
- formulation of a research agenda;
- inclusion of learning in the performance evaluation process.





Photo: Jiro Ose / Save the Children

5.10 INTEGRITY

Reports of misconduct at Save the Children International

Save the Children has about 25,000 staff members, the vast majority of which (ca. 95%) are local hires. We also work together with about 1,000 partner organisations. Such a large and complex organisation has its intrinsic strengths, but also its weaknesses and risks, including misconduct. Save the Children has put in place protocols, training programmes and procedures to prevent misconduct among its own staff as well as among the people involved in our projects. We implement an active child safeguarding policy and take the safety of the children for whom we are responsible and of our staff members very seriously. Nevertheless, cases of misconduct still came to light in our international network of field offices in 2019.

International child safeguarding cases

In 2019, 589 internal suspected child safeguarding cases were reported in Save the Children internationally. 531 are now closed, of which 290 cases involved SC staff/volunteers and 83 concerned partners. Of these 290 cases, 143 allegations were substantiated, which resulted in 55 dismissals or contract terminations and 44 official warnings. Additionally, 27 referrals were made to the police /authorities.

Misconduct in the workplace

100 incidents involving bullying or sexually inappropriate behaviour were reported worldwide in 2019. This resulted in 22 dismissals or contract terminations and 17 instances of disciplinary measures. There were no cases of violation of the integrity policy at Save the Children Netherlands.

The Save the Children International annual report addresses the nature and consequences of misconduct in the international Save the Children network in greater detail.

Child safeguarding in the Netherlands

The 'child safeguarding protocol' clearly describes the acceptable behaviour that must be adhered to by employees of Save the Children and its partners when in direct contact with children. This also includes measures to prevent situations in which adults may acquire a position of power over children. Every member of staff who works for or on behalf of Save the Children must provide a certificate of good conduct and sign our Code of Conduct and Child Safeguarding policy, on commencement of employment and once every three years following this. New colleagues follow an introduction programme, during which they become acquainted with our Quality Handbook, the Convention on the Rights of the Child, and the Child Safeguarding Protocol. New employees attend workshops in which they get to know one another and learn about the organisation. Furthermore, all employees must follow an annual child safeguarding training programme. We have a child safeguarding advisor in the organisation and two confidential advisors. We also have a whistle-blowers procedure.

Independent codes of conduct and quality standards do much to manage the risk.

Save the Children:

- provides impartial aid in accordance with the Code of Conduct for the International Red Cross;
- applies the basic standards for emergency response of the Core Humanitarian Standard;
- is CBF-recognised, has ANBI status and meets the standards of the SBF Good Governance Code;
- meets the ISO-9001:2015 standard for quality management;
- meets the Partos 9001:2015 standard and has CSR performance ladder level 3;
- meets the subsidy requirements of the Ministry of Foreign Affairs;
- meets the 'low risk partner' requirements of the EU for the receipt of humanitarian aid subsidies;
- is recognised as a charity by the CBF (CBF-Erkend Goed Doel) and is a model for the CBF Recognition Passport.

Political risks

As the rights of the child need to be incorporated into legislation and policy, Save the Children often works together with national governments. However, the countries in which we operate often have undemocratic or corrupt regimes. We are therefore very careful in our dealings with such governments. We always emphasize our independence and impartiality and seek to work together with reliable networks and partners.

Reputation risks

- the violation of our good name and standing as a result of unsuccessful aid programmes;
- in sister organisations, partners or collaborations.

We limit the risks by

- making strict demands of all member organisations;
- carefully selecting partners, entering into long-term collaborations, drawing up clear contract agreements, and good monitoring.

Misconduct risks

- is it possible that children may be harmed in any way in our aid programmes?

We limit the risks by

- strictly monitoring adherence to the Child Safeguarding Protocol.

Safety risks

- are our employees endangered in their work for Save the Children in often unstable regions or conflict

We limit the risks by

- strictly monitoring adherence to our safety protocol, which meets the requirements of the United Nations.





CHAPTER 6
SUPERVISORY BOARD REPORT

6.1 SUPERVISORY BOARD

The Supervisory Board is made up of independent members who oversee and advise on the following main aspects of the organisation:

- the multi-annual strategy;
- the annual plan and the budget;
- the yearly account and the annual report;
- periodic reports from the directors.

Furthermore the Supervisory Board paid particular attention to issues such as:

- effectiveness, monitoring and evaluation;
- the further professionalisation of the organisation also related to growth;
- risk identification and risk management
- ICT scan;
- legislation regarding GDPR-conformity / charities qualification system;
- international developments regarding SCA/SCI, ie operating expenses and operations in the Save the Children global organisation; developments in the organisation and in the organisation's field of activity; the system of accountability to the member organisations, and the international governance structure.

SUPERVISORY BOARD

Number of meetings in 2019	5
Stipend or fee paid to Board members	none

Save the Children does not grant loans, advances or guarantees to members of the Supervisory Board. In addition to the planned meetings, the Board Chair is in regular contact with the directors regarding the organisation. The directors also regularly seek advice from the Board members.



Photo: Jonathan Hyams / Save the Children

6.2 SUPERVISORY BOARD REPORT

The Board notes that the organisation continued to grow in 2019, and that it was able to increase the aid that it provides through spending on organisational objectives. Fundraising grew, from both institutional and non-earmarked donations.

The Board values the part that Save the Children Netherlands plays within Save the Children International, which is based on the increased professionalisation of the worldwide organisation and the strengthening of local capacity through the sharing of knowledge and expertise.

The Board notes an improvement in the internal processes at Save the Children.

Communication between management, the departments and employees has improved, and this also benefits the external aspects of the organisation. For example, contact with the general public through the media has increased, and lobby and advocacy efforts are having a greater impact through the interplay of the media, the political arena and supporters. A strong increase in the number of regular donors and the resulting increase in fundraising efforts means that Save the Children is becoming an increasingly independent organisation. As a result, the organisation has more influence on public debate in the Netherlands, and in the international Save the Children organisation. The Dutch organisation is therefore able to have a greater impact on the lives of children all over the world.

In several meetings the Board discussed the progress made in the key programmes and themes in Save the Children. Every regular meeting of the Supervisory Board starts with an employee presentation about a particular activity in the field. This could be in response to a disaster or it may concern a visit to an ongoing project or an important meeting. This helps us to focus on the impact that our work has on children. Also progress on fundraising was a regular item on our agenda. The Board discussed and approved the annual report and yearly account 2018.

In a meeting together with the Management Team the Board discussed - as part of the preparation of the annual plan 2020 - the specific opportunities and challenges in each department. The Board also approved this plan. The Board also had a meeting with the Works Council, in which exchange of views to place on issues like labour conditions, working culture and anti-harassment policy. One of the Board Members (Jacqueline Brassey) acted as confidential counsellor focal point for misconduct issues.

In 2019, The Vice-chair's attendance at various international meetings ensures the continued involvement of Save the Children Netherlands. The Vice-chair also attended, together with the CEO, the Save the Children Association Members Meeting in Oxford.

As in former years, the members of the Supervisory Board took an active role in the organisation in 2019, for example by providing advice on lobbying and advocacy, financial management, staffing and organisational developments and legal issues. The members of the Board regularly represent Save the Children at events such as the Goed Geld Gala of the Dutch Postcode Lottery and international meetings of the Save the Children Alliance.

The Supervisory Board held one on-site meeting in 2019, at the National Postcode Lottery in Amsterdam. The board started a self-assessment of its functioning with the help of an external expert, Prof. Irene Asscher-Vonk. This assessment will be completed in 2020, to be followed by decisions about the recommendations in the external evaluation report.

The Board has two subcommittees. The Audit Committee focuses on the financial aspects of planning and accountability. The Remuneration Committee is responsible for determining all elements of the remuneration of the Chief Executive Officer.



6.3 MEMBERS OF THE SUPERVISORY BOARD IN 2019

The Board appoints its own new members. The statutes and the Supervisory Board Regulations state that:

- the Board must include members from different backgrounds with a wide range of expertise;
- members of the Board must have no personal or financial ties to Save the Children Netherlands;
- members of the Board are appointed for a period of four years and may be reappointed just once.

The Supervisory Board is impressed by the performance of the SCNL organisation, its growth of fundraising and increase in programmes. As a result of this performance, Save the Children has a growing impact on children in need all over the world. We express our gratitude and appreciation to the leadership team and the employees for their important and valuable contributions to the achievements for children in the past year.

Overview of appointment of members to the Supervisory Board

Members	Date of appointment	Date of reappointment	Position
Ms H.J. Terwijn	Sep 2012	Sep 2016	Secretary
Ms J. Brassey	Sep 2017	Sep 2021	Member
Mr M. Stolk	Jan 2018	Jan 2022	Member
Ms C.M. Wortmann-Kool	Feb 2014	Dec 2018	Chair of the Board Member of the Audit Committee
Mr R.L. de Bakker	Dec 2014	Dec 2018	Vice-chair of the Board Chair of the Audit Committee
Ms L. Schippers	Dec 2015	Feb 2019	Member



Chair and member of the Audit Committee

Corien Wortmann-Kool (27 June 1959)

Chair since: February 2014, reappointed in December 2018

Work: Chair of Board of ABP

Relevant additional work: Member of Supervisory Board of AEGON N.V. Member of Supervisory Board of Het Kadaster



Member, Vice-chair and Chair of Audit Committee

Robert de Bakker (14 September 1950)

Member since: December 2014, reappointed in December 2018

Work: Chair of Supervisory Board Bergman Clinics B.V. / Chair of Supervisory Board WCC Group B.V. / Member of Board Stichting ADP and Board Member ADP Industries B.V. / Member of Board Stichting Continuïteit TomTom / director of various investment companies in Amsterdam



Member

Liesbeth Schippers (19 September 1958)

Member since: December 2015, reappointed in February 2019

Work: lawyer and partner at Pels Rijcken & Droogleever Fortuijn

Relevant additional work: none



Secretary

Heleen Terwijn (26 January 1967)

Secretary since: September 2012, reappointed in September 2016

Work: Director of IMC Weekend School

Relevant additional work: Amsterdam School researcher for Social Science Research (University of Amsterdam) / Member of Selection Committee of the German Marshall Fund of the United States / Chair of Stichting Jongeren Die het Kunnen (JDK) / Vice-chair of the Dutch Philharmonic Orchestra



Member

Jacqueline Brassey (22 November 1973)

Member since: September 2017

Work: Director Enduring Priorities

Learning and LLT member at McKinsey & Company

Relevant additional work: Adjunct Professor IE University Spain / Research Fellow VU Amsterdam



Member

Meindert Stolk (19 February 1965)

Member since: January 2018

Work: freelance communication and public affairs advisor

Relevant additional work: Member of the Provincial State of Zuid-Holland, Member of the Board of St. Hospice Wassenaar

6.4 ACCOUNTABILITY STATEMENT

Corporate governance at Save the Children is based on the ‘three principles of the Netherlands Fundraising Regulator (CBF)’, to which the Supervisory Board is accountable:

- separation between supervision, management and implementation;
- effective and efficient spending;
- interactions with stakeholders.

Supervision, management and implementation

SUPERVISION



The supervisory role is the responsibility of the Supervisory Board, which

- appoints and dismisses the directors;
- monitors the directors’ performance, and conducts an annual performance review for the directors;
- appoints the accountant;
- appoints the Audit Committee;
- approves the statutes, the strategic policy documents, the Supervisory Board Regulations and the Director’s Regulations;
- has the necessary resources at its disposal for the adequate execution of its task.

MANAGEMENT



The management and the day-to-day operations are the responsibility of the statutory Chief Executive Officer, who

- operates within the boundaries set by the statutes and the Director’s Regulations;
- reports regularly to the Supervisory Board on proceedings in the organisation.

IMPLEMENTATION



Policy development and policy implementation are the responsibility of the management team, which

- is responsible for the policy implementation process in the organisation;
- is chaired by the Chief Executive Officer, who has ultimate responsibility for the decisions made.





CHAPTER 7
BUDGET 2020



Budget 2020

EUR x 1,000	Budget 2020
REVENU	47.481
Income from individual givers	16.544
Income from companies	409
Income from lotteries	900
Income from government grants	26.881
Income from other non-profit organisations	2.747
EXPENSE	44.103
Spent on objectives	39.629
Improving children's lives and future	31.555
- Humanitarian aid	13.284
- Sustainable development	17.431
- Domestic programme	840
Awareness raising	8.074
Fundraising activities	3.161
Management & Administration	1.313
FINANCIAL REVENU	-
RESULT	3.378

ANNUAL ACCOUNTS 2019



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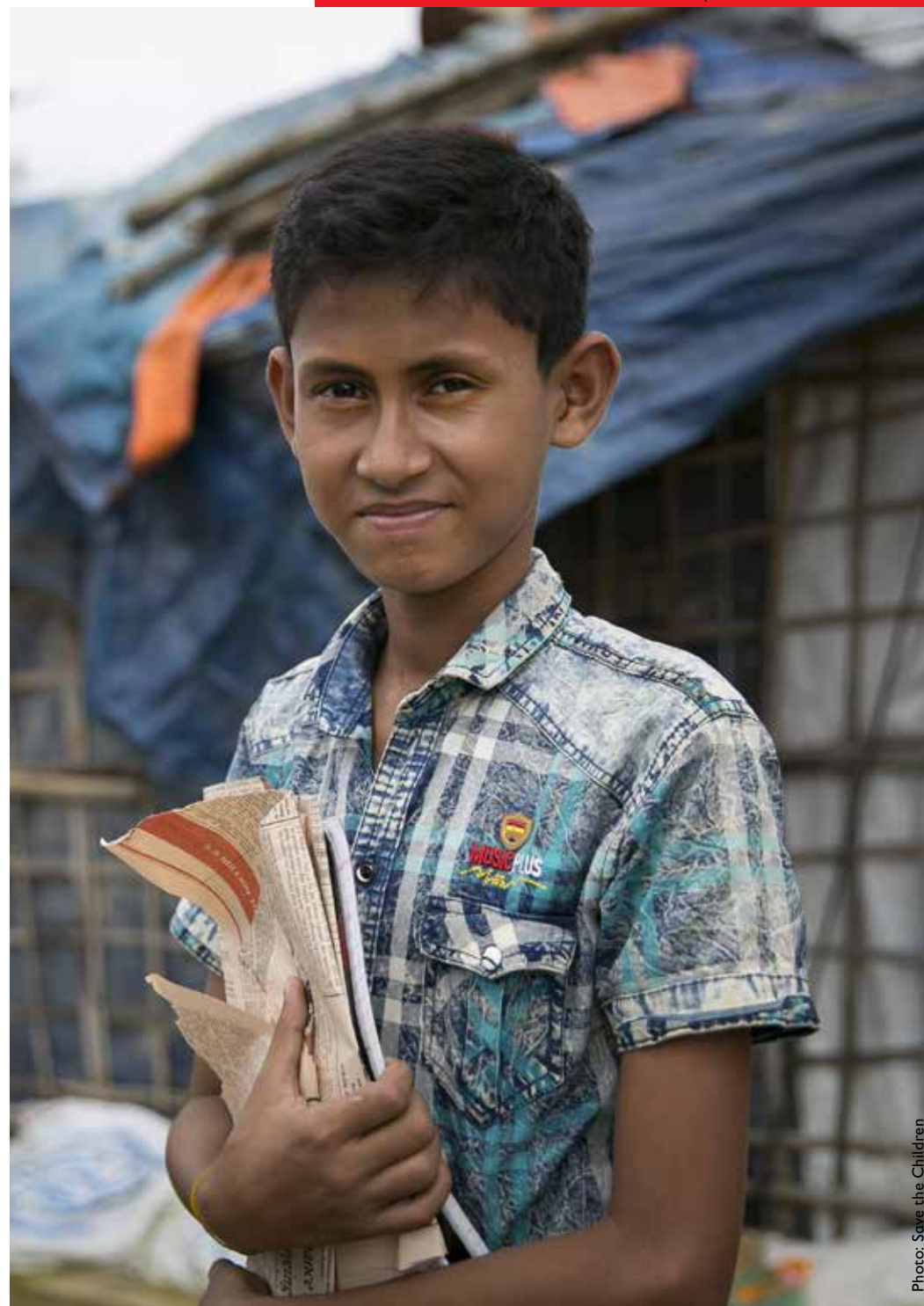




Photo: Aytunc Akad/Panos/Save the Children

1. FINANCIAL STATEMENTS

1.1 Balance sheet after appropriation of result

	§	31-12-2019	31-12-2018
ASSETS			
Fixed assets			
Tangible fixed assets	4.1	159.053	159.214
		159.053	159.214
Current assets			
Receivable grants	4.2.2	2.969.365	1.780.992
Prepaid (sub)awards	4.2.3	3.589.526	2.489.674
Other receivables and accrued income	4.2.4	2.473.463	2.582.562
Cash and cash equivalents	4.2.5	23.667.231	13.229.792
		32.699.585	20.083.020
		32.858.637	20.242.234
		31-12-2019	31-12-2018
LIABILITIES			
Reserves and funds			
Reserves			
Continuity reserve	4.3.1	4.344.580	3.515.450
Designated reserves	4.3.2	2.776.950	3.902.019
		7.121.530	7.417.469
Funds			
Designated funds	4.3.3	1.441.862	3.901.953
		8.563.392	11.319.422
Current liabilities			
Grants received in advance	4.4.2	22.217.153	7.849.595
Project payables	4.4.3	26.338	10.774
Other liabilities and accrued expenses	4.4.4	2.051.754	1.062.443
		24.295.245	8.922.812
		32.858.637	20.242.234

1.2 Statement of income and expenses

	§	Actuals 2019	Budget 2019	Actuals 2018
INCOME				
Income from individual givers	5.1	12,140,706	13,462,157	10,530,350
Income from companies	5.2	368,658	600,000	388,918
Income from lotteries	5.3	925,000	900,000	3,300,000
Income from government grants	5.4	22,244,231	21,662,501	20,140,687
Income from affiliated non-profit organisations	5.5	134,602	-	-
Income from other non-profit organisations	5.6	2,192,006	1,320,000	3,939,686
Total fundraising income		38,005,203	37,944,658	38,299,641
Other income	5.7	6,037	-	-
Total income		38,011,240	37,944,658	38,299,641
EXPENSE				
Spent on objectives				
- Improving children's lives and futures		30,237,434	28,837,031	26,146,606
- Information and awareness raising		7,010,874	7,315,530	5,517,124
	5.8	37,248,308	36,152,561	31,663,730
Fundraising expenses	5.9	2,355,180	2,694,411	2,225,485
Management and administrations expense	5.10	1,159,107	1,273,999	985,676
Total expense		40,762,595	40,120,971	34,874,891
Financial income and expense	5.13	-4,675	-3,866	825
RESULT		-2,756,030	-2,180,179	3,425,575
Appropriation of the result				
Addition to / withdrawal from				
- Continuity reserve		829,130		520,807
- Designated reserves		-1,125,069		-166,496
- Designated funds		-2,460,091		3,071,264
		-2,756,030		3,425,575

1.3 Cash flow statement

	Actuals 2019	Actuals 2018
Received from individual givers	12,090,470	10,334,985
Received from companies	639,691	295,360
Received from lotteries	925,000	3,300,000
Received grants from government grants	35,402,353	21,854,484
Received from associated non-profit organisations	-	298,142
Received from other non-profit organisations	2,376,192	3,538,012
	51,433,706	39,620,983
Project payments	-30,072,851	-29,406,857
General payments	-10,785,976	-9,390,004
	-40,858,827	-38,796,861
Cashflow from operations	10,574,879	824,122
Received interest	3,389	10,798
Paid interest and banking charges	-66,211	-60,092
Cashflow from monetary investment	-62,822	-49,294
Investments in tangible fixed assets	-82,306	-145,247
Cash flow from investing activities	-82,306	-145,247
Net cash flow	10,429,751	629,581
Exchange rate differences	7,688	7,993
Changes in cash and cash equivalents	10,437,439	637,574
Cash and cash equivalents as per January 1st	13,229,792	12,592,218
Cash and cash equivalents as per December 31st	23,667,231	13,229,792
	10,437,439	637,574



Photo: Sacha Myers / Save the Children

1.4 Key performance indicators

	Actuals 2019	Budget 2019	Actuals 2018
Expense on objectives as a percentage of total expenses	91%	90%	91%
Fundraising expense as a percentage of total expenses	6%	7%	6%
Management and administration expense as a percentage of total expenses	3%	3%	3%
Expense on objectives as a percentage of total expenses (three-year average)	91%	91%	91%

The average ratio of expense on objectives compared total expense during 2017 through 2019 amounts to 91 percent.

The ratios for expense on objectives, fundraising expense as well as management and administration expenses in 2019 compared to total expense have developed according their respective budgets and are in line with the actual ratios of 2018.

2. EXPLANATION TO THE FINANCIAL STATEMENTS

2.1 General

Save the Children Netherlands is an independent foundation located at the Laan van Nieuw Oost-Indië 131 in The Hague, The Netherlands.

The statutory objectives of Save the Children Nederland are 1) to improve the living conditions of children and youth in harsh situations, regardless, of gender, race, nationality, religion or political orientation, and 2) to conduct research, create awareness, advocate in favour of children and youth in harsh situations.

2.2 Reporting period and currency

The financial statements have been prepared for calendar year 2019. Unless stated otherwise, the financial statements are presented in EURO, which is the functional currency of Save the Children Netherlands.

2.3 Applied standards

The financial statements are prepared in accordance with the Guideline RJ650 which applies to Dutch fundraising institutions.

Save the Children Netherlands adopts the remuneration regulations of Goede Doelen Nederland and the "Standards for Remuneration Act (The Netherlands)"¹.

2.4 Use of estimates

The preparation of the financial statements requires management to make judgments, estimates, and assumptions that affect the application of the accounting policies and the reported amounts of assets and liabilities, income, and expenses. Actual results may differ from these estimates. This applies in particular to the valuation of legacies to be received. The estimates and the underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised both in the current period and in any future period affected.

2.5 Going concern

The financial statements are prepared on the basis of the going concern assumption.

¹ Wet Normering Bezoldiging Topfunctionarissen Publieke en Semipublieke Sector (WNT)

3. ACCOUNTING PRINCIPLES

3.1 Balance sheet

3.1.1 General

Assets and liabilities are stated at historical cost, unless stated otherwise in the further principles. An asset is recognised in the balance sheet when it is probable that the expected future economic benefits are attributable to Save the Children Netherlands, and the asset has a cost price or value of which the amount can be measured reliably. Assets that do not meet these requirements, are not recognized in the balance sheet, but are classified as off-balance sheet assets.

A liability is recognised in the balance sheet when it is expected that the settlement of an existing obligation will result in an outflow of resources embodying economic benefits and the amount necessary to settle this obligation can be measured reliably. Liabilities that are not recognised in the balance sheet are considered as off-balance sheet liabilities.

An asset or liability that is recognised in the balance sheet, remains recognised on the balance sheet if a transaction (with respect to the asset or liability) does not lead to a major change in the economic reality with respect to the asset or liability. Such transactions will not result in the recognition of results. When assessing whether there is a significant change in the economic circumstances, the economic benefits and risks that are likely to occur in practice are taken into account. The benefits and risks that are not reasonably expected to occur, are not taken in to account in this assessment. An asset or liability is no longer recognised in the balance sheet, and thus derecognised, when a transaction results in all or substantially all rights to economic benefits and all or substantially all of the risks related to the asset or liability are transferred to a third party. In such cases, the results of the transaction are directly recognised in the profit and loss account, taking into account any provisions related to the transaction.

3.1.2 Transactions in foreign currencies

The financial statements are presented in EURO, which is the functional currency of Save the Children Netherlands. At initial recognition, transactions denominated in a foreign currency are translated into the functional currency of the Company at the exchange rates at the date of the transactions.

Monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing on the balance sheet date.

Non-monetary assets and liabilities denominated in foreign currencies are translated into the functional currency at the exchange rate prevailing on the transaction date. Exchange differences resulting from the settlement of monetary items, or resulting from the translation of monetary items denominated in foreign currency, are recognised in the statement of income and expenses in the period in which the exchange difference arise.

3.1.3 Tangible fixed assets

Tangible fixed assets are measured at the costs of acquisition less accumulated depreciation and impairment losses. Depreciation is recognised on a straight-line basis over the estimated economic useful life of three year for computer equipment and four years for other assets.

Depreciation starts as soon as the asset is available for its intended use, and ends at decommissioning or divestment.

Annually, on the balance sheet date Save the Children Netherlands assesses whether there are indications that assets are subject to impairment. If indications exist that the asset item is subject to impairment, the recoverable amount of the assets is determined. If it is not possible to assess the recoverable amount for an individual asset, the recoverable amount is assessed for the cash-generating unit to which the asset belongs. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognised for the difference between the carrying amount and the recoverable amount.

Subsequently, at each reporting date, Save the Children Netherlands assesses whether there is any indication that an impairment loss that was recorded in previous years has been decreased. If any such indication exists, then the recoverable amount of the asset or cash-generating unit is estimated.

Reversal of a previously recognised impairment loss only takes place when there is a change in the assessment used to determine the recoverable amount since the recognition of the last impairment loss. In such case, the carrying amount of the asset is increased to its recoverable amount, but not higher than the carrying amount that would have applied (net of depreciation) if no impairment loss had been recognised in previous years for the asset.

3.1.4 Receivables, pre-payments, and accrued income

Receivables, pre-payments and accrued income are recognized in the balance sheet at the moment the contractual right originate. These assets are derecognised if a transaction results in a considerable part of the contractual risks or rewards with respect to that asset being transferred to a third party.

Receivables, pre-payments, and accrued income are initially recognised at fair value. After initial recognition, receivables are carried at amortised cost on the basis of the effective interest method, less impairment losses. Allowances for doubtful debts are deducted from the carrying value of the receivable.

3.1.5 Cash and cash equivalents

Cash and cash equivalents are measured at nominal value. Cash and cash equivalents denominated in foreign currencies are translated into EURO at the exchange rate ruling on the balance sheet date. Cash and cash equivalents that are not readily available to Save the Children Netherlands within 12 months are presented under financial fixed assets.

3.1.6 Reserves and funds

The equity of Save the Children Netherlands consists of a continuity reserve, designated reserves and designated funds.

The continuity reserve is in place to enable Save the Children Nederland to meet its obligations in the long-term. The Managing Board defines the level of the continuity reserve in accordance with Save the Children's financial policy. As per the recommendations of "Goede Doelen Nederland" the value of the reserve is maximized at 1.5 times the yearly operating costs. The operating costs are defined as direct cost of own fundraising and cost of work.

The designated reserve for projects relate to funds designated by the board to be spent on specific projects and public relations activities. These disbursements are not legally enforceable. For ongoing projects a minimum of 50% of the budgeted spending for the next financial year is included in the reserve. Furthermore Save the Children has a designated reserve in place for Emergency Aid in order to act instantly in case of an emergency



Photo: Andrew Pauthe, Save the Children

situation. The conditions to use this reserve have been registered in the protocol Reserve for Emergency Aid.

The designated reserve for tangible fixed assets equals the book value of the tangible fixed assets. The designated funds are related to funds designated by a third party to be spent on a designated purpose.

3.1.7 Current liabilities

The current liabilities consists of short term (project) commitments and accrued liabilities. Liabilities are recognized in the balance sheet at the moment the contractual liability originates.

Liabilities are initially recognized at fair value. After initial recognition, liabilities are carried at amortised cost on the basis of the effective interest method, less impairment losses.

3.2 Statement of income and expense

3.2.1 General

Income is recognised in the statement of income and expenditure when an increase in future economic potential related to an increase in an asset or a decrease of a liability arises of which the size can be measured reliably. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or an increase of a liability arises of which the size can be measured with sufficient reliability.

Revenues and expenses are allocated to the respective period to which they relate.

3.2.2 Income from individual givers

Income from individual givers consist of direct donations and legacies. Direct donations are accounted for in the year in which they are received. Legacies are accounted for in the year in which the amount can be determined reliably, based upon the statement received from the executor. Provisional payments in the form of advance payments are recognised as income from legacies in the financial year in which they are received, insofar as they have not already been recognised in a previous financial year.

3.2.3 Income from companies

Income from lotteries is recognized in the year the respective lottery commits the funds.

3.2.4 Income from lotteries

Revenues Income from lotteries isare recognized in the year in which they are allocated by the respective lottery commits the funds.

3.2.5 Income from government grants

Income from government grants are recognised as income for Save the Children Netherlands insofar the grants are utilised for activities accounted for as expenses on objectives. Grants received for activities for which Save the Children Netherlands do not

carry the economic risk are not accounted for as income. The cash flow associated with these grants is reported in the balance sheet under prepaid (sub)awards and prepaid grants.

Income from Government grants is recognised in the year in which the subsidized costs were incurred.

3.2.6 Income from affiliated non-profit organisations

Income from affiliated non-profit organisations is recognized in the year the donations are received.

3.2.7 Income from other non-profit organisations

Income from other non-profit organisations is recognized in the year the donations are received.

3.2.8 Other income

All other income is recognized in the year in which they are received.

3.2.9 Income from gifts in-kind

Gifts in kind are recognised as income in the period they are received. Gifts in kind are valued as income at fair value.

3.2.10 Expense on objectives

Expenses related to humanitarian and structural development aid as well as costs related to activities for raising awareness are accounted for as expenses on objectives in the year the performance was delivered. For project expenses, a distinction is made between project expenses of Save the Children International and project expenses of third parties. As Save the Children Netherlands is co-owner of Save the Children International through the Save the Children Association, the costs that actually incurred by Save the Children International in the reporting period, are recognised. In the event that funds from Save the Children Netherlands are spent by third parties, the amount of the contractual obligation to these third parties, insofar Save the Children Netherlands carries the economic risk, will be recognised as expenses in the reporting period. In the event that project expenses incur by consortia of which Save the Children Netherlands is the lead party towards the donor, the economic risk for that part of

the funding that is not expensed by Save the Children Netherlands, will be diverted to the partners participating in the relevant consortia. Project expense by the partners to whom the economic risk has been diverted will not be accounted for in the statement of income and expenses of Save the Children Netherlands.

3.2.11 Fundraising expenses

Expenses for fundraising consist of direct and indirect costs. Direct fundraising costs are accounted for as “costs for fundraising” in the year to which the costs relate. In case an activity has the purpose of both fundraising as well as raising awareness, the costs incurred will be allocated to these activities based on a pre-defined allocation key (which is approved in the budget).

3.2.12 Management and administration costs

Save the Children Netherlands applies a cost allocation method based upon the Goede Doelen Nederland recommended cost allocation model². The method is summarised in table 1.

3.2.13 Employee benefits

Employee benefits are charged to the statement of income and expenses in the period in which the employee services are rendered and, to the extent not already paid, as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognised as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by Save the Children Netherlands. The recognised liability relates to the best estimate of the expenditure necessary to settle the obligation at the balance sheet date. The best estimate is based on contractual agreements with employees (collective agreement and individual employment contract). Additions to and reversals of liabilities are charged or credited to the profit and loss account.

Termination benefits are employee benefits provided in exchange for the termination of the employment. A termination benefit is recognised as a liability and an expense when the Company is demonstrably and unconditionally committed to make the payment of the

Table 1: Cost allocation to management and administration

Expense category	Allocation to management & admin	Explanation
Managing Board / Supervisory Board	proportionally	based on individual allocation key managing board members
Secretariat / Office Management	100%	
Finance & Control	proportionally	based on individual allocation key staff members
ICT	proportionally	based on FTE
Housing / Facility	proportionally	based on FTE
Human Resources	proportionally	based on FTE
Legal and other advice	partially	based on cost centre
Salaries	proportionally	based on individual allocation key staff members
Other personnel costs	proportionally	based on FTE

² Aanbeveling Kostentoerekening, Goede Doelen Nederland (Herziene versie van september 2017)

benefit. Termination benefits are measured in accordance with their nature. When the termination benefit is an enhancement to post-employment benefits, measurement is done according to the same policies as applied to post-employment plans. Other termination benefits are measured at the best estimate of the expenditures required to settle the liability.

3.2.14 Pensions

Save the Children Netherlands offers its employees a defined benefit plan administered by Pension Fund “Zorg en Welzijn” (PFZW).

Basic principle is that the pension charge to be recognised for the reporting period is equal to the pension contributions payable to the pension provider over the period. In so far as the payable contributions have not yet been paid as at balance sheet date, a liability is recognised.

If the contributions already paid at balance sheet date exceed the payable contributions, a receivable is recognised to account for any repayment by the fund or settlement with contributions payable in future.

The coverage ratio of the pension fund on the balance sheet date is 96.5 percent. The policy funding ratio (which is calculated as the average of the monthly funding ratios in 2019) amounts to 99.03 percent. The pension agreement with PFZW does not contain any additional commitments for Save the Children Netherlands.

3.2.15 Leasing

Save the Children Netherlands may enter into finance and operating leases. A lease agreement under which the risks and rewards of ownership of the leased object are carried entirely or almost entirely by the lessee are classified as finance leases. All other leases are classified as operating leases. For the lease classification, the economic substance of the transaction is conclusive rather than the legal form. At inception of an arrangement, the Company assesses whether the lease classifies as a finance or operating lease. Save the Children Netherlands did not enter into any finance leases.

If Save the Children Netherlands acts as lessee in an operating lease, the leased property is not capitalised. Benefits received as an incentive to enter into an agreement are recognised as a reduction of rental expense over the lease term. Lease payments and benefits regarding operating leases are recognised to the profit and loss account on a straight-line basis over the lease term, unless another systematic basis is more representative of the time pattern of the benefits from the use of the leased asset.

3.3 Cash flow statement

The cash flow statement is prepared using the direct method. Cash flows in foreign currencies have been converted to EURO using the weighted average conversion rates for the reporting period.



Photo: Tom Merrilion / Save the Children

4. NOTES TO THE BALANCE SHEET

4.1 Tangible fixed assets

Table 2: Tangible fixed assets

	31-12-2019	31-12-2018
Carrying value January 1	159.214	64.336
Investments	82.306	145.247
Depreciation	-82.467	-50.369
Carrying value December 31	159.053	159.214

In 2019 Save the Children Netherlands (re)invested mainly in IT equipment due to replacement of fully depreciated assets and the expansion of staff.

Table 3: Movements in tangible fixed assets

	'IT equipment	'Office inventories	Total
Balance at January 1			
Purchase price	154.559	108.553	263.112
Accumulated depreciation	35.745	68.153	103.898
Accuulated impairments	-	-	-
Carrying value January 1	118.814	40.400	159.214
Changes			
Investments	69.109	13.197	82.306
Disposals	-	-	-
Depreciation	59.995	22.472	82.467
Balance at December 31			
Purchase price	223.668	121.750	345.418
Accumulated depreciation	95.740	90.625	186.365
Carrying value December 31	127.928	31.125	159.053

Assets that are fully depreciated at year-end are not accounted for as part of purchase price and cumulative depreciation.

4.2 Current assets

4.2.1 General

Current assets consist of grants to be received, prepaid (sub)awards to Save the Children International country offices, implementing Save the Children members and third parties, other receivables and accrued assets, and cash and cash equivalents. All current assets have a maximum duration of one year.

4.2.2 Receivable grants

Table 4: Receivable grants

	31-12-2019	31-12-2018
Ministry of Foreign Affairs	1.719.550	837.734
European Commission	1.223.668	898.943
Other donors	26.147	44.315
	2.969.365	1.780.992

Grants are acquired based on actual costs incurred. Receivable grants relate to projects that have been implemented by Save the Children Netherlands, for which the funds from donors are committed in a grant contract, but had not yet been received on the balance sheet date.

4.2.3 Prepaid (sub)awards

Table 5: Prepaid (sub)awards

	31-12-2019	31-12-2018
Save the Children International	2.566.431	270.277
Save the Children India	920.493	681.953
Save the Children UK	102.602	1.453.077
Other projects	-	84.367
	3.589.526	2.489.674

Save the Children Netherlands prefunds a large proportion of its (sub)awards. The prepaid (sub)awards consist of the difference between the total prefunding and the reported expense by the implementing country offices, Save the Children members, or third parties. The increase is explained by extraordinary expense related to emergency responses in Indonesia (Sulawesi), Syria, Ukraine, and Yemen in December 2018. As a result the level of prepayments at the end of 2018 is significant lower than normally.

The prepaid sub-award to Save the Children UK concerns the contribution to the START Fund. The objective of the START Fund is to finance small and medium size emergencies with limited attention from international donors. The decrease is explained by the finalisation of the second START Fund project in 2019.

The prepayment to Save the Children India concerns the "More than Brides Alliance project" and "Access for better life project".

4.2.4 Other receivables and accrued income

Table 6: Other receivables and accrued income

	31-12-2019	31-12-2018
Nationale Postcode Loterij (Postcode Dutch Lottery)	900.000	900.000
Save the Children International	713.735	712.796
Individual givers	352.281	296.008
Companies	-	250.913
Non-profit organisations	129.770	199.473
Interest	-	1.916
Other prepaid amounts	273.980	199.586
Other receivables	103.697	21.870
	2.473.463	2.582.562

The other receivables contain both committed earmarked and unearmarked donations. These donations are received prior to the expenses, and therefore differ in its nature from grants. The accrued assets are amounts that have already been paid, but for which the performance has yet to be delivered by third parties. The receivable regarding the Nationale Postcode Loterij concerns the maximum contribution that Save the Children Netherlands will receive in 2020 from the lottery revenue realized in 2019. Save the Children The Netherlands has a claim against Save the Children International concerning a working capital buffer and the advance payment for the first quarter of 2020. The prepayments and accrued income are included under other prepaid amounts, and include prepaid office rent, a license for the CRM system and the pension premium paid for January 2020.



Photo: Fiorella Ramos / Save the Children

4.2.5 Cash and cash equivalents

Table 7: Cash and cash equivalents

	31-12-2019	31-12-2018
Saving accounts	16.860.534	8.244.857
Short term deposits	1.050.000	1.050.000
Cash and current accounts	5.756.697	3.934.935
	23.667.231	13.229.792

All balances of the savings accounts, deposits, and current accounts available on demand.

4.2.6 Financial instruments

4.2.6.1 General

Save the Children Netherlands uses financial instruments that may expose the organisation to currency, interest, credit and liquidity risks. To control these risks, the organisation has instituted a series of procedures as part of the quality management system. The organisation does not make use of derivatives to control its risks.

4.2.6.2 Liquidity risk

Save the Children Netherlands is not exposed to material liquidity risks. The board ensures that the cash position is sufficient to meet the financial obligations towards creditors, employees and partners.

4.2.6.3 Foreign exchange rate risk

The foreign exchange rate risk is considered limited for Save the Children Netherlands. The organisation is exposed to currency risk on project grants and obligations that are denominated in a currency other than the contractual currency of the grant contract that relates to such a project. The currencies in which these project transactions primarily are denominated are EUR, whereas a minority of transactions take place in other currencies. The annual contribution to Save the Children International is expressed in USD. To mitigate currency risk, the value of the contribution is hedged against the EURO.

4.2.6.4 Fair value

The fair value of the financial instruments stated on the balance sheet, including cash and cash equivalents, current receivables and current liabilities, is approximately equal to their carrying amount.

4.3 Reserves and funds

4.3.1 Continuity reserve

Table 8: Continuity reserve

	31-12-2019	31-12-2018
Balance on January 1	3.515.450	2.994.643
Dotation	829.130	520.807
Balance on December 31	4.344.580	3.515.450

The Continuity Reserve is formed in accordance with the recommendations of the association “Goede Doelen Nederland” and is intended to safeguard continuity of the operations of Save the Children Netherlands should the organisation experience a temporary drop in funding. Save the Children Netherlands adds EUR 829,130 to its continuity reserve in 2019. The total operating expenses as formulated by Goede Doelen Nederland amounts to EUR 6,690,473. The coverage of the operating expenses by the continuity reserve is 65 percent, and therefore within the limits defined by Goede Doelen Nederland (see 3.1.6)

4.3.2 Designated reserves

Table 9: Movement schedule designated reserves

	31-12-2018	Dotation	Withdrawal	31-12-2019
Designated project reserve				
Reserve for co-funding of programmes	1.292.168	315.000	682.893	924.275
Reserve for structural development	1.081.294	1.391.187	1.596.256	876.225
Reserve for emergency response	662.501	-	403.546	258.955
Reserve for domestic programmes	223.405	2.718	40.690	185.433
Reserve for awareness raising	200.000	58.462	-	258.462
	3.459.368	1.767.367	2.723.385	2.503.350
Reserve for tangible fixed assets	159.214	82.306	82.467	159.053
Reserve for organisational costs	273.437	167.509	336.399	104.547
Staff fund	10.000	2.171	2.171	10.000
	3.902.019	2.019.353	3.144.422	2.776.950

The designated reserve projects relates to the part of the equity earmarked by the board for specific projects and public relations activities. These allocations are not legally enforceable, there is no external obligation. For ongoing projects a minimum of 50% of the budgeted spending for the next financial year is reserved. Furthermore Save the Children has a reserve for emergency response to be able to respond without delay in case of an emergency situation. The conditions to use this reserve have been registered in the protocol Reserve for Emergency Aid. The reserve for tangible fixed assets is maintained to fund the depreciation costs of the tangible fixed assets. The staff fund is maintained to support personnel.





Photo: Stefanie Gijnski / Save the Children

4.3.3 Designated funds

Table 10: Designated funds

	31-12-2019	31-12-2018
Balance on January 1	3.901.953	830.689
Change	-2.460.091	3.071.264
Balance on December 31	1.441.862	3.901.953

The designated funds are earmarked for a specific project or purpose as indicated by third parties.

Table 11: Movement schedule designated funds

	31-12-2018	Dotation	Withdrawal	31-12-2019
Dutch Postcode Lottery	1.901.286	-	1.414.997	486.289
Designated funds for international programming	1.301.999	1.807.057	2.154.850	954.206
Designated fund "giro 555" (SHO)	698.668	107.140	804.441	1.367
Designated funds for domestic programming	-	303.127	303.127	-
	3.901.953	2.217.324	4.677.415	1.441.862

The designated fund Dutch Postcode Lottery concerns the financing of the "Access to a better life" project, implemented in India. The designated funds for international programming is a consolidation of unspent funding provided by a number of Foundations and Companies. The designated fund "giro 555" (Samenwerkende Hulporganisaties) relates to the "giro 555" campaign "The Netherlands helps Sulawesi". The designated funds for domestic programming, from Warchild³, has been utilized in 2019.

³ Funding is partly originating from the following back donors: IKEA, Stichting Lichtboei, and Stichting Jong

4.4 Current liabilities

4.4.1 General

Current liabilities consist of prepaid grants, payable (sub)awards to Save the Children International country offices, implementing Save the Children members and third parties, and other debts and accruals. All current liabilities have a maximum term of one year.

4.4.2 Prepaid grants

Table 12: Prepaid grants by donor

	31-12-2019	31-12-2018
Ministry of Foreign Affairs	16.904.761	4.708.549
European Commission	4.203.215	3.118.496
Ministry of Social Affairs and Employment	916.518	-
World Bank	131.735	-
Municipalities	55.666	20.880
Others	5.258	1.670
	22.217.153	7.849.595

Received funds related to project grants that have not been spent are accounted for as prepaid grants. The increase in prepaid grants from the Ministry of Foreign Affairs concerns the START Fund and humanitarian assistance through the Joint Responses.

The increase of prepaid grants from Ministry of Social Affairs and Employment is related to the "Team Up - Children on the move for better well-being"-project.

4.4.3 Project payables

Table 13: Project payables

	31-12-2019	31-12-2018
Project payables to country offices and implementing SC members	26.338	10.774
	26.338	10.774

Project payables concerns costs reported by country offices and implementing Save the Children members that have to be reimbursed by Save the Children Netherlands yet.

4.4.4 Other liabilities and accruals

Table 14: Other liabilities and accruals

	31-12-2019	31-12-2018
Accounts payable	1.111.987	481.265
Holiday entitlement / Holidays	354.223	266.144
Audit costs	32.900	32.900
Other accruals and deferred income	552.644	282.134
	2.051.754	1.062.443

The increase of other accruals and deferred income is explained by taxes payable and social security contributions, that are handled by Save the Children directly in contrary to previous years in which payment of taxes and social security was carried out by the payroll service provider.

4.4.5 Off-balance-sheet liabilities

Table 15: Rent and lease commitments

	< 1 jaar	1 - 5 jaar	> 5 jaar
Rent and lease commitments	162.865	721.536	17.871

The rental and lease commitments relate to the rent of the office building and printers/copiers. The current lease expiry date of the property is June 30, 2020, but the lease will be renewed for a five year period. A bank guarantee has been issued for the property's lease of EUR 8,157 to Van Wilsum Vastgoedbeheer B.V.

The Save the Children members guaranteed to bridge an unforeseen shortfall at the end of Save the Children International in order to ensure ongoing activities. On December 31, 2019, the guarantee of Save the Children Netherlands amounts to EUR 417,602. However, the risk that Save the Children International actually invokes on this guarantee is considered low.

5. EXPLANATION TO THE STATEMENT OF INCOME AND EXPENDITURE

5.1 Income from individual givers

Table 16: Income from individual givers

	Actual 2019	Budget 2019	Actual 2018
Donations and gifts	11.747.273	13.262.157	10.238.214
Legacies	393.433	200.000	292.136
	12.140.706	13.462.157	10.530.350

Save the Children Netherlands adjusted its fundraising strategy in 2016. Since then, income from individual givers show an increase each year. In 2019, revenue increased with 15 percent. The income, however, is lower than budgeted as a result of an unfavourable distribution of donor growth throughout the year.



Photo: Sacha Myers / Save the Children

5.2 Income from companies

Table 17: Income from companies

	Actual 2019	Budget 2019	Actual 2018
Income from companies	368.658	600.000	388.918
	368.658	600.000	388.918

Next to contributions from individual givers, Save the Children is supported by several companies. The largest donors are Bison International, C&A, IKEA (through foundation War Child), Maxi Miliaan, and Lenovo.

5.3 Income from lotteries

Table 18: Income from lotteries

	Actual 2019	Budget 2019	Actual 2018
Dutch Postcode Lottery	925.000	900.000	3.300.000
	925.000	900.000	3.300.000

In 2019 Save the Children Netherlands received two donations from the Dutch Postcode Lottery: the regular annual, net contribution of EUR 900,000⁵ and an additional contribution of EUR 25,000. The difference with the 2018 income is explained by a donation of the Dutch Postcode Lottery for the “Access to a better life” project in India received in 2018 amounting to EUR 2,400,000.

⁵ From 2010 the Dutch Postcode Lottery supports Save the Children Netherlands with an contribution of EUR 1,000,000 annually. At the same time Save the Children Netherlands participates in the so-called “Dream fund” of the Dutch Postcode Lottery, and therefore Save the Children Netherlands deposit 10 percent of the contribution in the Dream Fund.



Photo: Kate Stanworth / Save the Children

5.4 Income from government grants

Table 19: Income from government grants

	Actual 2019	Budget 2019	Actual 2018
Emergency aid			
Dutch Ministry of Foreign Affairs	4.019.295	6.093.973	3.475.590
European Commission	2.682.404	2.591.123	3.399.676
Other donors	3.450.462	240.989	3.531.902
	10.152.161	8.926.085	10.407.168
Structual development			
Dutch Ministry of Foreign Affairs	4.730.139	5.218.086	3.929.118
European Commission	6.572.754	6.300.722	5.075.289
Other donors	453.922	879.104	370.728
	11.756.815	12.397.912	9.375.135
Other activities			
Dutch Ministry of Foreign Affairs	135.854	149.650	101.840
Other donors	199.401	188.854	256.544
	335.255	338.504	358.384
Grand total	22.244.231	21.662.501	20.140.687

Save the Children Netherlands acquires government grants for both its domestic and international programmes. These grants comprise the Dutch Ministry of Foreign Affairs, the European Commission, the World Bank, and the UN bodies. Also sub-awards from third parties with governments as back-donor are accounted for under this income category. Contrary to previous year funding through the DRA mechanism through third parties is accounted for under "Other donors" instead of Dutch Ministry of Foreign Affairs. All grants are one-off en project related. Main grant providers are the Dutch Government and the European Commission.

5.5 Income from affiliated non-profit organisations

Table 20. Income from affiliated non-profit organisations

	Actual 2019	Budget 2019	Actual 2018
Save the Children USA	134.602	-	-
	134.602	-	-

Affiliated non-profit organisations are Save the Children members and Save the Children International. In 2019 Save the Children USA contributed EUR 134,602 (USD 150,000) to the centenary activities carried out by Save the Children Netherlands.

5.6 Income from other non-profit organisations

Table 21: Income from other non-profit organisations

	Actual 2019	Budget 2019	Actual 2018
Giro555 (Samenwerkende Hulporganisaties)	116.844	-	1.087.275
Foundations and private funds	2.075.162	1.320.000	2.852.411
	2.192.006	1.320.000	3.939.686

Income from Giro555 (Samenwerkende Hulporganisaties) concerns an additional contribution from the national "Nederland helpt Sulawesi" campaign. In addition, Save the Children Netherlands received donations from foundations and private funds. Largest donors are Foundation ASML, Foundation Bastmeijer, Foundation De Lichtboei, GRSD Foundation, Foundation Jong Kinabu, Foundation WakaWaka, Foundation Weeshuis der Doopsgezinden, Foundation Zijn, and Philips Foundation.

5.7 Other income

Table 22: Other income

	Actual 2019	Budget 2019	Actual 2018
Sale of items	6.037	-	-
	6.037	-	-

In 2019 Save the Children Netherlands started the sale of the Dream Book. Income from the sale are accounted for as Other Income.

5.8 Expense on objectives

5.8.1 Expense on objectives

Table 23: Expense on objectives

	Actual 2019	Budget 2019	Actual 2018
Expense on international programming			
Humanitarian response	14.277.789	12.490.642	13.848.715
Structural development	15.165.417	15.369.751	11.606.187
	29.443.206	27.860.393	25.454.902
Expense on domestic programming			
Netherlands	794.228	976.638	691.704
Total expense on programming	30.237.434	28.837.031	26.146.606
Awareness raising & Advocacy	7.010.874	7.315.530	5.517.124
	37.248.308	36.152.561	31.663.730

Save the Children Netherlands defines its two objectives as follows:

1. to improve the living conditions of children and youth in harsh situations, regardless, of gender, race, nationality, religion or political affiliation
2. to conduct research, create awareness, advocate in favour of children and youth in harsh situations

The expense on objectives as percentage of total expense amounts in 2019 91 percent, which is a continuation of 2018 and is in line with the budgeted percentage for 2018. Goede Doelen Nederland requires that the three-year ratio of expense on objectives against total expense is on average 70 percent. The average three-year ratio of Save the Children Netherlands is 91 percent.

5.8.2 Improving living conditions of children and young adults

Save the Children Netherlands meets its objective to improve the living conditions and future prospects of children and young adults through humanitarian aid and structural development programmes both in The Netherlands and abroad.

The expense on humanitarian aid exceeds the budget with 14 percent mainly to increased expense on the START project and projects funded through the DRA mechanism. The increase in expenses compared to 2018 on structural development has been budgeted and is mainly explained by intensified activities of running projects and especially the Child Marriage Project and the food security programmes in Laos and Nigeria.

Project expense is highly depending on grants from Governments, and therefore the availability and acquisition of such grants determine largely the volume of expense on objectives. Reference is made to paragraph 5.4.

5.8.3 Direct expense on improving living conditions of children and young adults

Table 24:
Direct expense on improving living conditions of children and young adults

	Actual 2019	Budget 2019	Actual 2018
Expense on (sub)awarded activities	26.563.223	24.939.785	23.322.576
Direct project expense	2.425.341	2.744.344	1.974.329
	28.988.564	27.684.129	25.296.905

Direct expense consist of two categories: expense by Save the Children International of Save the Children members funded by Save the Children Netherlands, and direct project expense by Save the Children. Total direct expenses amount to EUR 28,988,564 in 2019. The direct expense on objective per project is summarised in the table 25:

Table 25:
Overview of direct programme expense on objectives per donor per project

	Actuals 2019
Ministry of Foreign Affairs	
Marriage: No Child's Play	2.883.601
Work: No Child's Business	167.736
DRA Joint Reponse Nigeria	992.780
SRHR-HIV Knows No Border	1.093.754
DRA Joint Response South Sudan	987.091
The Start Fund	1.463.517
Migration Lebanon	187.639
Banking- insurance covenant	126.299
Nigeria - Toward Ending Child Marriage	110.499
Gain	21.281
Ohter programmes	513.313
	8.547.510,00

European Commission	
Refugees Uganda	2.153.895
Partnership for Improved Nutrition in Lao PDR Pillar 3: Sustainable Change Achieved through Linking Improved Nutrition and Governance (SCALING)	2.479.311
RESET Plus: Family Planning for Resilience Building amongst youth and women in drought prone and chronically food insecure regions of Ethiopia	315.129
Food security/ childprotection Mali	979.659
South Sudan, youth employability	550.646
Armenia, education en employability	767.356
Emergency nutrition response to address acute under-nutrition in high need areas of Afghanistan	450.111
BEST IV Basic Education Support for Transition Thailand	837.496
Ohter programmes	329.590
	8.863.193

DRA mechanism (various Dutch NGOs)

DRA Joint Response Yemen	1.751.198
DRA Joint Response Colombia	720.741
DRA Joint Response Mozambique	645.723
DRA Joint Response Sulawesi	98.299
	3.215.961

"giro 555" Cooperating Aid Organizations

Sulawesi action	804.441
	804.441

Ministry of Social Affairs & Employment

	124.558
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Dutch Postcode Lottery, India, access to a better life

	1.414.997
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Various Dutch municipalities, Speaking Minds

	66.378
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Other programmes

	5.951.526
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Total	28.988.564
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5.8.4 Expense on research, awareness raising and advocacy

Table 26: Expense on research, awareness raising and advocacy

	Actual 2019	Budget 2019	Actual 2018
Expense on (sub)awarded activities	-	-	80.000
Direct project expense	308.348	138.593	134.954
Contracted services	2.205.666	2.772.000	2.411.127
Communication costs	2.616.369	2.243.634	1.515.550
Personnel costs	1.748.299	1.854.287	1.279.117
Other costs	132.192	307.016	96.376
	7.010.874	7.315.530	5.517.124

The primary objective of raising awareness in the Netherlands is to make the public aware of the problems that children and young adults face in emergency situations as a result of natural disasters or (armed) violence, as well as a result of structurally poor living conditions. Advocacy activities focuses on politics, but also on large companies (like the banks and assurance companies) and organisations (like the pension funds).

5.9 Fundraising expenses

Table 27: Fundraising expenses

	Actual 2019	Budget 2019	Actual 2018
Contracted services	1.509.086	1.848.000	1.623.708
Communication costs	164.686	184.725	119.729
Personnel costs	547.099	558.513	410.791
Other costs	134.309	103.173	71.257
	2.355.180	2.694.411	2.225.485

Fundraising expense relates to the acquisition of both public and private funds. The expense in 2019 is 8 percent below the level of 2018, and 13 percent. This is explained by two factors. Firstly, Save the Children Netherlands created cost-efficiencies in fundraising activities, and secondly, some activities has been brought forward to 2020.



5.10 Management and administrative expenses

Table 28: Management and administrative expenses

	Actual 2019	Budget 2019	Actual 2018
Personnel costs	996.338	1.070.525	805.891
Other costs	162.769	203.474	179.785
	1.159.107	1.273.999	985.676

Management and administrative costs cover 2,8 percent of total expense. This is identical to 2018. Total costs are slightly lower than the anticipated, mainly as a result of filling vacancies later than planned and shifting the implementation of systems, which were planned for 2019 to 2020.

The target percentage for management and administration costs is a maximum of 5 percent of the total costs.

5.11 Cost allocation to the different activities

According to the cost allocation method as described in paragraph 3.2.11 the costs incurred per activity and per cost category are as follows:

Table 29: Cost allocation

	Actual 2019					Budget 2019	Actual 2018
	Objectives		Fundraising	Management Administration	Total 2019		
	Improving children's life and future	Awareness raising Advocacy					
Grants and contributions	26.563.223	-	-	-	26.563.223	24.939.785	23.322.576
Direct project expense	2.116.993	308.348			2.425.341	2.744.344	1.974.329
Fees to affiliated organisations	118.061	80.533	27.191	35.738	261.523	367.243	195.875
Contracted services	-	2.205.666	1.509.086	-	3.714.752	4.620.000	4.034.835
Communications	-	2.616.369	164.686	-	2.781.055	2.428.359	1.635.279
Personnel	2.488.821	1.748.299	547.099	996.338	5.780.557	5.807.318	4.380.087
Housing	76.948	50.612	17.188	23.002	167.750	218.870	170.499
Office and general	281.846	137.794	81.414	101.985	603.039	676.353	511.173
Depreciation	37.399	25.041	8.516	11.394	82.350	71.900	50.285
Charged to projects	-1.445.857	-161.788	-	-9.350	-1.616.995	-1.753.201	-1.400.047
Total	30.237.434	7.010.874	2.355.180	1.159.107	40.762.595	40.120.971	34.874.891
<i>Budget 2019</i>	<i>28.837.031</i>	<i>7.315.530</i>	<i>2.694.411</i>	<i>1.273.999</i>	<i>40.120.971</i>		

5.12 Personnel costs

Table 30: Personnel costs

	Actual 2019	Budget 2019	Actual 2018
Salaries	4.045.721	3.983.042	3.055.506
Social security contributions	636.405	630.897	488.950
Pension costs	500.125	539.321	402.924
Other personnel costs	652.613	666.323	520.633
Compensation sick leave and charges	-41.779	-	-77.065
Total personnel costs	5.793.085	5.819.583	4.390.948
Allocated to financial income and expense (minus)	-12.529	-12.265	-10.861
	5.780.556	5.807.318	4.380.087

Table 31: Personnel overview

	2019	2018	difference
Average number of employees	81,3	67,7	13,6
Average number of full time equivalents (FTE)	71,9	59,3	12,6
Number of employees at December 31	87	68	19
Number of full time equivalents (FTE) at December 31	77,2	60,7	16,5

Personnel costs increase with 32 percent compared to 2018. This is explained by an increase in the average number of full time equivalents, the annual salary increase of an extra step within the salary schedule, the introduction of a year-end allowance, and finally a generic salary increase⁶.

5.13 Financial income and expense

Table 32: Financial income and expense

	Actual 2019	Budget 2019	Actual 2018
Interest received on deposits	-	-	874
Interest received on cash and cash equivalents	1.473	10.000	4.451
Total Interest	1.473	10.000	5.325
		-	-
Forex gain	7.687	-	7.993
Investment costs	-13.835	-13.866	-12.493
	-4.675	-3.866	825

In 2019 financial income versus expense shows a loss of EUR 4,675 against a small surplus in 2018, due to continuing, unfavourable interest rates. The forex gain is in line with 2018. The investment costs consist of allocated treasury costs.

⁶ Save the Children Netherlands applies the so-called BBRA salary scale defined by the Dutch Government. This includes the scale, the steps, and salaries.



5.14 Giro555 / Samenwerkende Hulporganisaties (SHO)

5.14.1 Sulawesi action

Table 33: Financial report for Giro555

	2019			Until and including 2019		
	Emergency Aid	Rehabilitation	Total	Emergency Aid	Rehabilitation	Total
INCOME						
Public donations Giro555	116.844		116.844	1.204.119		1.204.119
Interest	-		-	-		-
Total income	116.844		116.844	1.204.119		1.204.119
Cost of preparation and co-ordination						
ICR	8.179		8.179	84.288		84.288
Total available of activities	108.665		108.665	1.119.831		1.119.831
EXPENSE						
Commitments, contractual obligations						
- Support through implementing partners	-	-	-	-	-	-
- Support through international umbrella organisation	108.665	-	108.665	1.119.831	-	1.119.831
- Support directly through the participant	-	-	-	-	-	-
Total commitments	108.665	-	108.665	1.119.831	-	1.119.831
Available commitment capacity			-			-
PARTICIPANT CASH FLOWS						
Transfers						
- Support through implementing partners						
- Support through international umbrella organisation	1.006.052	-	1.006.052	1.119.827	-	1.119.827
- Support directly through the participant	-	-	-	-	-	-
Total transfers	1.006.052	-	1.006.052	1.119.827	-	1.119.827
LOCAL EXPENSE						
- Support through implementing partners						
- Support through international umbrella organisation	804.441	-	804.441	1.118.464	-	1.118.464
- Support directly through the participant	-	-	-	-	-	-
Total expense	804.441	-	804.441	1.118.464	-	1.118.464



Photo: Jenn Gardella / Save the Children

5.14.2 Sulawesi action

Table 34: Amount of emergency and reconstruction aid offered, and amount of own fundraising

x EUR 1,000	2017	2018	2019
Amount of the emergency aid and reconstruction aid offered	14.724	12.908	12.593
Amount from own fundraising	10.719	13.772	14.585

The amount of the emergency aid and reconstruction aid offered, is excluding SHO funds and any funds passed on to other organisations as administrative coordinator / horizontal lead (as in the case of a DRA lead role).

The proceeds from own fundraising in 2017 and thereafter, are excluding SHO funds and in accordance with the RJ650 categories for income: income from private individuals, income from businesses, income from other not-for-profit organisations and income as a consideration for the supply of products and/or services.

6. MANAGING BOARD AND SUPERVISORY BOARD

6.1 Remuneration of the Managing Board

Table 35: Remuneration of the managing board

Remuneration Managing Board				
Name:	P.M. Kraan		W.J. De Jonge	
Position	CEO		COO	
EMPLOYMENT CONTRACT	2019	2018	2019	2018
Duration	indefinite	indefinite	indefinite	1 year
Date of employment	1-9-2014	1-9-2014	1-4-2018	1-4-2018
Hours	38	38	38	38
FTE percentage	100%	100%	100%	100%
Period	1-1 through 31-12	1-1 through 31-12	1-1 through 31-12	1-4 through 31-12
REMUNERATION				
Annual salary				
Gross salary	115.944	109.996	84.351	60.071
- Holiday allowance	9.276	8.800	6.748	4.806
- Year-end allowance	6.957	100	5.061	100
- Variable annual salary	-	-		
Total annual salary	132.177	118.896	96.160	64.977
Social security contribution (employer's share)	10.257	9.945	10.257	7.371
Pension contribution (employer's share)	17.237	16.907	14.003	9.875
Total remuneration	159.671	145.748	120.420	82.222
Maximum annual salary (determined by Goede Doelen Nederland)	136.667	131.373	108.092	77.929
Ratio annual salary against maximum annual salary	97%	91%	89%	83%

The Statutory Board of Save the Children Netherlands consists of one person, being the CEO. The CEO is appointed by the Supervisory Board of Save the Children. The management is two-headed and consists of a CEO and a COO. The Supervisory Board determines both the remuneration policy of the CEO and the remuneration and emoluments to be paid to the CEO. The remuneration policy is updated periodically. The remuneration of the COO is subjected to the General Terms of Employment as applicable in 2019.

The CEO's remuneration policy follows the guidelines "Remuneration of directors of charitable organisations" for 2018 issued by Goede Doelen Nederland, and the "Standards for Remuneration Act (The Netherlands)" (WNT). Both codes determine a maximum annual salary or remuneration based on weighted criteria.

The Remuneration Commission of the Supervisory Board has weighted the criteria and the position of CEO was rated to 465 points (the so-called BSD-score) with a maximum salary of EUR 136,667. The BSD-score for the position of COO is determined to 404 points with a maximum salary of EUR 108,092. The actual annual salaries of the Managing Board do not exceed the maximum annual salaries as set by Goede Doelen Nederland.

Total remuneration of the CEO and the COO respectively amount to EUR 159,671 and EUR 120,420. The "Top Income Standardisation Act" (WNT) has set the maximum remuneration to EUR 181,000. Therefore, Save the Children Netherlands complies with this regulation. At year-end the members of the Managing Board do not have any outstanding loans, advances or guarantees from Save the Children Netherlands.

6.2 Save the Children Netherlands

Members of the Supervisory Board do not receive any remuneration for their work, and they are not entitled to any loans, advances, or guarantees from Save the Children Netherlands.

7. EVENTS AFTER THE BALANCE SHEET DATE

Between the balance sheet date and the adoption date of the financial statements by the Supervisory Board on May 8, 2020 the Covid-19 outbreak emerged. The outbreak has been identified as a presumed event or condition that may cast significant doubt on the Save the Children Netherlands' ability to continue as a going concern (presumed going concern trigger).

Save the Children Netherlands analysed whether the impact of the Covid-19 outbreak would result in material uncertainties related to liquidity, solvency, and free reserves. The analysis showed that the financial position of Save the Children Netherlands is sufficiently robust to overcome the impact of the Covid-19 outbreak.

Therefore, the presumed going concern trigger associated with the current uncertainties related to the COVID-19 virus currently does not result in actually identified events or conditions that may cast significant doubt on the entity's ability to continue as a going concern, and therefore no adjustments to the financial statements for 2019 are required.

8. PREPARATION AND ADOPTION OF THE FINANCIAL STATEMENTS

The annual accounts are prepared by the managing board consisting of:

- Mr. P.M. Kraan
- Mr. W.J. de Jonge

The annual accounts are adopted by the Supervisory Board formed by:

- Ms. drs. C.M. Wortmann-Kool, chair
- Mr. drs. R.L. de Bakker, vice chair
- Ms. drs. H.J. Terwijn, secretary
- Ms. dr. J. Brassey
- Ms. mr. L. Schippers
- Mr. drs. M. Stolk

Date and place: May 8, 2020 at The Hague, The Netherlands





OTHER INFORMATION



Photo: Sacha Myers / Save the Children

SPECIAL PROVISIONS IN THE ARTICLES OF ASSOCIATION REGARDING GOVERNANCE

The Supervisory Board has the exclusive right to make binding nominations for the appointment of members to the Supervisory Board and the Board. Any amendment to the Articles of Association requires the approval of the Supervisory Board. In regard to control, no distinct statutory right is given.

TRANSACTIONS WITH RELATED PARTIES

Transactions with related parties occur when there is a relationship between the organisation, its participations and their directors and senior officials. No transactions with related parties took place on a private basis.

BRANCHES

Save the Children Netherlands does not have any branch offices.

INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board of Stichting Save the Children Nederland

Report on the accompanying financial statements

Our opinion

We have audited the financial statements 2019 of Stichting Save the Children Nederland, based in The Hague.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Save the Children Nederland as at 31 December 2019, and of its result for 2019 in accordance with the Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board and the requirements of the Wet normering topinkomens (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the statement of income and expenses for 2019;
3. the cash flow statement over 2019; and
4. the notes comprising key performance indicators, a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Controleprotocol WNT. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Stichting Save the Children Nederland in accordance with the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Unaudited compliance with the anti-cumulation clause in the WNT

In accordance with the 'Controleprotocol WNT 2019' (Audit instructions WNT 2019) we did not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5 subsection 1j of the 'Uitvoeringsregeling WNT'. Consequently, we did not verify whether or not the maximum salary norm has been exceeded by a 'leidinggevende

topfunctionaris' (managing senior official) due to possible employment at other institutions subject to the WNT, and whether the WNT-disclosure as required in relation to this clause is accurate and complete.

Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of:

- the Directors' report including the Supervisory Board report;
- other information.

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements. We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

The directors are responsible for the preparation of the other information.

Description of the responsibilities for the financial statements

Responsibilities of the directors and the Supervisory Board for the financial statements
The directors are responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board and the requirements of the WNT. Furthermore, the directors are responsible for such internal control as the directors determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to errors or fraud.

As part of the preparation of the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the directors should prepare the financial statements using the going concern basis of accounting unless the directors either intend to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. The directors should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for overseeing the company's financial reporting process.

Our responsibilities for the audit of the financial statements

Our objective is to plan and perform the audit engagement in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not have detected all material errors and fraud during our audit.

Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors;
- concluding on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

The Hague, 17 June 2020
KPMG Accountants N.V.
H.Visser RA



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Photo: Andrew Pacurho / Save the Children