



Save the Children



ANNUAL REPORT 2023

chapter 1					
OVERVIEW 2023		4			
chapter 2					
IDENTITY & STRATEGY		7			
2.1 Identity		8			
2.2 Strategy		9			
2.3 Global Breakthrough Objectives		10			
chapter 3					
OUR WORK FOR CHILDREN		11			
3.1 Context of our Development Programme		14			
3.2 Child and Youth Participation Programmes		15			
3.3 Applying Focus to our Work – International Programmes		16			
3.4 Domestic Programmes		21			
3.5 Project Overview		35			
3.6 Key Performance Indicators - Programmes		40			
3.7 Lobby and Advocacy		45			
3.8 Key Performance Indicators - Lobby and Advocacy		46			
3.9		51			
chapter 4					
OUR POSITION IN DUTCH SOCIETY		52			
4.1 Fundraising		53			
4.2 Communication		57			
4.3 Key Performance Indicators		59			
chapter 5					
OUR INTERNAL RESOURCES AND ORGANISATION		60			
5.1 Internal Reporting		61			
5.2 Organogram		61			
5.3 Human Resources		62			
5.4 Corporate Social Responsibility (CSR)		63			
5.5 Diversity, Equity and Inclusion		65			
5.6 Works Council		65			
5.7 Finance and Control		65			
5.8 IT and Data Protection		65			
5.9 Monitoring, Evaluation, Accountability and Learning MEAL		66			
5.10 Internal Communication		66			
5.11 Quality and Certificates		67			
5.12 Safeguarding & Integrity		67			
5.13 Risk Management		68			
5.14 Safety & Security		68			
chapter 6					
FINANCIAL HIGHLIGHTS		69			
6.1 Financial Policy		70			
6.3 Proportion of Expense on Objectives, Fundraising Expense, and Management and Administrative Expense		71			
6.4 Outlook 2024		71			
chapter 7					
SUPERVISORY BOARD		72			
7.1 Supervisory Board		73			
7.2 Supervisory Board Report		74			
7.3 Remuneration of the Management Board		75			
7.4 Members of the Supervisory Board in 2023		76			
7.5 Accountability Statement		77			

ANNUAL ACCOUNTS 2023	79
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OTHER INFORMATION 2023	105
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FOREWORD

Despite facing many challenges worldwide, the global Save the Children network performed well during 2023. We developed and used our emergency response structures, putting them to the test in different settings worldwide. We maintained our response to the influx of refugees into Poland, Romania and Lithuania and continued

to cater for the children in Dutch asylum centres at the same time. Our Global Humanitarian Fund excelled itself by allocating millions within hours to local partners in dire need in times of crisis.

As a member of the global network, Save the Children Netherlands managed to develop and grow further in impact and financial turnover. We strengthened our domestic programming and our advocacy efforts. Fundraising efforts were increased iteratively throughout the course of the year, as part of our implementation of agile processes. However, despite increased inputs, targets were not fully met, mainly due to inflation and limited opportunities for return on investment. We also devoted resources to developing new prospects to present to the public, which takes time.

We were faced with many natural disasters – reflecting the mounting impact of climate change – as well as two big earthquakes, of which those in Türkiye and Syria had the biggest impact on our operations. And in addition to the conflict in Ukraine, there was pressure to address many of the terrible outcomes of the crisis in Gaza and the war in Sudan. International Humanitarian Law, access to the local population and respect for aid workers and their structures once again required our full attention and force. Our advocacy work was particularly needed to help protect children in those crises, as rights-based order came under fierce attack. We worked closely with our coalition and our local partners on all those topics. Shifting power and the need to transfer the lead, programme design and finances to local partners have been at the centre of much of our action, at national, European and global level. We were challenged to muster all our operational discipline and had to rally together under high pressure, while never ceasing to put children's rights front and centre. Thanks to this united effort, we managed to close 2023 successfully.

Pim Kraan
Chief Executive Officer



Tom Maguire / Save the Children

CHAPTER 1

OVERVIEW 2023



TIMELINE

SAVE THE CHILDREN



JANUARY

Winter in Ukraine

Due to the harsh winter and limited energy supplies, families in Ukraine struggled to stay warm. Save the Children distributed extra wood and blankets, and we extended financial support so they could buy necessities to get through the winter.

January

February

MARCH

8 years of war in Yemen

March marked the eight-year anniversary of the war in Yemen. This protracted conflict has had a huge impact on children, like Maha who was seriously injured when she stepped on a landmine. Save the Children covered her medical costs and helped her to cope with this traumatic event. Maha's resilience is enormous: she loves drawing and has meanwhile returned to school.



March

April



MAY

TeamUp wins the prestigious Laureus Award

Each year Laureus Sport for Good celebrates projects that use the power of sports to improve the lives of young people, which is exactly what TeamUp does. This fast-growing programme uses play and movement to support displaced children as they process their experiences.

May

June

FEBRUARY

Earthquakes in Syria and Turkey

Syria and Turkey were hit by a series of devastating earthquakes. Thanks in part to the overwhelming amount raised through the national appeals fund Giro555, the combined relief organisations were able to provide immediate large-scale emergency aid.



APRIL

Crisis in Sudan

Escalating violence in Sudan caused many families to flee. Nagi and his family had to leave everything behind. With your support we provided the family with basic necessities. We also set up safe play spaces, where children like Nagi can forget their worries for a while.



JUNE

Start of the rainy season in Bangladesh

Rashel (10) and his mother Rashida live in Bangladesh, where heavy rainfall regularly causes flooding. Save the Children helped them create a climate-proof vegetable garden, which will provide them with a year-round income. Rashel enjoys helping his mother grow the biggest vegetables.



JULY

Good news from Kenya

After a difficult period, things are much better for Saadia and her 2-year-old daughter Aisha. Due to severe drought, the family lost their cattle, and little Aisha became badly malnourished. Mother and daughter made the long journey to our clinic, where thankfully Aisha made a quick recovery. "She has gained weight and is getting stronger," Saadia says proudly. "She is healthy and happy, and if she is, so am I."

July



SEPTEMBER

Back to school

The start of a new school year means a chance to learn, grow and build friendships. But for many children, like Samir (10) in Syria, attending school is not an automatic option. Since the earthquake destroyed their home, he has been living in a tent with his family. Thanks to contributions from donors like you, he is learning in one of our Child Friendly Spaces nearby.

September



NOVEMBER

Elections

Children do not have the right to vote, but the choices adults make have a big effect on their futures. In the run-up to the Dutch national election, we made a VoteMatch so that voters could see how the various parties' programmes upheld children's rights. And our youth reporters Jade and Jens put politicians through their paces in a series of videos.

November

THE HEROES OF 2023!

With support from donors, we helped children worldwide to play, feel safe, learn and stay healthy no matter what their circumstances. But the real power came from the children themselves. Everywhere this year, they built a better world. They are the heroes of 2022!



August



AUGUST

A year after the floods in Pakistan

In September 2022, Pakistan was hit by severe floods. Last year, we went all out to assist Pakistani children and their families. We set up temporary shelters and education centres and distributed emergency relief kits. We also devoted attention to the children's physical and mental health.

OCTOBER

Stop the war on children

The conflict in Gaza and Israel threatens the safety and welfare of Palestinian and Israeli children. Save the Children sprang into action and made a heartfelt cry to spare the lives of children and uphold humanitarian law. Within just three weeks, nearly 29,000 people had signed our petition for a ceasefire.



October

DECEMBER

Hunger devours children's lives

In December we launched a campaign to draw attention to the impact of hunger. Worldwide, 45 million children under five suffer from acute malnutrition. This causes permanent damage in many, and some don't survive. By combining our expertise, children's resilience and your financial support, we are working towards a healthy future for children like Parsto in Afghanistan.



December

CHAPTER 2

IDENTITY & STRATEGY



2.1 IDENTITY

Save the Children (Nederland)

- Save the Children is originally a British organisation, established in 1919 and still registered in Geneva, Switzerland.
- The founder of Save the Children, Eglantyne Jebb, wrote the world's first declaration on child rights in 1923.
- Save the Children was first registered in the Netherlands in 1981, under the name Stichting Redt de Kinderen.
- In 1993 our name was changed to Save the Children Nederland (for short Save the Children NL).

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 acts 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 can change the world. Conflicts, disasters and poverty can mean that our most vulnerable children need help to find this strength. We help these children by providing humanitarian support and sustainable solutions in healthcare, education and protection. Wherever children need our help, we try to be there, as we are mostly already close by. Save the Children International is active in about 120 countries, primarily through the activities of local relief workers. These people provide the most vulnerable children with medical care, nutritious food and a safe place to live. They give advice and education for a better future. We work toward creating 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 social reformer 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 her text for its declaration. This later formed the basis for the International Convention on the Rights of the Child under the UN flag, which is the globally most signed and ratified convention of its kind. And today we continue to ensure that the rights of the child guide all our programmes and activities.



2.2 STRATEGY

Our three global breakthroughs for 2030 are for every child to 'survive, learn and be protected'. Save the Children NL has continued to contribute to these global developments through our fundraising, programmes, advocacy and communications.

Globally and at the local level, we focus on the quality of our implementation, on the geographical presence required to reach the most deprived and marginalised children, and on improving how we work together for children. Through our contribution to the Global Humanitarian Fund for children, we continue to contribute directly to quality, reach and impact for children in crises of all kinds, whether known, forgotten or somewhere in between.

We continued to actively contribute to the implementation of the Grand Bargain commitments in 2023 by integrating sustainability and localisation into our humanitarian work stream. For this, we started the implementation of an ambitious and realistic work plan. Our focus on sustainability and climate and the adaptations to our work that this requires, resulted in more climate inclusion in our programmes, ways of working and implementation.

Save the Children is part of the Humanitarian-Development-Peace Nexus Initiative that is intended to inform Save the Children's thinking, policy and practice around the nexus. Save the Children NL is also a member of the Save the Children International Management Committee and sponsors the global humanitarian work stream. We 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 who are our final beneficiaries. Work to strengthen our Thought Leadership on our prioritised themes continued in 2023.

We continued to focus on better integrating our marketing, advocacy and communications objectives in our overall approach to engagement with the Dutch public. We not only

continued with two innovate integrated fundraising and advocacy pilots, but also restructured our Communications functions to be more broadly embedded across the organisation, to work in a more coherent way across Programmes, Advocacy, Brand Marketing and Fundraising.

The wellbeing of our staff, organisational culture and balanced growth in the organisation remain key areas of investment. To facilitate this, we planned our activities for 2023 carefully with the aim of ensuring a balanced growth path.



Conor Ashleigh / Save the Children

2.3 GLOBAL BREAKTHROUGH OBJECTIVES

Save the Children Netherlands remained committed in 2023 to aligning all its activities under the global Save the Children 2030 breakthroughs:



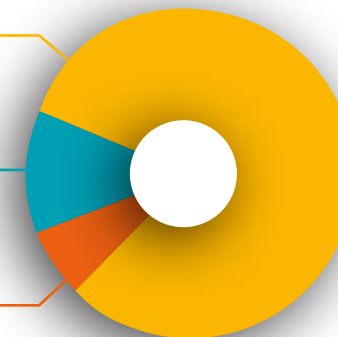
Survive - 72%
1,429,633



Learn - 19%
383,691



Be protected - 9%
181,787



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

BREAKTHROUGH # 1: SURVIVE

Conflict, climate change and rising food and energy prices are negatively impacting the lives and opportunities of millions of children. Save the Children continued to invest in lifesaving food, health and nutrition assistance, amongst other things through the provision of cash assistance, empowering families to make their own priorities and choices in their purchases. In addition, we supported the sexual and reproductive health and rights of adolescents and improved the resilience of young people through climate change adaptation and economic empowerment. We also provided mental health and psychosocial support in emergencies and more protracted displacement settings.



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

BREAKTHROUGH # 2: LEARN

Investing in children's education is vital for lifting people out of poverty, protecting children against abuse and exploitation such as child labour, unlocking job opportunities, and creating more stable and peaceful societies. 2023 was marked by an increase in conflict and climate disasters. School closures, education bans and forced displacement disrupted children's education and will likely cause significant setbacks in learning, resulting in many children not returning to school. Apart from regular education programming, Save the Children provided out-of-school approaches to enable children to access quality education, even in emergency contexts. In addition, Save the Children provided alternative pathways to education through non-formal and vocational training opportunities, focusing on adolescents and youth to ensure their safe transition to meaningful work.



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

BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

Too often children are victims of violence and child rights abuses, caused by conflict situations, migration, domestic and gender-based violence, or because they lack access to basic services. The global food crisis has pushed families to the brink of survival, putting children at increased risk of exploitation and abuse, such as child labour and early marriage. In 2023, Save the Children continued to invest in protection against dangerous living conditions and harmful practices including child labour. Moreover, we strongly promoted mental health and psychosocial support for children, and equal rights for women and girls.

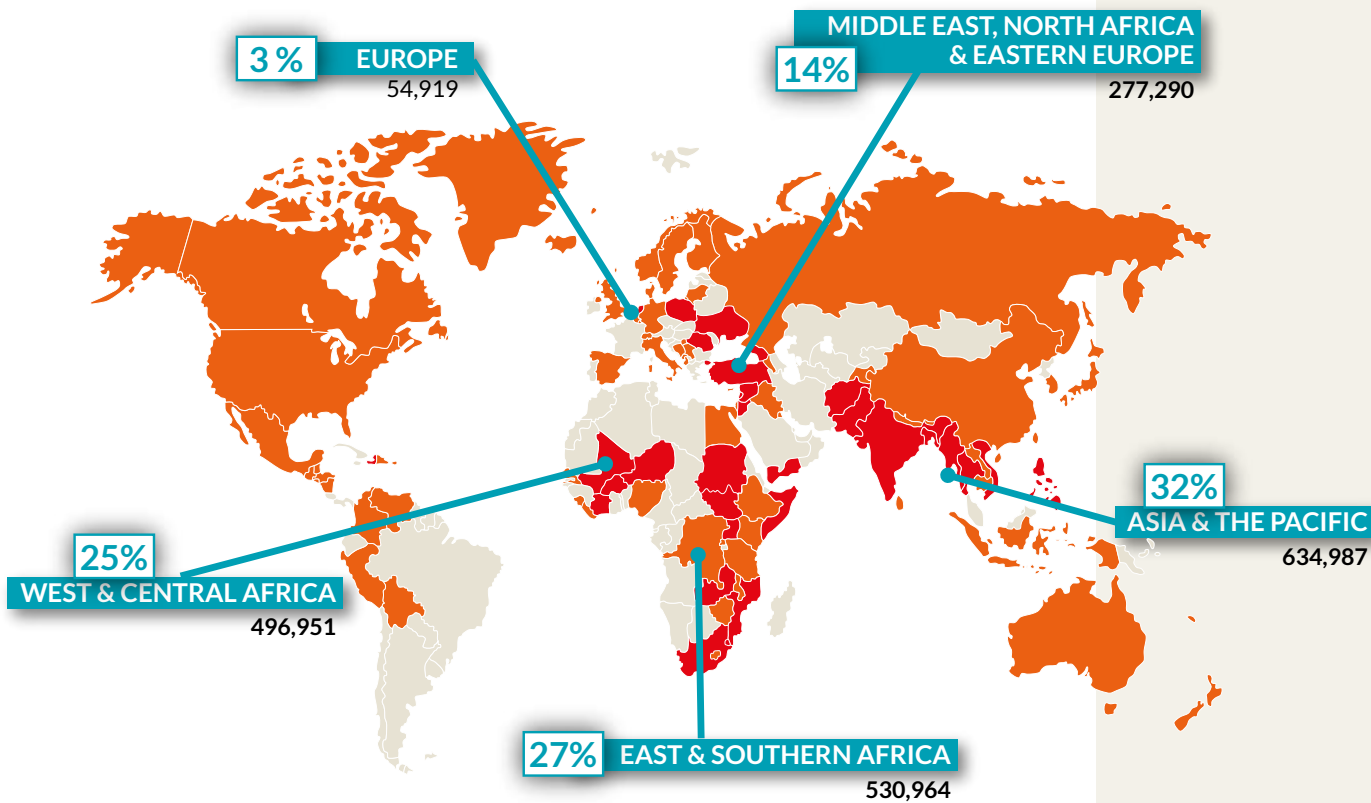
All our activities are designed to contribute to these breakthroughs and align with and contribute to the UN Sustainable Development Goals (SDGs). Through our programming and advocacy activities, Save the Children, together with our local partners and colleagues around the world, contributes to SDGs 1 through 10 and 16. As part of a large-scale international organisation, Save the Children continued to work closely together with fellow Save the Children members, the Save the Children International (SCI) office in London, our regional, country and advocacy offices, and numerous national partners. In 2023, we enhanced our reputation as a core contributor and leading voice on humanitarian programming, risk management and Save the Children in Europe. Through our programmatic and advocacy activities, we continued to stimulate the movement to give a voice to children, young people and national civil society partners to help them stand up for the rights of children.

CHAPTER 3

OUR WORK FOR CHILDREN



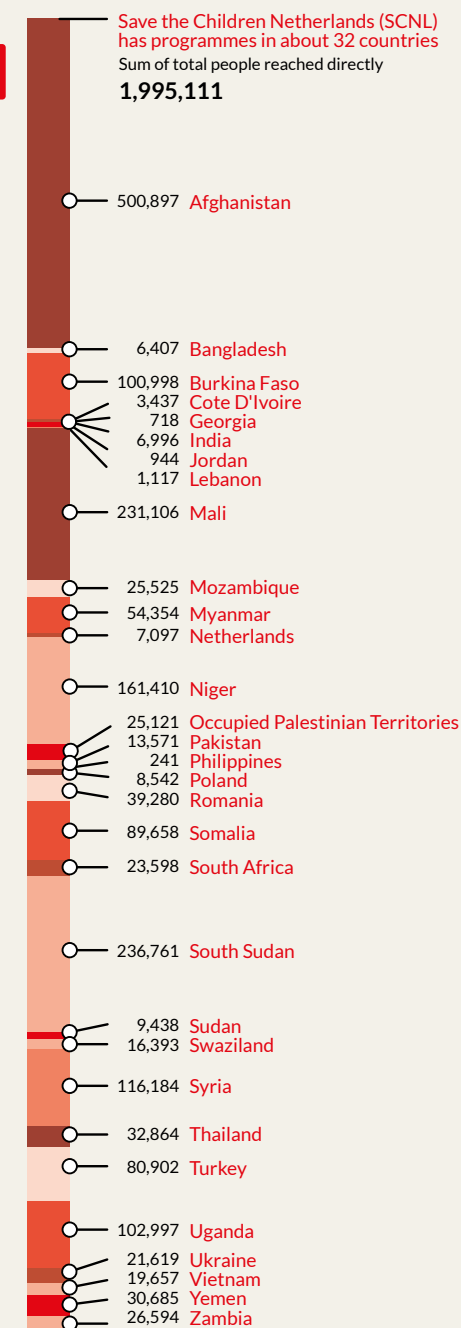
PEOPLE REACHED PER REGION

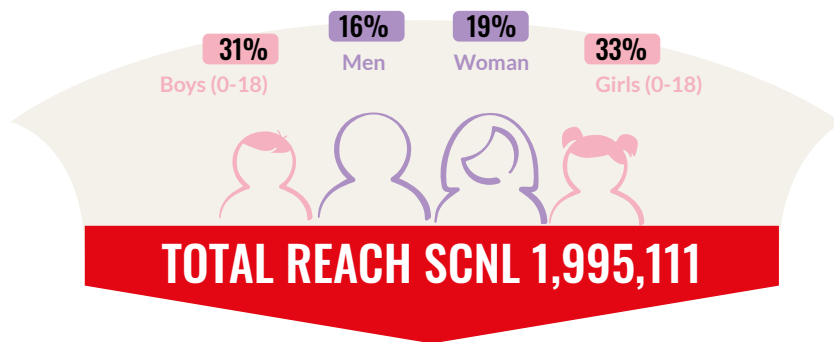


WHERE WE WORK

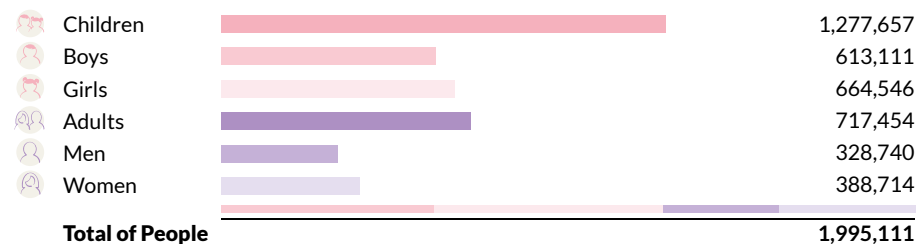
- Save the Children International (SCI) is active in about 120 countries
- Save the Children Netherlands (SCNL) has programmes in about 32 countries

PEOPLE REACHED PER COUNTRY





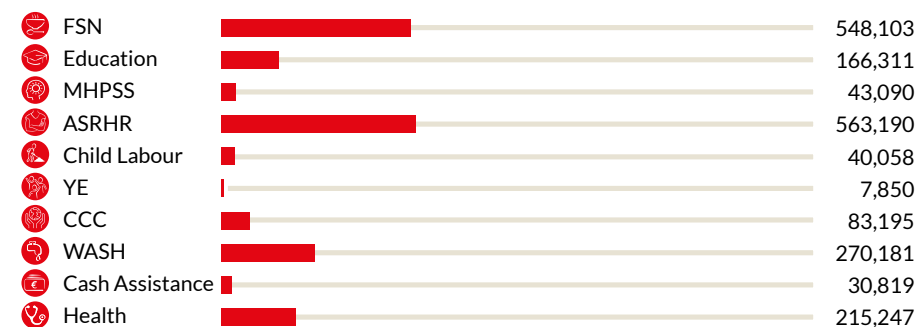
Total Reach Save the Children Netherlands



Breakthrough



Themes



Development - Humanitair



3.1 CONTEXT OF OUR DEVELOPMENT PROGRAMME

ARMED CONFLICT EXPLODING

In 2023 the world became a more dangerous place for children. Across continents we have seen continuation, escalation and outbreaks of violent conflict in countries including Syria, Sudan, Myanmar, the Democratic Republic of Congo and in Gaza. About 1 in 5 children worldwide live in conflict zones and 70 per cent of the world's hungry people are living in areas afflicted by war and violence. According to the UN Office for the Coordination of Human Affairs (OCHA), worldwide, more than 1 in 73 people have been forcibly displaced, a ratio which has almost doubled in the past ten years. Internal displacement reached its highest ever level at the end of 2022, with 71.1 million internally displaced persons (IDPs) around the globe, representing a 20 per cent increase in a year. At 36.4 million, the number of refugees is at a record high, with over half coming from Afghanistan, Syria and Ukraine. Save the Children has been supporting children and their families with emergency assistance to meet urgent humanitarian needs, and with durable solutions that enable families to build a new life or return safely and voluntarily to their places of origin, and also by promoting accountability for violations of International Humanitarian Law.

One of the places where children have been confronted with unimaginable suffering is Gaza. On Saturday 7 October 2023, Hamas launched a multi-pronged attack on southern Israel that was unprecedented in tactical nature, territorial reach and magnitude. More than 1,200 people were killed in Israel and over 230 people from southern Israel were taken hostage and moved to Gaza. In retaliation, Israel launched air strikes and a ground offensive in Gaza. Although the situation for Palestinian children has been deteriorating for many years, it had already worsened in 2023 and since 7 October, the Occupied Palestinian Territory (OPT) and Israel have witnessed the worst escalation in violence ever. The current war has already killed and injured more children than any other prior conflict in Palestine, and approximately 1.7 million people have been displaced in Gaza. By the end of 2023,

almost 8,000 Palestinian children had been killed. In Gaza access to basic health services has become very restricted, as health facilities have been critically damaged and disrupted, which poses especially high risks to maternal and new-born morbidity and mortality. In addition, the mental health status of a large proportion of the Palestinian population is deteriorating, as well as the overall health status due to inability to access to food, water and shelter.

Save the Children NL, as part of the Dutch Relief Alliance (DRA), has been able to provide the affected population in Gaza with emergency support. Together with our local partners Juzoor and TCC, we support families with cash, winterisation, hygiene and recreational kits, Mental Health support and Child Protection case management, awareness raising on GBV and child protection risks.

ACCELERATING CLIMATE CRISIS

2023 was the warmest year since global records began. Climate change is accelerating, causing more frequent and intense natural disasters. It is also colliding with other drivers of vulnerability, and therefore contributing to more children being displaced, falling ill and going to bed hungry. According to the World Food Programme (WFP), in 2023, 828 million people faced hunger and more than 900,000 people worldwide experienced famine-like conditions. Save the Children responds by providing food assistance, promoting climate-smart agriculture, and enabling families to provide their children with more nutritious diets. We also support communities to prepare for and reduce the impact of disasters through anticipatory action, as we did for example during the El Niño event that began in the summer of 2023.

El Niño is a natural climate phenomenon linked to the periodic warming in sea-surface temperatures across the central and eastern Pacific Ocean and subsequent changes in weather patterns around the world. The effects of El Niño on rainfall and temperature vary across regions, but the phenomenon causes droughts, wildfires and floods, disrupting the lives and livelihoods of millions of people. Humanitarian impacts are

apparent in countries where vulnerabilities are already high and response capacities limited. For example, in eastern Africa more than 5.2 million people were affected by heavy rains and flooding between September and mid-December 2023.

In anticipation of El Niño, the Save the Children International Humanitarian Fund allocated US\$2 million to countries at high risk of experiencing adverse effects. This funding supported communities to strengthen their resilience, take early action and invest in coordination mechanisms and basic services that are critical for children.

ASYLUM SHELTER CRISIS IN THE NETHERLANDS

In 2023 a record number of more than 110 million people were displaced, because of conflict and climate change. The conflict in Ukraine has led to an additional 8 million refugees in Europe. The high number of migrants and refugees combined with a lack of reception centres and a national housing crisis has led to an ongoing asylum shelter crisis in the Netherlands.

People with a residence permit had to stay in the shelter locations while waiting for a house, which left limited room to shelter new arrivals. At the same time, municipalities rarely offered room for shelter locations and if they did, they requested only families with children and offered only short-term emergency locations. This led to a shift of families with children from regular locations with child-friendly services to a child-unfriendly environment in emergency locations.

Children in the reception centres and emergency shelter locations often experience feelings of stress and insecurity as they worry about their future and face a lack of privacy. Moreover, the fact that they are being moved around a lot means they cannot invest in friendships. The asylum crisis has exacerbated these feelings. More than ever, our teams had to be very flexible and constantly make sure they were present where the need was the highest. In response to these developments, we scaled up our TeamUp programme in emergency shelter locations in 2023 to be able to provide psychosocial support to these children.

3.2 CHILD AND YOUTH PARTICIPATION

Article 12 of the Convention on the Rights of the Child states that every child should have the right to express their views freely in all matters affecting the child. For this, access to child friendly information is a prerequisite. Therefore, as a follow-up to the Government Agreement in Children's Language that was published in 2021, we encouraged provinces to publish their coalition agreement in child-friendly language after the March 2023 elections.

In our Speaking Minds programme, we arrange for children and young people in vocational education to be involved in policy making processes at local, regional and national level. As more municipalities let vocationally educated children participate, policy-making processes become more inclusive.

Where possible, we offer children and youth a platform to share their messages. For example, our youth ambassadors Tabassum and Naya are part of the advisory panel for the European Commission's children's participation platform. Our youth ambassador Rivka shared her story in our Speaking Minds programme as someone who has had personal experience of climate change; our youth ambassador Rasha presented the benefit concert in Paradiso together with our Director Pim; and Naya highlighted the importance of mental wellbeing among children and young people from refugee backgrounds during the Global Refugee Forum in Geneva. Our own advocacy messages are shaped in part by what we hear from children and youth about what they consider important.

Article 12, UN Convention on the Rights of the Child

Every child who is capable of forming his or her own opinion has the right to freely express his or her opinion on all matters and decisions affecting the child. In doing so, the child's opinion shall be given due weight in accordance with the child's age and degree of maturity. In addition, the child has the right to be heard in judicial and/or administrative proceedings affecting the child.

Not only do we encourage policymakers to allow children and young people to participate meaningfully in policy-making processes, we also value child and youth participation in our own work. To this end, the child and youth participation working group provided internal training to increase employees' knowledge and skills in child and youth participation. Several departments engaged with children from a primary school to explore ways in which they can further involve children and youth in their work and how they can shape this in our annual plans and policies.

We also looked at how we can do even more to include the voices of children and youth in our campaigns, and one result was that our election campaign also included a child and youth participation element. Two child reporters interviewed experts and politicians on various election topics for short videos, and they were encouraged to give input for the script and the questions asked.

In 2023, we strengthened our own group of youth ambassadors by organising workshops on teambuilding and taught them more about children's rights, presenting, the work of Save the Children and other things they wanted to learn. Together we looked at how we as an organisation could support them to carry out their personal missions, each of which is related to a child right.



3.3 PROGRAMMES

Our domestic and international programmes for children are based on the assessed needs of children, their families and communities, coordination with governments and other stakeholders, and on our evidence-based Common Approaches and our global expertise and experience. In this chapter, we share key components of our approach, examples of our international and domestic work for and with children, and a complete list of our programmes.

OUR APPROACH

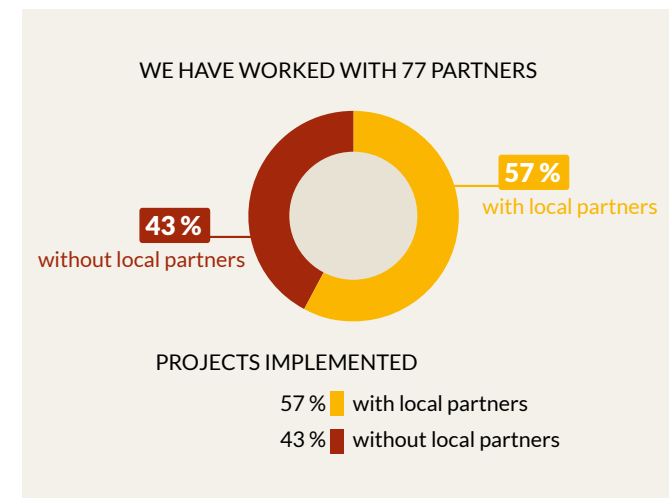
In helping children in need around the world, we consistently apply the following key approaches and principles in our work:

Common approaches

Common Approaches reflect our best evidence-based understanding of how to address problems that children in particular face. Common Approaches can be adapted for multiple contexts and their application ensures the effectiveness and quality of programmes. The use of Common Approaches increases impact for children, whilst keeping room for innovative approaches. We share results and learnings so that our Common Approaches continue to change, evolve and improve over time.

To date, Save the Children has developed 19 Common Approaches. In 2023, 60% of all Save the Children NL's programmes embedded 11 of the Common Approaches. The 5 approaches most used in Save the Children programming in 2023 are:

- **Steps to protect:** a structured approach to case management for children who face protection concerns, to ensure their protection rights are met.
- **Building Brains:** this approach supports caregivers as they provide responsive care and opportunities for early learning from birth to three years. It aims to reach every child through any platform, with an emphasis on using interventions that are integrated across sectors.
- **Enabling Teachers:** seeks to develop teachers' competencies and ensure they have the enabling environment required for their motivation and success so that children learn from a quality education.
- **Nourishing the Youngest:** promoting, protecting and supporting adequate feeding of pregnant and breastfeeding mothers, infants and young children to ensure they have the best chances of surviving, growing and developing their full potential.
- **Parenting without Violence:** improving relationships and communications between parents/caregivers and children, as well as among fathers, mothers and other family members, to transform gender and power dynamics to end violence against children.



Strengthening civil society and shifting power

Save the Children has a strong focus on strengthening civil society. Shifting greater capacity, means and ownership to national and local actors will result in more timely, appropriate and effective outcomes for the most deprived, vulnerable and marginalised children and their communities. Our role is complementary to and supportive of work already being done by local and national actors. In 2023 Save the Children NL, and its CEO Pim Kraan, spearheaded the adoption of a movement-wide vision and plan to become more locally led and globally connected, shifting power to communities and local actors to deliver impact for children. In 2023, we continued our work on localisation by implementing our Localisation Work Plan, based on the Save the Children International localisation policy, which prioritises increasing quality funding to, capacity strengthening and visibility of local partners.

In 2023, we implemented 57% of our projects with and through 77 local actors. The percentage of our projects implemented through local partners remained stable 2022-2023, but in 2023 we worked with more partners. Of the total budget for projects implemented with partners, 28% was shared with local partners, in line with our commitment to the Grand Bargain. Of our total budget (so including projects not implemented with partners), 17% was shared with local partners and 2.2% was dedicated to capacity strengthening activities.



Save the Children believes that local and national actors should drive action at country level where community engagement, working with local community groups, and direct engagement with governments to uphold child rights is required. The Right2Grow programme considers strengthening civil society to advocate towards decision-makers as one important strategic pathway to ensure all children under 5 are well nourished. In South Sudan, as a result of these civil society advocacy efforts, the first nutrition policy since the country's independence was completed in 2023. In Bangladesh, partners supported by Save the Children succeeded in convincing 4 political parties to include a child nutrition budget in their manifestos, while in Burkina Faso the partners trained over 40 parliamentarians on advocacy and nutrition-sensitive budgeting and advocated for a replenishment of the budget line dedicated to the purchase of ready-to-use therapeutic foods (RUTFs). As a result, the parliamentarians committed to playing their part in ensuring that budget was allocated.

We also heard directly from local and national organisations about what needs to change and how international actors – including Save the Children as a signatory of the Grand Bargain – can contribute to making long overdue changes to shift power to local and national actors. An example of our efforts to address power imbalances between international and national organisations can be found in the Right2Grow programme, where participation by national partners was observed to be too consultative too and their wish was instead to co-decide. As a result, the global governance structure was adapted to allow country teams, instead of global teams, to be decision makers. In addition, a capacity strengthening budget of €20,000 per country was transferred from global level to country partners, giving them more ownership over priorities and financial resources.

Aiming to foster transparency and openness in our partnership in Lebanon, where we work with Nabad for Development, we focused on strengthening organisational and technical capabilities. By collectively identifying strengths and weaknesses, primarily using the Organisational Capacity

Assessment (OCA) tool, partners were better able to gauge the nuanced expertise of each team and thus its ability to contribute equally to achieving project outcomes and learn from each other. The project and Nabad for Development teams identified together the areas where further augment was needed, and as a result, structured training and regular coaching was provided in a demand-driven manner.

Despite ambition and efforts on localisation, we realise we still have a way to go. In an annual survey on equitable partnerships conducted among our partners, only 67% of approximately 800 partners surveyed feel like an equal partner. Partners tell us Save the Children needs to make further improvements on appropriate levels and flexibility of funding, early involvement of partners and throughout the programme cycle, and fair representation and accreditation.

Accountability to Children and Communities

Save the Children is committed to being accountable to children and communities, by sharing appropriate and timely information, supporting them to influence decision-making processes that affect them, enabling them to provide feedback about our work, and by adapting our approaches based on the findings of those processes. Our approach to being accountable to children and communities is closely linked to our mandate as a child rights organisation. Furthermore, a strong accountability system supports high quality, safe and appropriate programme interventions and is key to Save the Children's commitment to 'shifting the power', our organisational values, principles and global commitments. In 2023, 86% of Save the Children NL's projects included appropriate accountability measures to children and communities, namely information sharing, participation in decision making, and feedback and reporting mechanisms.

Following the collaboration between Save the Children NL and Charles Darwin University, the research project on Accountability to Children and Communities in Consortia was finalised. The research aimed to address a gap in the literature by identifying existing models of accountability in consortia and identifying new models or approaches with the potential

to be trialled. We found that working in consortia offered the potential for accountability to children and communities to be better implemented, and that consortia can provide greater reach and ensure more consistency in their approach to accountability than multiple organisations can when working independently. In 2023, as part of the dissemination plan, two webinars were organised to share these key findings and lessons learned through the research. The first webinar was organised for Save the Children International staff across the globe, the second for Dutch Relief Alliance partners in the global north and south.

A good example of a successful child-friendly accountability system is found in the European Union funded Innovative and Inclusive Accelerated Education Programme for Refugee and Host Community Children (INCLUDE) phase 2 project implemented in Uganda. The final evaluation asserted that the majority of interviewed participants, including children, were aware of the channels available to raise feedback or concerns. In comparison to baseline findings, more than half the children participating in the endline evaluation reported that they felt their concerns were listened to.

The humanitarian Joint Response Programme in Afghanistan took significant steps to enhance accountability to communities in 2023. We collected feedback from community members through multiple channels, including an anonymous hotline and face-to-face visits. For example, during hygiene awareness sessions, a banner was used to inform the community about the hotline number for providing their feedback. Some feedback concerned clarifying the selection process of those receiving aid. This was then addressed through information sessions. Also based on feedback, additional waterpoints were created and their design was improved. The final evaluation showed that 83% of interviewed people were informed about project activities in their community and 65% were aware of how they could give feedback. For women this was somewhat lower than men. The majority of the respondents trusted the partners to be confidential and respect the privacy of the complainant. However, action is needed to increase trust of females.

Gender equality and inclusion

Gender equality is a basic right for all people, including girls and boys. Based on this understanding, Save the Children believes that it is critical to directly address gender discrimination and promote gender equality in order to ensure that no harm comes to children, and to advance our vision for a world where every child attains their equal right to survival, protection, development and participation. A focus on gender equality is essential to close inequality gaps and ensure that we reach every child, including those who are most marginalised. Following our Global Gender Equality Policy, Save the Children NL recognises the intrinsic needs of women and men, girls and boys. We use the intersectionality framework to mainstream gender in all our interventions, ensuring that all our projects are at least gender sensitive and aiming for a gender transformative approach where possible.

Save the Children applies its Gender Equality Marker when designing projects to measure and ensure that gender considerations are included in the context analysis and intervention logic. In 2023, all new project proposals submitted scored as being either gender sensitive or gender transformative.

Following on from the findings of the gender analysis conducted in 2022, the focus of the Work: No Child's Business (WNCB) programme in 2023 was on capacity building to contextualise and adapt the gender sensitive and transformative recommendations. In Uganda, the WNCB consortium held community dialogues to address negative gender and social norms that reinforce child labour. Furthermore, we adapted recommendations that focused on gender equality and positive masculinity. In Mali and Ivory Coast, WNCB programme staff were trained on gender and adapted the gender analysis recommendations into their annual plans.

In 2023, Save the Children NL continued to generate opportunities for young women and men to participate, practise transferable life skills, and adopt positive gender norms, attitudes and behaviours. One key milestone was supporting young women's control of income, assets participation in training and decent work within the Response to Increased Environmental Degradation and Promotion of Alternative

Energy Sources project in Uganda. Through this project young women and men were trained as gender champions who promoted positive images of young women as economic actors in their own communities. In 2023, we also started a new project in Bangladesh called Strengthening Women's Organisation Capacity for Championing Women's Rights. The project aims to strengthen women's economic rights and empowerment by strengthening women-led organisations' (WLOs) lobbying and advocacy capacities and supporting them in designing, financing and implementing their campaign initiatives at the national level to influence changes needed to advance gender equality and women's economic empowerment.

Realising our vision also means respect for the evolving capacities of children with disabilities. The world has made tremendous progress for children in recent decades, but we know that progress has stalled for many of the most vulnerable and hardest to reach children. Those left behind include children marginalised due to disability. In accordance with Save the Children's disability inclusion policy, we work actively to ensure that we reach and support adults and children with disabilities to close the gap in the inequalities that prevent them from enjoying their full and equal rights and freedoms.

In 2023, we reached at least 35,830 persons (including children) with disabilities (PwDs) through 13 of our projects, which were designed to be inclusive of PwDs. In the design of various other projects, the needs and capacities of people with disabilities are also taken into account. A good example is the INCLUDE education programme in Uganda, where we work together with a partner that specialises in this. Children with disabilities received occupational therapy and assistive devices at primary and secondary school so they were able to participate in classes, teachers were trained on disability teaching skills, and classrooms were made accessible with ramps. While their enrolment continued to be lower than for children without disabilities, the end evaluation showed that 71% of beneficiaries reported that services were accessible for people with disabilities and re-enrolment (after school closure due to Covid-19) was relatively high in schools supported by the project.

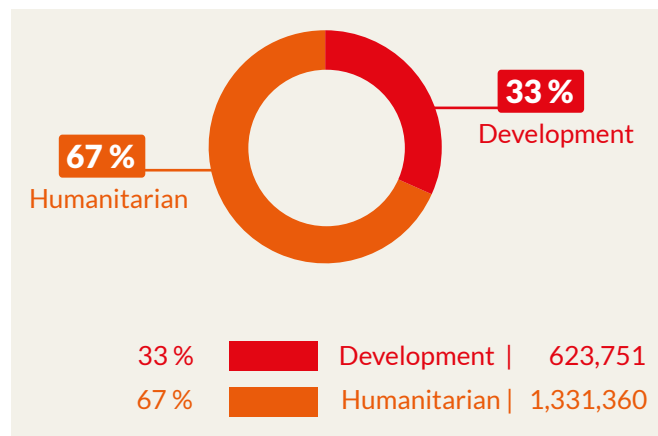


Sima Diab/Save the Children

As an organisation working alone and through our partnerships with others, we recognise our potential and growing capacity to address and remove barriers and replace them with enablers that lead to equal access and participation of people with disabilities. In the Joint Response Programme in South Sudan, we assessed our own and our partner's practices to understand how individuals with disabilities are included in our programmes. The conclusion is that we have made strides in incorporating persons with disabilities into daily activities, such as reasonable accommodations and accessible physical environment for persons with disability. However, challenges remain such as lack of clear budget allocation for awareness and training, limited organisational policies supporting PWD, and negative perceptions.

Humanitarian

Humanitarian response is an increasingly important part of our work as humanitarian needs continue to increase year after year. Save the Children NL is part of the Save the Children International global One Humanitarian Team (OHT) that jointly implement our humanitarian work. Save the Children NL provided humanitarian support in 17 countries in 2023, reaching 1,331,360 people including 689,904 children. Our humanitarian work is guided by the following principles: centrality of protection, anticipatory action and emergency preparedness, localisation, gender equality, reducing our environmental impact, evidence-based action and accountability to children and communities. Furthermore, Save the Children NL contributed to the Save the Children International Global Humanitarian Fund. This pooled fund mechanism allows us to respond rapidly to sudden onset emergencies as it provides flexible and unrestricted funding. The fund is furthermore used for our priorities, such as anticipatory action and preparedness interventions, to support local and national actors and to meet needs in



forgotten crises. In 2023, Save the Children International raised over US\$114.7 million for the Global Humanitarian Fund (of which Save the Children NL contributed €875,152), which allocated over US\$145 million promptly to support the rollout of emergency responses in countries with urgent needs. Save the Children International committed more than US\$26.1 million, or 18% of its Global Humanitarian Fund funding to 139 local and national organisations. Over 28 million people, including 15.4 million children, in 55 countries were supported by the Fund. According to OCHA's Financial Tracking Service (FTS), Save the Children currently ranks as one of the top donors for various responses and countries globally, demonstrating the broader impact of Save the Children and its Global Humanitarian Fund in the humanitarian financing landscape.

Humanitarian, Development and Peace Nexus

Our experience tells us that when humanitarian, development and peace actors work towards commonly agreed outcomes, this results in more timely, appropriate and effective results for the most vulnerable and marginalised children. An effective nexus approach requires that all actors commit to improving internal and external coordination, coherence and complementarity, building on a shared understanding of the root causes of crises, agreeing shared targets and goals, and prioritising actions that reduce needs, vulnerability and risks through resilience, prevention, anticipatory action, preparedness and early action.

In 2023, we further expanded our triple nexus portfolio. In the Sahel, we worked on the triple nexus project Social Cohesion and Resilience in the Sahel (RECOLG) with SC Denmark, CARE, and local partners KARKARA, Réseau Billital Maroobé (RBM) and its members TASSAGHT in Mali, the Conseil Régional des Unions du Sahel (CRUS) in Burkina Faso and l'Association pour la Redynamisation de l'élevage (AREN) in Niger. The endline report showed that RECOLG delivered successfully on all three pillars of the nexus in an integrated way during its four years of implementation. Livelihood support included cash distributions enriched with complementary feeding and increased dietary intake (on average by 19%), household consumption (30%), source of income (15%), food diversity (14%) and reduced negative coping strategies (6%). While the project faced challenges related to the lack of security, forced migration leading to loss of livelihoods, and weak functioning of markets, we learned that involving technical government services and community leaders allowed for efficient and sustainable actions, local organisations allowed for adaptive management in case of insecurity, and a multisectoral approach allowed for improved resilience.

Through the SENANG project ('Supporting an Enabling Atmosphere for Children and Youth Network for Peacebuilding Goals'), Save the Children is contributing to peace building activities in Thailand (Deep South Region) and the Philippines (the Bangsamoro Autonomous Region in Muslim Mindanao (BARMM)). In Thailand, the project focuses on the active participation of children and youth in the peacebuilding process by leveraging their talents in various art forms such as music and animation. In 2023, a gender-sensitive peace education curriculum was developed, and Youth Workshops and intergenerational dialogues took place to foster intergenerational conversations on the peace process. In the Philippines, two Peace Action Networks were established. Children and youth co-designed and co-organised activities to convey peace narratives which included dancing, theatre and short-form videos, among other artistic expressions.



Sacha Myers / Save the Children



Partnerships & Innovation

Mindful of increasing humanitarian needs globally, Save the Children recognises the importance of promoting new methods of operation and solutions to development challenges to achieve our mission. The ambitions of Save the Children cannot be achieved alone but require equal, transformative partnerships with other actors such as national organisations, private sector partners, knowledge institutes and donors as well as with children and communities. Save the Children NL actively works to move from transactional to transformative partnerships. Here are a couple of examples:



1. Together with Capgemini, Fennel Labs and the Whiteflag Foundation, we conducted a pilot project in South Sudan to further develop the Whiteflag application. The name 'Whiteflag' refers to the physical white flag: the original, internationally recognised, protective sign of a truce or ceasefire. With the Whiteflag communication protocol, raising the white flag is also possible in the digital world using blockchain technology. Whiteflag allows organisations to notify others of their planned and ongoing activities, for more effective aid and military deconfliction. This enables entities protected under humanitarian law, such as humanitarian convoys or hospitals, to make themselves known in real-time to prevent collateral damage and casualties in conflict zones. An operational test and further refinement of the application was conducted with colleagues in South Sudan.
2. Collaboration with Elemental Water Makers, we completed the installation of a seawater solar desalination plant in Somalia. The main aim of the project is to provide a sustainable source of water in Hafun District in Eastern Somalia, prioritising the most vulnerable people. The plant is currently operated by members of the water management committee that attended a training in the Netherlands and will be handed over to the Ministry of Energy, Minerals & Water Sources. Approximately 18,000 individuals are currently receiving fresh drinking water.
3. Through a partnership with Bernard van Leer Foundation, we were able to enhance its Building Brains Common Approach. Building Brains promotes early learning, responsive caregiving, safety and security, and is designed to be integrated into health, nutrition and other service delivery platforms to provide young children with an enabling and nurturing environment in which to grow, learn and thrive. The evidence synthesis conducted under this project is intended to provide further evidence-base for this approach through looking at its effectiveness, uptake, use in humanitarian settings and current implementation. The results show that Building Brains has impacts as strong as, and in some cases, stronger, than other parenting programmes.



3.4 APPLYING FOCUS TO OUR WORK – International Programmes

In 2023 we continued to apply geographic and thematic focus to our work. This means that we focus our efforts, capacity and expertise as much as possible on selected countries and themes, so that we have the greatest impact on children and provide high-quality added value to the work of Save the Children International.

SAVE THE CHILDREN NETHERLANDS FOCUSES ON THE FOLLOWING THEMES:



Food Security and Nutrition (FSN)



Education



Mental Health and Psychosocial Support (MHPSS)



(Adolescent) Sexual and Reproductive Health and Rights (ASRHR)



Child Labour



Youth Empowerment (YE)



Children and the Climate Crisis



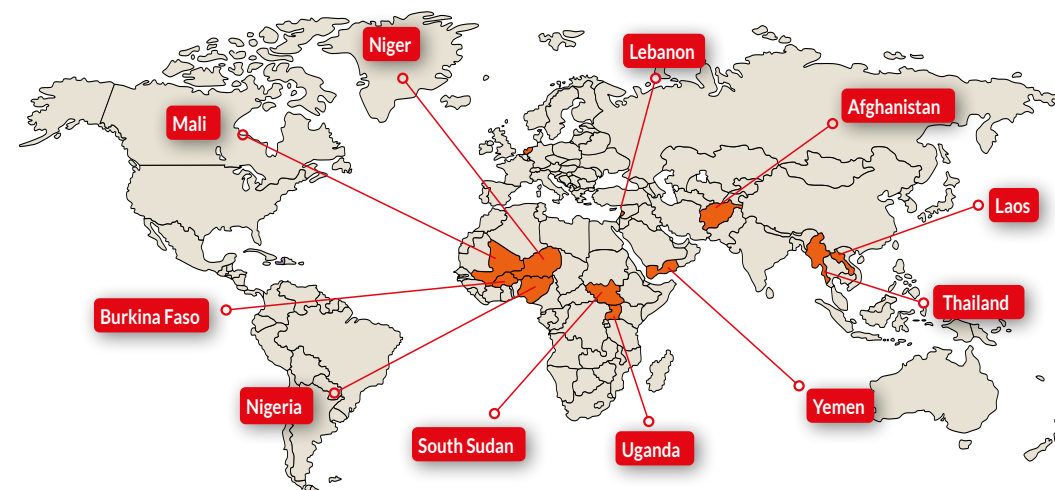
Water, Sanitation and Hygiene (WASH)



Cash Assistance



Health



Our focus countries

Afghanistan - Burkina Faso - Laos - Lebanon - Mali - Nigeria - Niger - South Sudan - Thailand - Uganda - Yemen

GEOGRAPHIC FOCUS

Besides introducing focus themes, Save the Children NL also introduced a geographic focus on 11 countries. The Save the Children offices in these countries are also supported with technical and financial support. For example, we supported the Yemen office to finalise their localisation strategy and Save the Children Niger to set up a taskforce of children working on climate change, in partnership with the NGO Jeunes Volontaires pour l'Environnement (JVE), with the aim of making children's voices heard at local, national and international level and lobbying authorities about the consequences of climate change.

TOTAL EXPENDITURE PER FOCUS THEME:

Themes	Nr of beneficiaries	Nr of countries per focus theme	Nr of projects	Expenditure per focus theme (Euro)
Food Security & Nutrition	548,103	12	17	3,261,754
Education	166,311	6	8	9,820,756
Mental Health & Psychosocial Support (MHPSS)	43,090	7	12	2,757,143
(Adolescent) Sexual and Reproductive Health and Rights (ASRHR)	563,190	8	2	7,163,819
Child Labour	40,058	6	1	1,388,182
YE	7,850	11	8	3,063,203
Children and the Climate Crisis	83,195	2	2	1,631,915
WASH	270,181	7	9	3,681,585
Cash assistance	30,819	10	12	5,098,072
Health	215,247	4	5	5,436,407

Food Security and Nutrition

In 2023 we implemented
17 projects

with a total expenditure of
€ 3,261,754

and reached
548,103
people



Hugh Kissella/Cunningham/Save the Children



Food security and Nutrition

The number of people facing food and nutrition insecurity continued to increase in 2023. The World Food Programme estimated that more than 333 million people were facing acute levels of food insecurity, and did not know where their next meal was coming from. Save the Children continues to work in humanitarian and development contexts to enable parents and other caregivers to be food secure, achieve sustainable and resilient livelihoods, and to be empowered to improve their children's wellbeing. Food and nutrition security remains an essential focus for programming, and we place increasing emphasis on the sustainability of our approach to ensure resilience and quality livelihoods for communities.

Our approach includes reducing malnourishment, increasing income from farming, and making better use of farmlands. In our humanitarian programming we focus on the prevention and treatment of undernourishment in children under five and pregnant and breastfeeding women, Social Behaviour Change Communication (SBCC) and Community Management of Acute Malnutrition (CMAM) while also ensuring food security at household level through the provision of cash and/or agricultural inputs. Integrated health and nutrition projects have been essential to the survival of severe and moderate acute malnourished children and pregnant and lactating women.

In development programming, the focus lies on improving livelihoods to enhance food security and nutrition and reducing chronic malnutrition, for example by supporting youth employability, improved food systems and how these can be supported by climate-smart farming techniques, natural resource management and improved access to markets, Village Saving and Loans Associations and behaviour change programming regarding best nutritional and hygiene practices. The private sector plays an important role by contributing to the development and roll-out of training and the provision of agricultural inputs and water equipment, especially in underserved communities.

FOOD SECURITY AND NUTRITION

Examples from our programming

Afghanistan has seen major setbacks in the nutritional status of the population since August 2021 due to economic restrictions and mass displacement. Save the Children NL has been providing essential Health and Nutrition support in Afghanistan: as part of the Dutch Relief Alliance, we provided screening and treatment of 1,459 acute malnourished children, and screening and treatment of 4,830 pregnant and lactating women using mobile health facilities.

Furthermore, Mother-to-Mother Support Group meetings were conducted at the mobile health facilities by midwives, and a total of 589 mothers were reached. With support from the European Union, basic health services were provided through static and mobile health clinics, focusing on nutritional screening and treatment of malnutrition. Over 225,000 under-five children and 15,000 pregnant and lactating women were screened for acute malnutrition. A total of 15,299 children identified as having severe or moderate acute malnutrition were enrolled for treatment in the Save the Children-supported static and mobile health clinics.

In South Sudan, Save the Children NL continued to lead the DRA Joint response, implemented jointly by seven Dutch NGOs and seven national organisations. Together with local partner Charity and Empowerment Foundation (CEF), we supported women and youth with income-generating activities such as crop and vegetable production, poultry keeping and the production of energy saving stoves. A total of 4,631 households comprising 27,786 individuals were reached through food production and livelihood assistance to protect and rebuild livelihoods with the aim of improving their resilience. Furthermore, training on basic crop agronomic practices, climate smart agriculture and integrated pest management was done using farmer field school and demonstration plot approaches for 4,737 individuals. Additionally, eight women-led Village Savings and Loan Associations consisting of 1,746 persons were established to enhance community-based financial inclusion. These groups were provided with start-up packages that included saving



boxes, stationery and cash grants to boost their saving and access to credit. In addition, the groups also received training on financial literacy and management and income generation. Throughout the course of the project, the groups managed to grow and share profits amongst each other.

Development programming has been essential to increase our food system and resilient programming. In the Right2Grow project, which is now in its fourth year of implementation, Lobby & Advocacy plays an important role in addressing shortcomings on nutrition and WASH services at community level by ensuring capacity strengthening of local community organisations on advocacy and budget monitoring. Save the Children NL is the project lead in South Sudan, and Burkina Faso, and leads L&A at national level in Bangladesh. One of the added values of this programme is the cross-country learnings promoted by the R2G team. For example, the local food processing and women's economic power in Mali inspired teams in Burkina Faso. They committed to building women's capacities, with a focus on the production and marketing of nutritious food products, and to create a platform for

producer groups to process local food products. Similarly, the successful engagement strategy with the private sector in Bangladesh is a source of inspiration for the team in South Sudan.

In north-west Syria, together with our local partner, we were able to deliver ready-to-eat kits to 12,835 individuals 72 hours after the earthquake. As the situation on the ground stabilised and local markets demonstrated good resilience and full functionality, three rounds of multipurpose cash assistance were disbursed to support 1,056 individuals. Also, with the Dutch joint relief programming we were able to assist 917 households in Syria with multi-purpose cash support to address their immediate basic needs.

Cash & Voucher Assistance (CVA)

Cash & Voucher Assistance (CVA) is an effective and efficient instrument for tackling immediate basic needs at household level. It has been proven one of the most effective and efficient forms for immediate assistance, using either mobile money or physical vouchers representing a certain value for specific items. As long as markets are functional and prices stable, households can decide themselves how to cover their basic (food) needs. At the same time, cash assistance can cover expenses for non-food items, education, or health services. Other forms of cash assistance could include cash for work, and cash for rent. Especially when linked to other services, cash grants help families get back on track and become self-sufficient: this gives them power to make decisions and the dignity to choose which everyday essentials they buy. In 2023, a total of 12 Save the Children NL programmes included cash activities with a total expenditure of €5,098,072, reaching a total of 30,819 persons in humanitarian and development programs. In Ukraine for example, together with our partners Avalist, DROPWD, Slavic Heart and Station Kharkiv, and using SHO funding, we continuously provided cash support worth approximately €2,375,068 to 2,855 households across the country affected by the conflict.



Adolescent Sexual and Reproductive Health and Rights (ASRHR)

In 2023 we implemented
2 ASRHR projects

with a total
expenditure of
€7,163,819

and reached
a total of
563,190
people



Adolescent Sexual and Reproductive Health and Rights (ASRHR)

Sexual and reproductive health and rights (SRHR) has immediate and long-term consequences for the health of women, adolescents, newborns and children. Adolescents are particularly at risk and often experience threats to their SRHR through child, early and forced marriages and unions, early and unintended pregnancy, and sexual and gender-based violence. The lack of information and services significantly impacts adolescents and adults and the realisation of their sexual and reproductive health and rights. Unintended pregnancy is one of the key drivers of child marriage, and child marriage is also a key driver of adolescent pregnancies and births. Today, roughly 218 million women and girls have an unmet need for contraception and 111 million women and girls have unintended pregnancies each year. The high rate of adolescent pregnancies is driven by a lack of knowledge, gender inequality, inadequate access to SRH services, and restrictive policies, all of which are often worse for those in humanitarian settings.

Save the Children improves SRHR for women and adolescents through comprehensive sexuality education, robust social and behaviour change with communities and integrated service delivery across development and humanitarian contexts. We advocate for policy change and anticipatory action at global and national levels, and design programmes that address multiple determinants of health, including the impacts of Covid-19, conflict and climate change. We work closely with local partners and young people to create system-wide change to bring sustainable solutions to children, adolescents, families and their communities. Together, and with national ministries of health, education, youth and gender we design, implement and evaluate SRHR programmes. In doing so, we identify and transform discriminatory norms, systems and structures that drive inequality, create gender and disability inclusion gaps, and act as barriers for equitable health and wellbeing.

ADOLESCENT SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS (ASRHR)

Examples from our programming

Two of our main regional SRHR programmes include the Adolescent Transition in West Africa (ATWA) programme in the Sahel region (Mali, Burkina Faso, Niger) funded by the Netherlands embassy in Niger, and the HIV Knows No Borders (KNB) programme in the Southern Africa region (Zambia, Eswatini, South Africa and Mozambique), funded through the International Organisation for Migration (IOM).

The Adolescent Transition in West Africa (ATWA) programme is implemented with eight local partners: L'Association Zood-Nooma pour le Développement (AZND), Association Appui Moral, Matériel et Intellectuel à l'Enfant (AMMIE), and Association SOS/Jeunesse et défis in Burkina Faso; Collectif des Femmes pour l'Éducation, la Santé, Familiale et l'Assainissement (COFESFA), Alliance Médicale Contre le Paludisme-Santé Population (AMCP-SP), and Cabinet de Recherche Actions pour le Développement Endogène (GRADE) in Mali; and GRADE AFRICA, and ONG Groupe d'appui au développement rural recherche action (GADDRA) in Niger. ATWA works to promote positive adolescent SRHR outcomes by addressing interrelated drivers of poor SRHR among adolescents. In the Sahel context, many adolescents, particularly those in school, have not yet become sexually active and thus the programme emphasises prevention of negative SRHR outcomes. In 2023, the programme worked with 8,215 teachers and 5,097 peer educators on SRH education and Menstrual Hygiene Management (MHM). The programme also worked with social enterprises, local producers of menstrual pads, and schools to promote sustainable and affordable supplies, and trained 2,492 health workers in the provision of adolescent-friendly services. A total of 149,297 in-school adolescents and 13,007 out-of-school adolescents were supported.

ATWA's external evaluation measured many significant improvements among adolescents, including improvements in correct knowledge about puberty, menstruation, types of contraception and sexually transmitted diseases (STI), and HIV



risk, prevention and treatment. ATWA also led to increased intention among adolescents to use modern contraception, and improvements in gender equitable attitudes. Additionally, the intervention resulted in increased self-efficacy in condom use and contraceptive use; increases in the perceived ability to refuse unwanted sexual attention; in the perceived ability to choose whether, when and with whom to marry; in the perceived ability to refuse if their parents wanted them to get married; and in the ability to seek help from a trusted adult to prevent an unwanted marriage or to report unwanted sexual attention.

In 2023, Save the Children's KNB programme in Zambia, South Africa, Mozambique and Eswatini, supported by 328 community change agents, reached over 65,000 young vulnerable people (YVP), migrants and sex workers with awareness raising on sexuality, HIV/AIDS, STI, pregnancy

and contraception. Furthermore, 5,000 YVP accessed health services, including SRH services, contraception, HIV and STI screening and treatment, and psychosocial support. The programme contributed to a more enabling and supportive environment through the sensitisation and active involvement of traditional religious leaders throughout the region. The programme also contributed to the improvement and implementation of Comprehensive Sexuality Education with the Ministries of Education of South Africa, Eswatini and Zambia. A Youth Advisory Board with representatives from all programme countries was established and participates in the regional South African Development Community (SADC) Youth Forum. Collectively, these stakeholders advocate for and promote SRHR HIV-positive health practices and behaviours among their peers and the population at large.

Health and Nutrition

Save the Children works across thematic areas to address the unique and complex causes of illness, malnutrition and death in mothers, newborns and young children, with the aim of ensuring that no child dies of preventable causes before their fifth birthday. Save the Children supports global and country-level efforts to achieve universal coverage of a package of proven, high-impact maternal, newborn and child health and nutrition interventions. In 2023, we implemented 17 health and nutrition projects, with a total expenditure of €5,436,407 and reached a total of 1,287,186 persons. An example is the EU-funded project implemented in Abyei Special Administrative Area in South Sudan, where we aim to reduce the prevalence of and increase access to treatment for malaria, pneumonia, diarrhoea, and acute malnutrition through a focus on maternal and neonatal health. We provided comprehensive primary health care in 9 health facilities and 2 mobile clinics and at community level. The project strengthened the management of common communicable and non-communicable diseases, childhood illness (IMNCI), vaccination, reproductive health and maternal and newborn care, reaching a total of 74,565 persons.



Children and the Climate Crisis

In 2023 we implemented

2 CCC projects

with a total expenditure of

€1,631,915

and reached a total of

83,195

people



Awale Koronto/ Save the Children



Children and the Climate Crisis

The climate crisis is fundamentally reshaping our world, with grave implications for the rights of current and future generations of children. Children are the least responsible for climate change, yet they will bear the greatest burden of its impact. Integrating the climate perspective into all our work is therefore crucial, and the climate crisis remains a global focus in our programming, advocacy and campaigning, as well as in our own operations. Save the Children's climate work focuses on community-based adaptation initiatives which reduce vulnerability or support new opportunities to help children and youth achieve their full potential.

Some of our programmes also contribute to climate change mitigation by supporting households with access to appropriate energy-efficient tools and strengthening local civil society organisations and private sector companies to increase the availability of green technologies. In the design of new projects, increased attention is given to green jobs, with the aim of focusing on sustainable approaches in livelihoods (for youth), and climate mitigation by using environmentally friendly materials, safe disposal of waste, and paying specific attention to natural resource management.

In 2023, increased awareness of and attention to the negative effects of climate change in our projects have resulted in a strong commitment to take action and design our projects to be climate friendly. The Environmental and Social Screening (ESS) Tool and Environmental Social Action Plan (ESAP) were developed and applied to our programmes. These tools allow us to determine whether activities may have a negative environmental/social impact and provide support in the timely mitigation of any environmental/social risks. Lastly, we continued to actively share our learning from our climate work, internally in the SC Technical Working Group, and externally with other organisations through active participation in leading the Community of Practice on Climate at Partos and other humanitarian platforms such as KUNO.

CHILDREN AND THE CLIMATE CRISIS

Examples from our programming

Save the Children is the consortium lead for implementing the EUTF-funded Reducing Environmental Degradation (RED) project in the refugee and host communities of Adjumani, Kiryandongo, Madi-Okollo, Terego and Yumbe districts in Uganda (2021-2024), together with partners Enabel (Belgium), World Agroforestry (ICRAF, based in Kenya) and local partner Joint Energy and Environment Projects (JEEP). In 2023, 1,789 young women were trained in constructing and maintaining energy-saving stoves and heat-retaining baskets. These technologies are expected to save 50% of fuel compared to traditional stoves, thereby contributing to decreasing dependence on unsustainable and unregulated sources of energy. To support an enabling environment, RED continued its Social Behaviour Change and Communication

campaign to increase the use of and demand for energy-efficient products and advocated with private sector actors to address the current supply gap for energy-efficient products in the communities. 220,950 people were reached through community awareness activities in 2023. One lesson learned is that community-based practical demonstrations of the efficiency of promoted technologies and providing tools as incentives to awareness creation are effective in ensuring knowledge and skills transfer with regards to building and maintaining the improved cooking stoves and baskets. In 2023, RED conducted its mid-term review, which found that the project is addressing identified needs within the communities and is in line with national and international priorities and that RED is largely providing tangible benefits to the target population through skill building, green income generation, conflict resolution and improved local government coordination, service delivery and regulatory environment.



In Thailand, Save the Children, together with local partners Luukrieng and Nusantara, continued the implementation of the EU-funded Disaster Preparedness and Child Protection project. This project uses a child-participatory approach to help communities in Yala province in the deep south of Thailand to develop Emergency Preparedness Plans (EPPs) that reflect the local multi-hazard context. Together with religious leaders, government authorities, community members, school staff and children, we developed 10 EPPs, benefiting 57,485 persons. Furthermore, we undertook targeted advocacy with national and regional mechanisms (such as the Association of Southeast Asian Nations (ASEAN)) to replicate achievements and learnings on a wider scale.



Mental Health and Psychosocial Support (MHPSS)

In 2023 we implemented
12 projects
where MHPSS was integrated

with a total
expenditure of
€1,631,915

and reached
a total of
83,195
people



Mental Health and Psychosocial Support (MHPSS)

Promoting and protecting children's and caregivers' wellbeing is key to their ability to cope with adversity, function well and develop. Save the Children strengthens the mental health, psychosocial wellbeing and resilience of children, adolescents, and their parents and caregivers through access to quality, evidence-based and sustainable MHPSS interventions based on the Inter-Agency Standing Committee (IASC) Guidelines on MHPSS in Emergency Settings. Save the Children invests in programmes aimed at protecting, restoring and promoting the psychosocial wellbeing of children and their caregivers, and conducts advocacy towards policymakers and implementing actors to integrate MHPSS across their policies and programmes on education, health, nutrition and child protection.

Save the Children's programming approach to MHPSS is based on international standards, focusing on the social ecology of child health and wellbeing, ensuring a continuum of care ranging from social considerations in basic services to (referrals) to specialised care, and integrating MHPSS across all sectors we work in (e.g. Child Protection, education, health and nutrition). One example is our Steps to Protect common approach, an evidence-based case management approach used in child protection services, which includes capacity development of caseworkers on the provision of basic psychosocial support to children and their caregivers. All frontline staff in humanitarian responses are trained in Psychological First Aid (PFA) and our Technical Guidance promotes the integration of MHPSS into existing services and structures (e.g. health clinics, schools, etc.) to improve access and reduce potential stigma and discrimination.

MENTAL HEALTH AND PSYCHOSOCIAL SUPPORT (MHPSS)

Examples from our programming

The psychosocial condition of children in Afghanistan has deteriorated drastically since the Taliban came into power in August 2021. In 2023, with support from the European Union, Save the Children NL continued its MHPSS programme in the country, focusing on strengthening mother-child bonding and supporting caregivers to cope with stress through Integrated Mobile Health and Nutrition Teams. We conducted the Psychosocial Support (PSS) and Basic Helping Skills 5-day training of trainers for Health & Nutrition staff, and this was then cascaded to all Psychosocial Support officers working in the Mobile Health Teams. Women are prioritised for receiving PSS support, as they face several key issues that negatively impact their wellbeing: restrictive measures imposed on women, poor economic conditions, social pressure to have many male children, and domestic violence. Over 20,000 consultations took place in 2023. In addition, Save the Children included Social-Emotional Learning to increase the

wellbeing of children and teachers in schools. A total of 150 teachers in Kandahar and Kunar were trained on Exploring our Emotions with the Sesame Workshop, and school-and-home PSS kits were distributed and benefitted 4,666 children. These kits include books, audio recordings and games for children. They also include the facilitators guide and a training manual for teachers, to provide children with skills to address existing psychological distress and enable them to respond effectively to future shocks.

Save the Children NL's MHPSS projects are conducted in north-east Syria, Afghanistan, South Sudan, Lebanon and Gaza. Our MHPSS project in north-east Syria has provided adolescents and caregivers with structured and non-structured psychosocial support activities aimed at increasing self-esteem, emotion regulation skills and social connectedness, as well as case management and vocational training. Results show positive impact on self-confidence, family dynamics, supportive social relationships and emotional wellbeing of children and adolescents affected by conflict.

In Lebanon, together with our partner Nabad, Save the Children provided case management and MHPSS to 171 refugee children and 68 caregivers in the Greater Beirut area, with funding from the DOB foundation. These services supported children at risk of and experiencing neglect, abuse and exploitation, including children engaged in child labour, child marriage, and other forms of violence and exploitation. Psychosocial group sessions were conducted to help children and adolescents identify and manage emotions and build healthy relationships. Structured creative recreational activities were provided to 142 children as a way to help manage stress, and 52 caregivers participated in positive parenting sessions that helped them respond more effectively to their children's needs and challenges, use effective communication and parenting skills, and build stronger parent-child bonds. Combined, these interventions resulted in increased feelings of safety and wellbeing among children, with significant increases in the percentage of children feeling happier and safer, and caregivers reporting improved social skills and assertiveness of their children. Lastly, all children reported improved relations with their parents.



In close partnership with TeamUp coalition partner War Child Holland, we have significantly contributed to scaling TeamUp globally in 2023. TeamUp is a psychosocial support intervention developed by War Child Holland, Save the Children NL and UNICEF Netherlands to meet the urgent psychosocial needs of refugee children. Save the Children offices in the Netherlands, Sweden, Ukraine, Poland, Romania, Lithuania, Uganda, Mozambique, Ethiopia, Kenya and Egypt were supported to start or continue the implementation of TeamUp. By the end of 2023, TeamUp was implemented by Save the Children in 11 countries, and systems and capacities have been strengthened to scale even further in 2024. A total of 72,362 children, of whom 728 were children with disabilities, were reached with TeamUp sessions organised by Save the Children offices and local partners in 2023.



Youth Empowerment

In 2023 we implemented

8 YE projects

with a total
expenditure of

€3,063,203

and reaching
a total of

7,850

people



Youth Empowerment

The youth employment crisis has reached alarming magnitudes, evidenced by higher unemployment, lower quality jobs and rising marginalisation of youth. 145 million adolescents live in extremely poor households. It is the poorest and most deprived young people who often lack the life skills needed to positively transition to adulthood and secure decent work. Save the Children NL's experience confirms that young people need access to opportunities that allow them to become socially, civically and economically empowered. Social and civic participation enables youth to take on roles as active citizens who contribute to the development of their societies. However, adolescents and young people from poor households are often underprivileged when it comes to accessing opportunities to find decent work.

Since 2016, Save the Children NL has adopted a distinctive, multilevel approach to ensure that youth have access to safe, productive, income-generating opportunities in emerging and developing markets across the globe. Our overall goal is to ensure that girls and boys, young women and young men successfully transition to decent livelihoods and work, breaking the intergenerational cycle of poverty and therefore reducing survival, learning and protection deprivations for themselves and their families.

We assist adolescents and youth most impacted by inequality through multiple integrated resilience-building approaches. One of these is the Life Skills for Success Common Approach aimed at developing a set of foundational skills, competencies, behaviours, attitudes and personal qualities which enable young people to navigate their environment effectively, work well with others, perform well, and achieve their goals. Other examples of interventions include access to financial services and apprenticeship opportunities; working together with the private sector to increase livelihood opportunities; defining training curricula and improving child rights business principles in the workplace; and building social, business and market networks through strengthening or creation of associations, cooperatives, self-help or savings and loan groups.

YOUTH EMPOWERMENT

Examples from our programming

In Uganda, we made momentous progress in empowering young men and women economically through livelihood activities as part of the EUTF-funded project Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts. The project provided seed funding to 1,018 young people to set up green income generating activities such as agroforestry/ tree planting, apiculture, poultry, waste recycling, goat rearing and piggery. According to the mid-term review findings across districts, 38.3% of respondents reported ability to meet their basic needs while sustaining natural resources, compared to the baseline value of 34.1%.

Additionally, through Youth Innovation Labs the programme continued to provide a platform for 21 groups of young people to cultivate innovative solutions to complex environmental problems, by leveraging their skills, creativity and enthusiasm. It brought together a gender-balanced group of young people from diverse backgrounds, including out-of-school youth, social entrepreneurs, community and government leaders and private sector representatives. The programme provided mentorship, training and resources to support

the development of innovative youth ideas, with a focus on creating sustainable and scalable solutions that can make a meaningful impact in their communities. Some of the innovations included organic manure production, plastic recycling, awareness creation through photography, fish caging along the River Nile, solar irrigation for horticultural production, compost production and briquette production.

In Lebanon, with funding from the Netherlands embassy in Beirut, Save the Children has contributed to the improved employability of 100 vulnerable youth and caregivers by strengthening their life skills and their vocational, entrepreneurship, English language and digital literacy skills. Two key learnings emerged from the Youth Empowerment programming. Firstly, to strengthen human-centred, community-based approaches requires skills development to equip young people and caregivers with the technical and soft skills needed to sustain livelihoods and respond to shocks in the current economic climate. Secondly, we learned that encouraging entrepreneurship and innovation can empower young people to create their own employment opportunities. This can involve providing access to training, mentoring, financing and networking opportunities for young entrepreneurs, as well as creating a supportive ecosystem that fosters innovation and business growth.



Within the Work: No Child's Business programme ([WNCB](#)), implemented in Mali, Uganda, Jordan, India and Vietnam, our work with youth focuses on preparing youth to successfully transition to adulthood, while paying attention to the unique qualities and vulnerabilities of adolescents. For example, we provide youth engaged in hazardous forms of child labour with the opportunity to participate in vocational training trajectories, so that with the skills they acquire they can transition into decent work. The more technical vocational training trajectories are combined with transferable life skills programmes, where youth learn essential skills to be successful in their jobs or as young entrepreneurs, such as planning, communication, self-confidence and decision making.

Through our Youth Empowerment interventions in these countries, hundreds of youths have transitioned from dangerous work in gold mines or textile factories to jobs in the retail sector, hospitality and customer service, while others have successfully started small businesses such as a sewing shop, barber shop, and car workshop – giving them a brighter future.





Education

In 2023 we implemented
8 Education projects

with a total
expenditure of
€9,820,756

and reaching
a total of
166,311
people



Education

According to UNESCO, there are about 263 million children out of school. Save the Children believes that all children have the right to a quality education that supports learning and wellbeing. Save the Children is committed to holistically supporting children, particularly those most impacted by inequality and discrimination, to develop, learn, be safe, healthy and protected in and around all schools and learning spaces.

We have developed a Quality Learning Framework that provides a common understanding of what quality education looks like. The framework defines five outcome areas which include emotional and psychosocial well-being, physical protection, teaching and learning, participation of parents and community, and school leadership and management.

Our interventions foster an enabling environment by ensuring inclusion and access, enabling policies, systems and coordination mechanisms.

EDUCATION

Examples from our programming

With financial support from the European Union, Save the Children NL has been supporting Education in Emergencies programmes in Afghanistan and Uganda. The second phase of our multi-sectoral project in Afghanistan started in May 2022 through which we reached 29,604 children (including 491 with disabilities) with primary education through 831 Community-Based Education (CBE) classes in Kabul, Kandahar and Kunar provinces in 2023. Following the Ministry of Education's CBE policy, 953 teachers were maintained in the 3 provinces. Community Education Committees (CECs) were established, comprising 2,365 members who assisted the project in resolving community-based conflicts and mobilising community members to support CBE education. Mental Health and Psychosocial Support are integrated within the project, ensuring a strong focus on both student and teacher wellbeing.

In Uganda, the third phase of the INCLUDE project was launched in March 2023. The project, implemented by a consortium consisting of Save the Children with Finn Church Aid, Humanity and Inclusion, Norwegian Refugee Council, War Child and Planning for Tomorrow, enables children in refugee settlements to go back to school and improve their learning outcomes. 82,295 learners are enrolled in formal services across 27 primary and 4 secondary schools, while 6,779 are involved in non-formal education services. Through the TeamUp approach, 7,212 learners have benefitted from psychosocial support. In addition, 21 classrooms are being constructed to create new and better learning environments. 306 teaching personnel were hired and received remuneration while 243 teachers received training, mentoring and coaching on skills and strategies to address the identified learning needs. The consortium continues to provide support to strengthen the District Local Government and school leadership and management capacities to better support and supervise safe and inclusive learning environments that generate improved learning outcomes.



In 2023, Save the Children implemented the EU-funded Basic Education Support towards Transition (BEST) education programmes in Thailand, of which phase V ended in February 2023, and phase VI started in March 2023. The BEST programmes aim to provide continued access to education for the refugees in nine camps along the Thailand-Myanmar border, with a crosscutting focus on empowering refugees through protection measures and promoting their active involvement in improving camp governance. Phase V was successful in maintaining basic education services for refugee boys and girls in the camps and ensuring a safe and positive learning environment through the provision of technical support to parents, teachers, and other education personnel. A total of 32,350 children and 58,267 adults were reached in the nine camps. BEST phase VI then built on our lessons learnt,

which confirmed that children residing in the nine camps continue to confront multiple barriers and risks that challenge their ability to access education, to learn, be safe and succeed at school within the camps and transition to life beyond the camps. As such, Phase VI aims at ensuring camp residents are informed about options for education pathways outside the camps, and refugee stakeholder groups are supported to actively lead information sharing and advocacy initiatives that support durable solutions for refugee students with a focus on improving representation of women, girls, boys, out-of-school children and people with disabilities. So far, Parent-Teacher Associations have been supported, reaching almost 4,000 people, and over 2,500 students received support in the transition to alternative education systems.



Child Labour

In 2023 we implemented
1 child labour project

with a total
expenditure of
€1,388,182

and reaching
a total of
40,058
people



Child Labour

Globally, 160 million children are involved in child labour – a number that is expected to rise in the coming years due to population growth, recurrent crises, extreme poverty and inadequate social protection measures. About half of these children are engaged in the worst forms of child labour, such as work with dangerous tools or toxic substances. Child labour is harmful for children's physical and mental development, and often deprives them of the opportunity of completing their education. Child labour furthermore perpetuates poverty as a generation of children and youth is growing up without realising their full potential. Addressing child labour is thus key to breaking the cycle of poverty: when children are educated, they have better chances of accessing decent jobs as adults.

Save the Children believes that every child has the right to thrive, including a right to education, and no child should be engaged in harmful work. That is why we are committed to protecting children from being engaged in harmful work. We do so through a holistic and integrated approach, aimed at addressing the multiple causes of child labour. For example, we work with local and national authorities to strengthen child protection systems and use case management as a method to remove individual children and youth from harmful work and (re-)integrate them into school or vocational training trajectories. We work with communities to raise awareness about children's rights and the risks of child labour, encouraging families to prioritise education over child labour. Crucially, we also work with communities to strengthen livelihood opportunities so that there is less need to resort to child labour to increase household incomes. Our efforts to eradicate child labour

also include close collaboration with governments to encourage effective implementation of existing laws on child labour or to strengthen legislation and strategies where needed. Furthermore, through our Child Rights and Business approach, we engage companies, especially those in sectors with a high risk of child labour, to influence positive change throughout their supply chain by helping them to identify and progressively address child labour in their business operations. In the Netherlands, Save the Children has advocated for strong Dutch legislation on child labour (*Wet Verantwoord en Duurzaam Internationaal Ondernemen*) and at the European level, we have successfully advocated for the inclusion of children's rights in the EU Corporate Sustainability Due Diligence Directive.

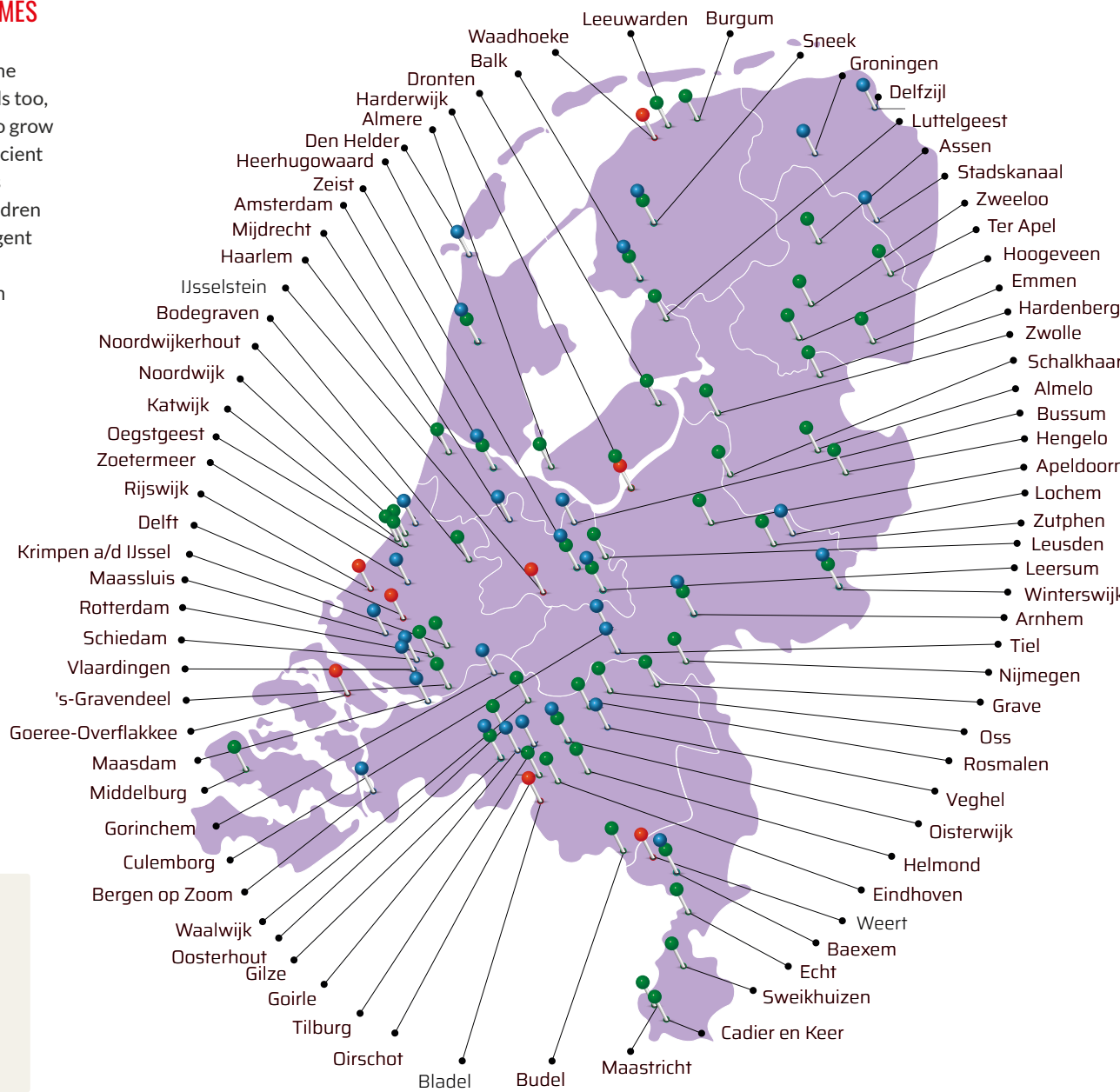
Examples from our programming

We are an Alliance partner in the Work: No Child's Business programme ([WNCB](#), funded by the Netherlands Ministry of Foreign Affairs) to address child labour in India, Ivory Coast, Jordan, Mali, Uganda and Vietnam. In 2023, we successfully removed thousands of children and youth from child labour and offered them alternatives that are in line with children's rights, for example, a return to school or participation in a vocational training programme combined with life skills training for adolescents. This is done in close collaboration with national and local partners, for example with GRADECOM in Mali and with the People's Committees of Cu Chi, Go Vap, Nha Be and District 10 in Ho Chi Minh City, Vietnam. In 2023 we contributed to encouraging national governments to own and address the problem of child labour, for example in Jordan and Vietnam. This is key to a sustainable solution to child labour and underscores the relevance of our multi-sectoral approach. An important lesson learned in 2023 pertained to the role of the private sector. Their supply chains are often highly complex, and we recognise that child labour most commonly occurs in the lowest tiers of supply chains, i.e. the informal sector. For this reason, Save the Children considers it essential to ensure that our engagement with the private sector emphatically includes this informal sector, where the risk of child labour is often highest.

3.5 DOMESTIC PROGRAMMES

Not all children are given the same chances in life. In the Netherlands too, there are children and youth who grow up with worries, stress, or insufficient financial means. In addition to its international work, Save the Children NL supports two groups with urgent needs 'at home': children with a refugee background and children and youth who are financially vulnerable.

Our domestic programmes contribute to the focus themes of Youth Empowerment and MHPSS through child participation in (local) governance and through the social and emotional development of children with a refugee background.



Locations TeamUp at Shelter Locations

- Almelo
- Almere
- Amsterdam
- Apeldoorn
- Arnhem
- Assen
- Baexem
- Balk
- Bodegraven
- Budel
- Burgum
- Cadier en Keer
- Dronten
- Echt
- Eindhoven
- Emmen
- Gilze
- Grave
- Hardenberg
- Harderwijk
- Heerhugowaard
- Helmond
- Hengelo
- Hoogeveen
- Katwijk
- Krimpen a/d IJssel
- Leersum
- Leeuwarden
- Leusden
- Luttelgeest
- Maastricht
- Middelburg
- Nijmegen
- Noordwijk
- Oegstgeest
- Oirschot
- Oisterwijk
- Oosterhout
- Oss
- Rosmalen
- Rotterdam
- 's Gravendeel
- Schalkhaar
- Sneek
- Sweekhuizen
- Ter Appel
- Waalwijk
- Winterswijk
- Zeist
- Zutphen
- Zwolle

Locations TeamUp at School

- Amsterdam
- Arnhem
- Baexem
- Balk
- Bergen op Zoom
- Bussum
- Culemborg
- Delfzijl
- Den Helder
- Eelde
- Gilze
- Goirle
- Gorinchem
- Groningen
- Haarlem
- Heerhugowaard
- Leersum
- Lochem
- Maasdam
- Maassluis
- Mijdrecht
- Noordwijkerhout
- Oisterwijk
- Schiedam
- Sneek
- Stadskanaal
- Tiel
- Tilburg
- Veghel
- Vlaardingingen
- Winterswijk
- Zeist
- Zoetermeer

Locations Speaking Minds

- Bladel
- Culemborg
- Delft
- Goeree-Overflakkee
- Harderwijk
- IJsselstein
- Kerkrade
- Nissewaard
- Rijswijk
- Waadhoeke
- Weert

7,097

Total people reached in the Netherlands

Speaking Minds

Total number of people reached via Speaking Minds: **553** (of which 444 youth)

Speaking Minds

Municipal governments are required by national and international law to involve children and families in decision making around topics which affect them. Speaking Minds (SpM) is a proven child rights governance method focusing on policymaking processes in municipalities and vocational schools, giving youth a voice and involving them in a practical and meaningful way in policymaking. SpM was developed to ensure youth participation in policymaking on poverty and debt. In 2023, SpM created a general methodology which can be adjusted to any theme, and further expanded thematically, by running a local trajectory on climate and new trajectories on health.

In 2023, SpM ran 18 trajectories in 11 different municipalities, increasing knowledge and skills on youth participation and mutual understanding between 444 youngsters and 59 professionals, making a total of 2,000 youth who have been supported in almost 40 municipalities since the start of the project in 2016. SpM ran more trajectories for young people in vocational education (Praktijkonderwijs, VMBO and MBO) than in previous years, while local trainers continued to offer about 60% of all their trajectories to the students.

'During participation, we often only encounter the 'articulate resident'. We wanted to give a voice to a group of young people who may not normally speak up or have even become indifferent. I want them to know that their opinion matters too.'

Alderman Schell of the municipality of IJsselstein.

Furthermore, SpM involved youth in the implementation of local policy through its Maatschappelijke Diensttijd (MDT), a social service project in which youth organise a social activity for their community. SpM also organised 6 interactive sessions with young people at risk of running up debts, where the aim was to identify good practices and recommendations for improvements to preventive debt interventions. The outcomes of these sessions form an essential part of the national research project called Eerder uit de schulden: wat werkt? (Getting out of debt faster: what works?).

'Money is of course necessary, but the most important thing is the trust of the municipality in young people.'

Young person from Speaking Minds in Kerkrade

In addition, SpM organised a national event with 50 policymakers and youth workers about the current situation of youth participation in municipalities and how this can be increased. Participants learned about communication channels to reach youth, the need for simple language, how to invest structurally in building trust, and to engage youth in policymaking and give them feedback. An internal evaluation of results since 2016 shows that the young people involved say they have significantly improved their knowledge, skills and awareness of policymaking processes, and that they feel they are able to influence policy as a result of participating in the programme.



In 2023, we continued to improve the financial stability of the programme through a diversified income model, making use of both grants as well as invoicing to municipalities, increasing financial sustainability and embedding the responsibility for meaningful youth participation at the local municipal level. We received support from Fonds 21 and the VSB Fund in 2023.

SpM and the Save the Children NL lobby and advocacy team continued to work together to ensure the voices and concerns of young people are heard on both local and national political levels. This is done by involving youth ambassadors in lobby activities and by using the recommendations given by youth in Speaking Minds trajectories as input for our lobby efforts and strategy. Special attention was given to increasing youth participation in the national action plan Child Guarantee and to motivating the Dutch Government to implement Article 26 of the Convention on the Rights of the Child (individual right to social security of a minor).

'In the end, it is the people who make the Speaking Minds method a success. When interacting with partners, it's important to work with people who can easily connect with the target group and are familiar with school dynamics. Save the Children has a lot of knowledge and expertise, and therefore has an important role here.'

Marjolein Terstappen, policy adviser at the Municipality of Culemborg

TeamUp at Shelter Locations

In 2023,
3,813 children
participated in **1,896** TeamUp sessions.

Teams provided TeamUp activities in
54 reception centres for **73** groups of
varying ages.



Julie Hrudova/Save the Children

TeamUp at Shelter Locations

TeamUp is a worldwide programme that is run jointly by Save the Children, UNICEF Netherlands and War Child. It was created to improve the psychosocial wellbeing of children (aged 6–17) with a refugee background in the Netherlands through structured play and movement activities. TeamUp facilitator teams create a safe environment, where children learn to deal with their emotions, strengthen their social relations with peers and cope with their stress.

In late 2022, we received notification that we would receive much-needed funding from the EU Asylum, Migration and Integration Fund (AMIF) for the period 2022–2024, which allowed us to scale up TeamUp in 2023. Unfortunately, due to the increase in asylum seeker numbers, many children and young people are housed in emergency reception centres, where living conditions are generally worse than in regular locations, making the TeamUp programme all the more important. In June we started a mobile team with paid facilitators in Brabant, which was active at six emergency reception centres. At the end of 2023, we started recruiting two more mobile teams for emergency reception centres in the west of the country. In some regions, it is difficult to form a stable team of volunteers. We have addressed this by using paid facilitators at 7 locations, which has resulted in more stability and the quality of the sessions is better assured.

'TeamUp helps us communicate with each other and they help us to not fight with each other and, like, help each other, not try to compromise and compromise. I really like that. And that really helps me and other hopefully other kids, too.'

13-year-old boy from Pakistan



Julie Hrudova/Save the Children

'If TeamUp were not there then everyone would be on their phones. And then I would not have friends.'

**10-year-old
Kurdish girl**

After more than 8 years of implementation in asylum seekers' centres, we decided it was time for an independent impact evaluation. This was carried out by the Institute of Development Studies (IDS) in Brighton, UK, in close collaboration with Monitoring and Evaluation staff at Save the Children. TeamUp facilitators who speak relevant languages

such as Arabic, Kurdish and Turkish were trained to collect the data. Due to the complexity of the context (children are often moved from one centre to another, volunteer facilitators come and go, children can join TeamUp sessions whenever they want) it was decided to focus on qualitative and participatory methods to explore how and why the main outcomes of TeamUp, such as improved social connectedness and improved sense of safety, occur. Learning about this and TeamUp's role helps the programme team to understand what they can do to increase the frequency of positive outcomes. Children's voices and lived experiences were prioritised in this evaluation by using various methods such as storytelling, body mapping and a friendship booklet, where children could fill in how they connect with their friends and how they experience TeamUp, and could do a small piece of research of their own choice. Parents' perspectives were heard through a monitoring and evaluation method called Most Significant Change. Facilitators in the four main locations were also interviewed. The final report will be ready early in 2024.

'I like TeamUp, it is the best day of the week... because it is a lot of fun to play. Most of the time I am in my room... In TeamUp I play with Arabic girls, but not outside of TeamUp.'

11-year-old girl from Türkiye



Julie Hrudova/Save the Children

Older children aged 14–17 participate less in TeamUp. Based on the results from participatory research and pilots done in 2021, a Sports Carousel has been running in the asylum seekers' centre (AZC) in Assen since August 2023. This is run by Save the Children, together with municipalities, community sports coaches, the Central Agency for the Reception for Asylum Seekers (COA) and local sports providers. Local providers each facilitate a weekly activity for one month, most of which are held at the AZC,

'I get positive energy because of TeamUp, I also feel that when I'm with my friends.'

11-year-old girl

but including a visit to the sports club in the last week. The sports providers provide the technical expertise and carry out the activity together with our facilitators, who provide the psychosocial expertise. They know the young people, their needs and are provide continuity for them during the different activities of the Sports Carousel.

Through the Sports Carousel, young people can discover which sports they like, get to know peers and get to know the Dutch sports culture, all of which contribute to their integration in Dutch society. Plans to start a Sports Carousel at a second location in 2023 were delayed and will now be put into action in April 2024 in Helmond.

TeamUp at School

Total number of people reached via TeamUp at School:
2,731

TeamUp at School

The TeamUp at School programme has been running in schools for newcomers since the school year 2017–2018. Many teaching methods used in regular schools rely heavily on a good understanding of Dutch and therefore do not sufficiently meet the needs of children who have only recently arrived in the Netherlands. TeamUp makes limited use of language, so every child can participate in the activities from the first day of school regardless of their background and the language they speak.

As the war in Ukraine continued in 2022, TeamUp at School got an increasing number of requests from Dutch schools as they welcomed Ukrainian children who had fled. Newcomer schools and regular primary schools that have little experience in teaching refugee children have increasingly shown interest in providing psychosocial support to these children via TeamUp. Initially it was not possible to meet the huge increase in demand from schools, but steps were taken to scale up the TeamUp programme.

Participant:

'When we go to a Dutch school, we also want TeamUp because we are used to it and the physical movement we get is great!'

By the start of 2023, TeamUp at School had adjusted its programme so it could be scaled up in a sustainable way and reach a growing number of children. A total of 2,732 children are now participating in weekly TeamUp sessions at their schools. By the end of 2023, the TeamUp programme was being implemented in 42 primary schools and 182 groups across the Netherlands.

Further steps were also taken in 2023 to explore the needs for expanding the target group of TeamUp at School. When the programme began in 2017 it was directed at children aged 6 newcomer schools for children aged 6–12. Meanwhile, other types of schools and educational institutions catering to older age groups have also expressed interest in the TeamUp programme. In response to this, in 2024, the educational field will be further explored by means of a needs assessment.

Participant:

'When I do TeamUp I feel such a relief that it feels like home. Because you can continue to play even if you lost.'



Sander Foederer/Save the Children

Participant:

'I like winning at TeamUp, I mean with the team. I like being there together with my friends. It's nice to be together, if you win alone it's kind of boring.'

Each year, TeamUp engages with children to find out how they value the programme. Focus group discussions allow them to share feedback about the TeamUp programme in their own language. The outcomes of the focus group discussions contribute to the further development of the programme, including the coaching and training provided to the educational professionals who facilitate the sessions.

In 2023, these conversations took place at a school where predominantly Ukrainian children are taught. 12 boys and 10 girls shared their experiences. The children report being very happy with TeamUp; it is more play than school for them. They have a lot of fun during TeamUp, although the programme has not contributed to new friendships among those interviewed. Many of the children already knew each other. Children from other cultures reported difficulty integrating into the group.

3.6 PROJECT OVERVIEW

International programmes - Humanitarian programmes

COUNTRY	PROJECT DESCRIPTION	DONOR	DURATION	BUDGET
Afghanistan	Afghanistan Herat Earthquakes 2023	Trusts and Foundations	1 November 2023 to 31 March 2024	€ 200,000
Afghanistan	Emergency health, nutrition, education, and child protection response in high need areas of Afghanistan	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 May 2022 to 30 April 2024	€ 12,077,632
Afghanistan	Afghanistan Joint Response 2022-2023	Cordaid Nederland	1 January 2022 to 31 December 2023	€ 2,340,939
Egypt	TeamUp Egypt and Master Trainer	Weeshuis der Doopsgezinden	1 November 2023 to 31 October 2024	€ 100,000
Global	Save the Children Netherlands 2023 contribution to the global Humanitarian Fund (SCI's main source of humanitarian flexible funding)	Actual Expenditure 2023	1 January 2023 to 31 December 2023	€ 875,152
Global	Dutch MFA contribution to START network 2019-2023	MFA Netherlands	1 October 2019 to 31 December 2023	€ 13,845,908
Global	TeamUp Global training trajectories	Save the Children Internal funds	6 September 2023 to 31 December 2023	€ 18,199
Lebanon	Improved Employability of Host and Refugee Youth in Beirut	Royal Netherlands Embassy	1 December 2022 to 30 November 2023	€ 476,316
Lebanon	Child Protection and Mental Health in Lebanon	Trusts and Foundations	1 September 2022 to 31 August 2023	€ 300,000
Lebanon	Child protection response 2023	Trusts and Foundations	1 October 2023 to 31 January 2024	€ 200,000
Mozambique	Mozambique Cyclone Acute Joint Response	Plan International Nederland	1 April 2023 to 30 September 2023	€ 435,717
Myanmar	Myanmar Cyclone Mocha Acute Joint Response 2023	CARE Nederland	26 May 2023 to 25 January 2024	€ 480,507
Netherlands	Bringing Building Brains to Scale	Bernard van Leer Foundation	1 August 2022 to 15 November 2023	€ 50,000
Occupied Palestine Territory	Acute Joint Resonse for Gaza Crisis 2023	WarChild Netherlands	14 October 2023 to 13 July 2024	€ 1,283,946
Pakistan	Pakistan Flood Acute Joint Response	CARE Nederland	18 September 2022 to 17 March 2023	€ 413,142
Poland	Together in Action for Ukraine Regional Response - Poland	SHO	28 February 2022 to 28 February 2025	€ 3,028,129
Romania	Together in Action for Ukraine Regional Response - Romania	SHO	28 February 2022 to 31 December 2023	€ 2,840,838
Somalia	Somalia flooding Acute Joint Response 2023	Oxfam Novib	19 December 2023 to 18 June 2024	€ 480,150
Somalia	Somalia Famine Acute Joint Response	World Vision Nederland	1 October 2022 to 31 March 2023	€ 610,530
South Sudan	South Sudan Joint Response 2022-2023 - lead budget for joint activities and coordination	Stichting Beheer Subsidiegelden DRA	1 January 2022 to 31 December 2023	€ 1,102,934
South Sudan	South Sudan Joint Response 2022-2023 - full consortium budget	Stichting Beheer Subsidiegelden DRA	1 January 2022 to 31 December 2023	€ 14,433,708
South Sudan	Integrated Health and nutrition support in Abyei Special Administrative Area (ECHO HIP 2023)	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2023 to 31 March 2024	€ 2,162,162
South Sudan	Essential lifesaving primary health and nutrition services in Abyei Special Administrative Area)	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 to 31 March 2023	€ 3,917,485
South Sudan	Whiteflag Pilot	SC Netherlands various donors Restricted	1 May 2023 to 31 May 2024	€ 35,000
South Sudan	South Sudan Joint Response 2022-2023	Stichting Beheer Subsidiegelden DRA	1 January 2022 to 31 December 2023	€ 1,767,449
Sudan	Sudan Crisis Acute Joint Response 2023	Plan International Nederland	13 June 2023 to 12 February 2024	€ 435,717
Sudan	Sudan Conflict Response 2023	Trusts and Foundations	1 May 2023 to 31 August 2023	€ 200,000
Syria	Syria Earthquake Acute Joint Response 2023	ZOA Netherlands	11 February 2023 to 10 August 2023	€ 428,254

COUNTRY	PROJECT DESCRIPTION	DONOR	DURATION	BUDGET
Syria	Improving the Psychosocial Wellbeing and Resilience of Conflict-Affected Children in Northeast Syria	Institutional donor	15 November 2021 to 31 December 2023	€ 1,250,000
Syria	Earthquake Response 2023 - Syria	SHO	7 February 2023 to 6 February 2025	€ 4,752,938
Syria	Syria Earthquake Response 2023	Trusts and Foundations	7 February 2023 to 31 October 2023	€ 300,000
Thailand	THA NO ECHO HIP 2022 - DP and CP in the Deep South	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 July 2022 to 30 June 2024	€ 777,777,77
Turkey	Earthquake Response 2023 - Turkey	SHO	7 February 2023 to 6 February 2025	€ 4,947,403
Uganda	INCLUDE III Uganda: INnovative and inCLUusive accelerated eDucation programmE for refugee and host community children - phase 3	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 March 2023 to 28 February 2025	€ 5,000,000
Uganda	INCLUDE II Uganda: INnovative and inCLUusive accelerated eDucation programmE for refugee and host community children - phase 2	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 to 28 February 2023	€ 9,444,444
Ukraine	Together in Action for Ukraine - Ukraine	SHO	28 February 2022 to 28 February 2025	€ 7,159,031
Yemen	Design of Information Management Platform	SC Netherlands various donors Restricted	6 November 2023 to 30 April 2024	€ 7,400
Yemen	Yemen Joint Response 2022-2023	CARE Nederland	1 January 2022 to 31 December 2023	€ 2,152,948
Yemen	Philips donation of ultra sound devices	Philips Electronics	3 June 2021 to 31 December 2023	€ 152,907



Jim Huylebreek / Save The Children

International programmes - Development programmes

COUNTRY	PROJECT DESCRIPTION	DONOR	DURATION	BUDGET
Bangladesh	Power of Voices Right2Grow Alliance: enhance capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition in Bangladesh	Stichting The Hunger Project	1 January 2021 to 31 December 2025	€ 360,468
Bangladesh	Strengthening Women's Organization Capacity for Championing Women's Rights	Royal Netherlands Embassy Bangladesh	1 October 2023 to 30 September 2027	€ 2,000,000
Burkina Faso	Power of Voices Right2Grow Alliance: enhance capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition in Burkina Faso	Stichting The Hunger Project	1 January 2021 to 31 December 2025	€ 1,602,852
Burkina Faso	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Burkina Faso	Royal Netherlands Embassy Mali	1 December 2019 to 31 March 2024	€ 7,444,695
Cote D'Ivoire	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in Cote D'Ivoire	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,756,723
Georgia	Skills for success: improving employability of Georgian citizens through relevant skills building, entrepreneurship and skills matching services	NEAR - European Neighbourhood Policy (European Commission)	1 September 2020 to 31 August 2023	€ 1,250,000
Global	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Global	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,664,241
Global	Power of Voices Right2Grow Alliance: enhance capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition - global	Stichting The Hunger Project	1 January 2021 to 31 December 2025	€ 1,997,986
Global	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme - Global	Royal Netherlands Embassy Mali	1 December 2019 to 31 March 2024	€ 1,547,069
India	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in India	Stichting Hivos	1 July 2019 to 30 June 2024	€ 2,207,970
India	New Horizons PLUS	GSRD Foundation	1 June 2022 to 31 May 2024	€ 150,000
Jordan	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in Jordan	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,565,108
Mali	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in Mali	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,642,360
Mali	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Mali	Royal Netherlands Embassy Mali	1 December 2019 to 31 March 2024	€ 11,429,411
Mozambique	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa - Mozambique	IOM - International Organisation for Migration	1 January 2021 to 31 December 2026	€ 1,366,910
Niger	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Niger	Royal Netherlands Embassy Mali	1 December 2019 to 31 March 2024	€ 6,578,825
Philippines	Supporting an Enabling Atmosphere for Children and Youth Network for peace building Goals (SEANG)	EU Foreign Policy Instruments	1 January 2023 to 31 December 2025	€ 277,586

COUNTRY	PROJECT DESCRIPTION	DONOR	DURATION	BUDGET
South Africa	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa – South Africa	IOM - International Organisation for Migration	1 January 2021 to 31 December 2026	€ 1,052,886
South Sudan	Power of Voices Right2Grow Alliance: enhance capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition in South Sudan	Stichting The Hunger Project	1 January 2021 to 31 December 2025	€ 3,684,968
South Sudan	Community Driven Rural Development (CDRD)	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	1 December 2023 to 30 September 2024	€ 350,000
Southern Africa (regional)	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa – Regional	IOM - International Organisation for Migration	1 January 2021 to 31 December 2026	€ 1,934,908
Swaziland	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa – Eswatini	IOM - International Organisation for Migration	1 January 2021 to 31 December 2026	€ 875,916
Thailand	Support to encamped Myanmar refugees	Humanity and Inclusion	1 January 2023 to 31 December 2025	€ 321,271
Thailand	Basic Education Support towards Transition (BEST) - Phase VI	INTPA - International Partnerships (European Commission)	1 March 2023 to 28 February 2026	€ 3,333,333
Thailand	Basic Education Support towards Transition (BEST) - Phase V	INTPA - International Partnerships (European Commission)	1 May 2022 to 28 February 2023	€ 2,462,000
Thailand	Supporting an Enabling Atmosphere for Children and Youth Network for peace building Goals (SEANG)	EU Foreign Policy Instruments	1 January 2023 to 31 December 2025	€ 833,524
Uganda	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in Uganda	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,322,592
Uganda	Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	INTPA - International Partnerships (European Commission)	4 January 2021 to 31 December 2024	€ 6,000,000
Vietnam	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 in Vietnam	Stichting Hivos	1 July 2019 to 30 June 2024	€ 1,677,475
Zambia	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa – Zambia	IOM - International Organisation for Migration	1 January 2021 to 31 December 2026	€ 819,380
Zimbabwe	HIV SRHR KNOWS NO BORDERS! Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa – Zimbabwe	IOM - International Organisation for Migration	1 October 2023 to 31 December 2026	€ 350,000



Project overview - Domestic programmes

COUNTRY	PROJECT DESCRIPTION	DONOR	DURATION	BUDGET
Netherlands	Speaking Minds (general support)	VSB	1 Sep 2022 - 31 Aug 2025	€ 150,000
Netherlands	Speaking Minds (general support)	Fonds 21	1 Sep 2022 - 1 Sep 2023	€ 100,000
Netherlands	Speaking Minds (general support)	Fonds 22	1 Sep 2023 - 31 Aug 2024	€ 100,000
Netherlands	Speaking Minds	Various donors	1 Jan 2023 - 31 Aug 2024	€ 392,002
Netherlands	Speaking Minds - trajectories	Municipalities	1 Jun 2023 - 31 Aug 2024	€ 262,025
Netherlands	Speaking Minds - trajectory (Selling project)	Waadhoeke Municipality (Selling project)	1 Jan 2023 - 1 Jan 2024	€ 20,899
Netherlands	Speaking Minds - MDT	ZonMw	31 Dec 2020 - 1 Dec 2023	€ 379,071
Netherlands	Speaking Minds MDT - trajectories	Municipalities	31 Dec 2020 - 1 Dec 2023	€ 108,307
Netherlands	Research Project: 'Getting Out of Debt Earlier: What Works?'	ZonMw	1 May 2020 - 30 Apr 2024	€ 37,972
Netherlands	TeamUp reception centres: Children on the move for better wellbe-ing	Ministry of Social Affairs and Em-ployment	1 jan 2022 - 31 dec 2024	€ 4,817,172
Netherlands	TeamUp reception centres: AMIF co-funding	Ministry of Justice and Security	1 Jan 2022 - 31 Dec 2024	€ 535,241
Netherlands	TeamUp reception centres: Additional budget to cover ineligible costs under 'TeamUp'	Ministry of Justice and Security	1 Jan 2022 - 31 Dec 2024	€ 460,180
Netherlands	TeamUp Groeit!	Various donors	1 Jan 2021 - 31 Jan 2023	€ 239,484
Netherlands	TeamUp at School IV	Various donors	1 Sep 2022 - 31 Aug 2023	€ 389,340
Netherlands	TeamUp at School V	Various donors	1 Sep 2023 - 31 Aug 2024	€ 487,243

3.7 KEY PERFORMANCE INDICATORS - PROGRAMMES

OUR WORK FOR CHILDREN - PROGRAMMES		
KPI description	Target 2023	Actual 2023
Geographic Focus: % of all new projects that are related to at least one SCNL focus country	80%	50%
Thematic Focus: % of all new projects that are related to at least one SCNL focus theme	70%	58%
Quality Criteria: % of all new projects that meet the SCNL Quality Criteria (our focus is on quality of design)	80%	79%
Localisation: % of new projects that include local partners	70%	58%
MEAL resourcing: % of budget of new pro-jects dedicated to Monitoring, Evaluation, Accountability and Learning (MEAL)	5%	4.67%
Gender Equality Marker: % of new pro-posals submitted that are gender sensitive or gender transformative	75%	100%
Common Approaches: % of new projects that fully use 1 or more Common Ap-proaches	50%	63%
% of SCNL funding going to local partners (in projects involving local partners)	25%	28%
% of SCNL funded projects that include local partners	40%	57%

Explanation:

- Thematic and geographic focus of new awards were lower than the target. This is explained by the high proportion of humanitarian awards. Humanitarian programmes are delivered wherever disasters strike and based on needs, less on the basis of the selection of focus countries and themes. Save the Children NL has the responsibility to ensure our country offices have access to funding which fit within the wider Save the Children International strategy and themes, which at time are not aligned with Save the Children NL thematic and geographic focus.
- We largely overachieved on our localization KPIs: 28% of Save the Children NL funding where local partners are involved go to these partners in 2023 and 57% of our projects include local partners. Looking at all grants (those with and without partners), Save the Children NL channels 18% of its programmatic expenses through partners. The actual percentage of new projects that include local partners is lower than the initially set target as particularly projects funded by private donors, innovation and pilot projects, often with a relatively smaller budget, do not include (or do not allow for including) local partners.

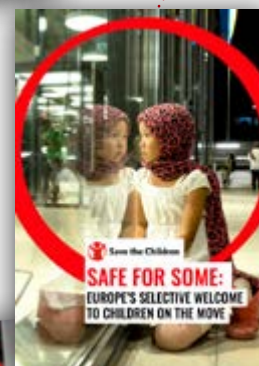


3.8 LOBBY AND ADVOCACY

Save the Children advocates for the interests and rights of children worldwide using the UN Convention on the Rights of the Child (CRC). We lobby governments, implementing organisations and other stakeholders, advocating legislation and policies that improve children's rights and children's lives. We develop our messages using evidence from our programmes around the world. We speak with children and young people before we represent them. And we provide them with a platform where they can raise their voices, share their challenges and solutions, and be heard directly by policymakers. In our advocacy work, we use innovative channels and opportunities to share messages where they have the most impact. We do this as an individual organisation and with others. Besides amplifying the voices of children and young people themselves and lobbying Dutch actors, we support local civil society organisations to strengthen their advocacy capacities. This allows local partners to raise their voices in their local political arena.

The space for civil society (organisations) was under pressure in 2023. This is why Save the Children was present at the support protest next to the A12 motorway near The Hague at the end of January, to call attention to the right to protest and equal treatment of protesters. In Parliament, a motion was accepted to explore the extent to which organisations that represent the general interests of society through the court actually represent their supporters. This could impede interest groups' access to legal channels and use of strategic litigation. Therefore, we joined a coalition in sending a letter to the Minister for Legal Protection to voice our concerns. We will continue to advocate for civic space in 2024, as this is of paramount importance for our work for children.

From the summer of 2023 onwards, Dutch politics were dominated by the upcoming autumn national elections. We lobbied political parties to guarantee children's rights in their party election programmes. We aimed to ensure children's rights were addressed in general, but also addressed specific policies in party programmes on themes such as mental wellbeing, climate and child poverty. We lobbied Members of Parliament, asking them to not suspend legislation and policies which are key for children during the negotiations for a new government. Furthermore, along with other NGOs, we were concerned about the future of the budget for development and humanitarian aid and lobbied for the preservation of this budget.



Research and reports published in 2023

- The influence of youth on climate policy in the Netherlands: perspectives, experiences, tips and recommendations from youth, together with Stichting Alexander.
- Fled and landed, about the access to mental health and psychosocial support for children who have fled to the Netherlands, in partnership with Pharos.

Together with the international Save the Children movement, we contributed to the following reports:

- Strengthening Coordination and Partnerships: The next step for supporting accountability for crimes against children, about the panel discussion we facilitated in 2022 at the Assembly of State Parties of the International Criminal Court.
- Safe for Some: Europe's selective welcome to children on the move, about inequalities in treatment between children who have fled within or to Europe.
- Guaranteeing children's future, about how children in poverty are affected by Covid-19, the rising cost of living and the climate crisis, and what European governments should do to address this.
- Injustice: Palestinian children's experience of the Israeli military detention system, about the experiences of Palestinian children in the Israeli military detention system.

Humanitarian aid

We constantly advocate for children affected by conflicts and crises. Based on the needs, in 2023 we focused on victims of the conflict in Ukraine, the earthquakes in Türkiye and Syria, and the humanitarian crisis in Gaza. The situation in Afghanistan, especially concerning education for girls, also received our attention. We visited an affected area in Türkiye with politicians to show them the immediate results of our work (also in cooperation with other Giro555 member organisations), and to express how important their continued political support for humanitarian and recovery aid is. This led to motions in Parliament about extra attention for the needs of children in allocating emergency funds and a more localised response in north-west Syria. We spoke out about the dire long-term conditions that children in the occupied Palestinian territory face, and in particular the situation of Palestinian children in Israeli military detention centres. After the escalations in Israel and the occupied Palestinian territories following 7 October, we started advocating the need for the Dutch government to call all armed parties to adhere to

international humanitarian law and called for an immediate ceasefire. In addition to these advocacy priorities, we brought together humanitarian advocacy colleagues from around the world together in The Hague to exchange knowledge and strengthen international cooperation within the Save the Children movement.

Mental health and psychosocial support (MHPSS)

In 2023, Save the Children NL strengthened cooperation with various ministries on mental health and psychosocial support for children in the Netherlands and abroad. Save the Children NL also chaired the coalition Children in Asylum Seekers' Centres (Kind in AZC, KIA) in 2023. As part of this coalition, we advocated for improvements in services for children in reception centres for their safety, wellbeing and resilience. We shared the experiences of refugee children in the Netherlands about their access to mental healthcare, using portraits of a few of the interviewed children with objects they draw strength from. We participated in the Ministry of Health, Welfare and Sport's Mental Meetups, where we specifically



requested them to devote attention to the vulnerable position of children with refugee backgrounds. We are in ongoing discussions with the government regarding the welfare of children from Ukraine in the Netherlands. One concrete result of these discussions is that a handbook is being prepared for municipalities on interventions they can offer to these children to improve their wellbeing.

Internationally, the Netherlands is a champion in promoting MHPSS components in emergency aid and development cooperation. Our Youth Ambassador Naya made a valuable contribution by highlighting the importance of MHPSS for children from refugee backgrounds to governments from around the world at the international Global Refugee Forum. We also facilitated the participation of the Venezuelan Youth Ambassador at the Global Mental Health Summit in Buenos Aires in October.

Children and climate

The climate crisis is a child rights crisis! Climate change negatively impacts food security, access to education, health and many more children's rights. We published a study on how young people perceive their participation opportunities in Dutch climate policy. Ambassadors from various climate youth groups presented the report to the Minister for Climate, Rob Jetten. Furthermore, they were able to share their messages with him. We shared our input on the minister's International Climate Strategy, and successfully lobbied to lower the eligible age for participating in the upcoming Citizens' Assembly to 16 years.



In the run-up to the national elections, we co-organised the *Mondiale Klimaatdebat* (International Climate Debate). In this debate, young people affected by climate change worldwide spoke to Dutch politicians, to explain how their decisions also affect children and young people in other countries, while they themselves make very little contribution to the problem. Moreover, as part of the Afrika Dag (Africa Day), we organised a panel discussion between members of parliament and African children on the importance of understanding and implementing the child rights perspective in climate policies. And the biggest ever Climate March in Amsterdam had an official children's rights coalition block, led by Save the Children, to emphasise our message: the climate crisis = children's crisis!



Youth (Economic) Empowerment

One of our goals is to support young people's self-reliance and resilience. We do so by focusing on decent and sustainable work, financial empowerment and financial inclusion. This enables youth to participate in and contribute to society with dignity. We continue to hold discussions with the government about how Dutch foreign policy can improve the self-reliance and resilience of young people worldwide. In September, we organised the 'Take Charge: Youth in the Driver's Seat' conference at The Social Hub in The Hague, where government, private sector, civil society and youth met to discuss the problems that young people around the world face, to draw inspiration from our programmatic evidence, and to come up with joint solutions. We brought together a diverse group of young participants from various Save the Children projects around the world to share their insights and success stories, but also to emphasise that continued investment is needed, and that young people themselves should be involved in the investment choices that concern them. Through participation in these programmes, many youths have developed the skills needed to secure their own livelihoods and start their own small businesses, and this conference provided them with a learning opportunity to further promote positive change. Ambassador Middelhoff for Youth, Education and Employment moderated the conference, and Princess Viktória of Bourbon-Parma participated as patron of Save the Children NL.





Food security, nutrition and hygiene/Right2Grow

The Right2Grow (R2G) consortium contributes to achieving the objectives of zero undernutrition and zero people without access to basic WASH services. The third year of the programme focused primarily on two major trajectories. The first was to instil and instrumentalise the Bridge4Voices approach, which enables the R2G alliance to better connect the realities, needs, priorities and voices of communities in the programme with international decision-making bodies. In 2023, Bridge4Voices helped R2G to facilitate opportunities for civil society and community-based organisations from Bangladesh, South Sudan, Uganda, Mali and Ethiopia to participate in and influence policy discussion at the UN Water Conference in New York, the All Systems Connect Summit in The Hague, the Micronutrient Forum in The Hague and the Research for Nutrition Conference in Paris. Civil society partners from R2G contributed to the Civil Society Declaration demanding increased involvement of civil society in the lead-up to Nutrition4Growth in Paris in 2025.

The second trajectory was to evaluate progress at the mid-point of the programme, to adapt R2G's strategy for the coming years. During the Learning Week in Uganda in November, a new roadmap for policy influencing was developed to enable R2G to better harness opportunities and to further strengthen local communities' contributions to international policy discussions.

Accountability for crimes against children

Children cannot thrive without the practical implementation of their rights. It is important that those who commit violations of children's rights are held accountable for their actions. We took many steps to promote accountability for crimes against children in 2023. As a follow-up to the high-level side event we organised at the Assembly of States of the International Criminal Court, we published Strengthening Coordination and Partnerships: The next step for supporting accountability for crimes against children.

The Netherlands takes a leading role when it comes to demanding accountability for Russia's violations against Ukraine. We organised several consultations with our office in Ukraine and relevant Dutch policymakers, on challenges and opportunities in terms of accountability for crimes against children, and the role the Dutch government can and should take in this. We also participated in the Ukraine Accountability Dialogue Group, an initiative of the Netherlands, Ukraine, the European Union and the United Nations, to devote extra attention to the position and needs of children.

We also started working with the International Children's Law Department of Leiden University in 2023. We gave a guest lecture to students of the master's programme in International Children's Rights about accountability for crimes against

children. Professor Mikiko Otani, former chair and current member of the UN Children's Rights Committee, participated in the meeting for humanitarian advocacy colleagues, to discuss opportunities for the Committee to improve children's rights in conflict situations and humanitarian crises, and Save the Children's possible role in this.

By hiring a Senior Legal and Policy Advisor in the Dutch office, we expanded Save the Children's global legal and accountability expertise and strengthened our position in The Hague as city of international peace and justice. We continue to push for safe and unimpeded access for humanitarian aid and aid workers. We lobby and advocate for child-centred approaches to justice through reference to relevant international legal and normative frameworks, to amplify the voices of children in the fight against impunity, accounting for their very specific needs and experiences.

Children's rights

As a member of the Children's Rights Collective (Kinderrechtencollectief, KRC), Save the Children contributes every year to monitoring the state of children's rights in the Netherlands. We regularly join forces with the KRC to strengthen joint messages to politicians and ministries. Through Children's Rights in Motion (Kinderrechten in Beweging), KRC monitors the Dutch government's actions and follow-up to the latest recommendations of the Children's Rights Collective on ten themes. The monitor brings into focus the data and policy changes of the past year. Save the Children took the lead on the themes of participation and poverty. Together with the KRC, National Youth Council, VNG and UNICEF we wrote a letter to Parliament about the importance of children's and youth participation in local levels of government. This led to a motion in Parliament for the government to discuss participation of children and youth in local levels of government. With KRC we also organised the first Child Rights Dialogue (Kinderrechtendialoog), where civil society representatives discussed the implementation of children's rights within the Netherlands with representatives of five different government ministries. Read more about the KRC on www.kinderrechten.nl.

Child poverty in the Netherlands

Child poverty remained firmly on our agenda in 2023. The Dutch government made extra money available to fund goods and activities for children affected by poverty. We continued engagements with policymakers on child poverty and the Dutch government's reservation to Article 26 of the UN Children's Rights Convention. Article 26 says that children and young people have the right to social security when their parents or guardians are unable to provide them with a good enough standard of living. We also discussed these topics with the Committee on Social Minimum, an independent committee set up by the government to advise the government on the level of the social minimum. We participated in several meetings at different levels of government to draw attention to the child-centred approach needed to fight child poverty, and provided information based on the voices of youth from our Speaking Minds projects.

Together with other European Save the Children offices, we published a report that gave an update on how children in Europe have been affected by Covid-19, the increasing cost of living and the climate crisis. The report looks at how national child poverty reduction policies and the European Child Guarantee are applied in different countries. Based on this report, we held discussions with staff from the European Commission and European Parliament as well as the National Child Guarantee Coordinator at the Ministry of Social Affairs and Employment.

Children's rights and business

In 2012, the UN Children's Rights and Business Principles were launched by UNICEF, Save the Children and the UN Global Compact. Business impacts children's lives every day, in many ways. Save the Children is part of two national agreements promoting international responsible business conduct (RBC agreements), for pension funds and the insurance sector. Within the RBC agreements, all stakeholders (businesses, governments, unions and NGOs) agree to work towards a responsible investment policy in accordance with international norms. This means, among other things, that human rights violations and environmental damage in



international investment chains must be prevented and addressed, and appropriate access to remedy should be provided to the affected people and communities. In 2023 both RBC agreements were concluded with some progress gained in the right direction. However, overall, the goals of the covenants were not reached.

The limited success of these and other voluntary agreements underlines the importance of EU and domestic legislation on international responsible business conduct. As a member of the Dutch MVO Platform we participated in lobby, advocacy and campaigning to promote the government's adoption of the bill for Responsible and Sustainable International Business Conduct. Part of the campaign was 'The Sweatshop', where children could print their own sweater with the text 'A better world starts with yourself businesses'. The draft bill requires companies to identify and address abuses (such as child labour, modern slavery and environmental damage) in their supply chain. The draft bill received strong support from consumers, companies and submitting political parties, but was stalled during the election period.

Child labour

To combat child labour, Save the Children works with UNICEF and the Stop Child Labour coalition in the Work: No Child's Business (WNCB) alliance. In 2023, we provided input to strengthen the Dutch Roadmap, based on best practices and achievements in the WNCB programme countries (India, Ivory Coast, Jordan, Mali, Uganda and Vietnam). We participated in the Alliance 8.7 focus group meetings where the Ministry of Foreign Affairs together with the Ministry of Social Affairs and Employment, private sector, trade unions and CSOs follow up on the Dutch commitment to combat child labour.

Within the WNCB Alliance, through the MVO Platform and together with Save the Children's global Child Rights and Business Hub, we advocated for the development and adoption of the EU Corporate Sustainability Due Diligence Directive. The European Commission's proposal was published in early 2023; in December, EU member states, the European Parliament and the European Commission reached a political agreement on the Directive text. Formal approval is expected to take place in 2024. The text, partly due to our efforts, has several references to the Convention on the Rights of the Child and the position of children in supply chains.

3.9 KEY PERFORMANCE INDICATORS - LOBBY AND ADVOCACY

OUR WORK FOR CHILDREN				
KPI description	Explanation	Baseline 2022	Target 2023	Total number 2023
Number of Save the Children advocacy products produced	This KPI gives an indication of our ability to influence public and political debate on our thematic priorities, through our own advocacy products. These can be reports, meetings, presentations, workshops, letters, etc., made for stakeholders.	130	120	139
Number of advocacy products produced in collaboration with external partners	This KPI measures our ability to influence public and political debate on our thematic priorities – when we do so in collaboration with external partners.	67*	120	72
Number of requests by stakeholders for input and/or information on our strategic priorities, both in political and public events.	This KPI measures the expertise and reputation of Save the Children as an informed stakeholder, providing relevant information to enhance the protection of children's rights.	15*	50	28

* Due to the transition to a new monitoring system in 2022 and issues related to that transition which spilled over into 2023, the team underreported. As a result, the registered performance on our KPIs in 2023 was lower than targeted.



CHAPTER 4

OUR POSITION IN DUTCH SOCIETY



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

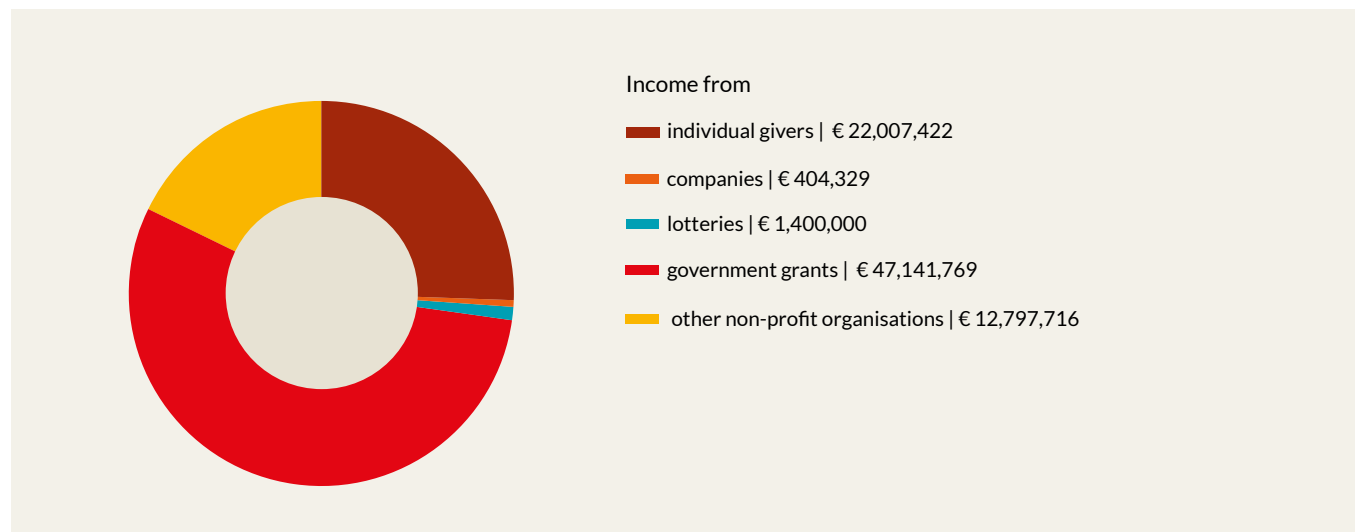
4.1.1 INSTITUTIONAL DONORS

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 EU. Thanks to ECHO, in Afghanistan we were able to provide children with primary health care and treatment for acute malnutrition through mobile health teams and education and child protection activities, while integrating water sanitation and hygiene and basic mental health and psychosocial support throughout the project. Similarly, in Abyei (South Sudan) ECHO's support enabled us to ensure children and their families have access to primary health care and treatment for acute malnutrition. Moreover, since 2018 ECHO's funding has allowed us and our partners to provide Education in Emergencies to conflict-affected (refugee) children and the communities hosting them in Uganda. In Thailand, Save the Children, together with local partners Luukrieng and Nusantara, continued the implementation of the EU-funded Disaster Preparedness and Child Protection project.

EU (INTPA and NEAR)

Our strong partnership with the EU continued throughout 2023. Funding from the European Commission's Directorates-General for International Partnerships (INTPA) and Neighbourhood and Enlargement Negotiations (NEAR), via the EU Delegations and Trust Fund for Africa, supported our development work on ensuring continuity for basic education



of refugees in Thailand, addressing environmental degradation in Uganda's refugee hosting districts, and supporting an enabling atmosphere for children and youth networks for peace building in the Philippines and Thailand. 2023 also saw the completion of our project on employability for youth and women in Georgia, and the start of our partnership with Humanity and Inclusion on ensuring inclusive and accessible protection and quality rehabilitation services for women, children and persons with disabilities living in the refugee camps along the Thai-Myanmar border.

The department for Social Development

In 2021, through the Power of Voices grant instrument, funding was allocated for a period of five years to the Right2Grow Alliance, a programme whose objective is to contribute to the reduction of chronic malnutrition and strengthen the engagement of local civil society actors, with a focus on advocacy and budget monitoring instruments. In 2023, the R2G programme continued to seek to enhance the capacity of civil society organisations and strengthen the voice of local communities, using gender-sensitive approaches and including youth, to claim their rights and access to WASH and nutrition services. The R2G project stakeholders

also include the private sector and (local) authorities, both essential to ensure the communities' advocacy asks are being addressed. Save the Children, both as an alliance member and together with local partners, is implementing this programme in Burkina Faso, South Sudan and Bangladesh.

The department for Sustainable Economic Development

In 2019, the Work: No Child's Business programme received funding from the Ministry of Foreign Affairs. In an Alliance with Stop Child Labour and UNICEF Netherlands, in 2023 the programme continued to address the root causes of child labour and providing alternative pathways for children and their families in India, Ivory Coast, Jordan, Mali, Uganda and Vietnam. The programme has a special focus on youth, offering a combination of technical/practical and soft skills to equip youth to find decent employment with a local employer, or to start a small business themselves. Save the Children engages the formal and informal private sector as part of its efforts to reduce child labour in the communities where we work. This includes but is not limited to working with (gold) mining companies and the garment and textile industry around Child Rights and Business Principles in national and international supply chains.

The department for Stabilisation and Humanitarian Aid

Since 2015, Save the Children has been part of the Dutch Relief Alliance (DRA), a coalition of 14 humanitarian organisations that work in partnership with the Netherlands Ministry of Foreign Affairs. The DRA envisions a world in which people affected by crisis stand at the centre of a respectful humanitarian response that saves lives, alleviates suffering, restores dignity and contributes to resilience. The mission of the DRA is to work together with those most in need to develop a timely, efficient and high-quality humanitarian response based on equitable partnership. Over the strategic period 2022 – 2026, €310 million has been made available which is being implemented through a full block-grant funding mechanism. In 2023 Save the Children was able to provide more than €6 million in aid through DRA joint responses in Yemen, South Sudan, Afghanistan, OPT, Syria, Sudan, Mozambique and Myanmar

Embassies

With funding from the Dutch Embassy in Bangladesh, Save the Children started a project called Strengthening WLOs' Organisational Capacity for Championing Women's Rights. The project will support the institutional capacity strengthening of women-led organisations while also linking them with the resources and networks to increase their skills and knowledge in lobby and advocacy efforts to promote women's economic rights. The project includes capacity building support and two grant schemes to strengthen institutional capacities and the delivery of innovative campaign initiatives to challenge social norms that constrain women's access to economic opportunities.

In partnership with the International Organisation for Migration (IOM), we started the second phase of the SHRH – HIV Knows No Borders programme through the Dutch embassy in Mozambique. This programme is aimed at protecting young people and migrants from diseases such as HIV, is being implemented. The programme is implemented in Eswatini, Mozambique, South Africa and Zambia and has a strong focus on cross-border interventions. In Mali, Niger and Burkina Faso, young people are gaining knowledge on sexual reproductive health and rights and are accessing high-quality sexual and reproductive healthcare services due to funding from the Netherlands Embassy in Niger.

Ministry of Health, Welfare and Sport

The Ministry, via ZonMW (the Netherlands Organisation for Health Research and Development), supported our development and implementation of Social Service youth participation trajectories in municipalities. Young people work together with local partners on implementing a social activity linked to the advice they are given, as part of their social service.

Dutch municipalities

Our Speaking Minds programme allows Dutch municipalities to proactively involve young people in the development of policymaking in their local areas on poverty and debt, sexuality and inclusion, and safety at home.

Ministry of Social Affairs and Employment

The Department of Service, Collaboration and Implementation, with funding from the European Commission's Asylum, Migration and Integration Fund (AMIF), generously supported our TeamUp programme in Dutch shelter locations: TeamUp – children on the move for better wellbeing.

Ministry of Justice and Security

This Ministry granted co-funding to the TeamUp programme in Dutch shelter locations.

4.1.2. INDIVIDUAL DONORS

Support from the Dutch public

Save the Children's private sector fundraising strategy is focused largely on broadening our base of structural supporters and flexible funding sources to respond quickly and flexibly around the world, wherever and however children need the most support. In our external communications, we work – as do all Save the Children offices around the world – based on global agreements and priorities mapped out in our Global Funding Framework. The purpose of this global playbook is to better align our marketing, fundraising, brand and partnership activities to the areas of greatest need for children.

In 2023, Save the Children NL ran two pilot campaigns, Save the Survivors and Save the Imagination, to innovate our Brand Marketing and Fundraising model, and learn from new ways of working, including both the way we tell stories as well as the way we plan media, and capture and measure marketing results. We captured and evaluated a good deal of learnings: some in the first pilot which we redesigned in the second pilot, and some from a combination of the two. These have been rolled up into five main learnings which we have used to develop a new 5-year Marketing strategy, and some changes in internal structure, data infrastructure and ways of working.

Following the two pilots, concluding in August of 2023, and resuming our 'regular' fundraising activities in September 2023, we ended the year with 231,674 financial supporters, a nominal decline from the 239,115 active in 2022.

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.



Narindra Rakotonahary/Save the Children

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 innovative – partnerships can improve the lives and futures of children in different ways and through different routes than STC programmes can do alone.

Key partners of Save the Children include The Efteling, The Philips Foundation, VSB Fonds, Fonds 21, H&M, Lego Foundation, IKEA and others.



Nationale Postcode Loterij

At Save the Children NL we are very proud of our partnership with the Dutch Postcode Lottery. The Postcode Lottery has supported Save the Children since 2002 and has donated a total of €23.1 million, which included an annual contribution of €900,000 in 2023. Their support is very important to us and very much needed. It enables us to take immediate action to assist vulnerable children worldwide and by donating unearmarked they are emphasising the important role Save the Children plays as an expert partner in children's rights.

In 2023 we were positively surprised by the Dutch Postcode Lottery with additional funding for our work in Yemen – a forgotten crisis. With this additional grant of € 500,000 our Country Office in Yemen is able to support and protect

children affected by the juvenile justice system in Yemen. In this project we are working jointly towards a strengthened, child-friendly justice system. It is a crisis that has been forgotten by the media, but luckily our loyal partner was aware of Save the Children's continuous presence in Yemen and its work to support children's rights during the conflict.

In our collaboration and with all the contact persons from the NPL, we feel a strong, joint drive. The drive to have an unconditional impact on the world, in our case the wellbeing of children and young people. Moreover, both Save the Children and the National Postcode Lottery strive to make the Dutch public part of our mission. We find each other in our shared principles and strategies, and we implement our common objectives in a constructive and professional manner. We really look forward to further expanding this vital collaboration in the future.

We have a strict and clear global 'due diligence' protocol and policy and screen potential corporate partners using our own 'no go' criteria. For example, we exclude all companies investing in fossil fuels, weapons, alcohol and tobacco and any activity with a high risk for child labour. We review our partnerships regularly.

4.1.4 GIRO555/ SAMENWERKENDE HULP ORGANISATIES (SHO)

In the event of exceptional disasters, 11 relief organisations in the Netherlands join forces under the name Giro555. Save the Children Netherlands is one of the regular participants. Giro555 works together with Dutch broadcasters and other media and appeals to the Dutch population to contribute, because together we save more lives.

A National Action aims to:

- Raise money on the joint account number 555.
- Provide information about the humanitarian situation in the disaster area.
- Coordinate aid to people in the affected area as best possible, with other (local and international) organisations.
- Report together on the use of the proceeds of the Action.

Recent Giro555 actions we participated in:

- Together in action for Ukraine
- Support to earthquake victims

Amounts in the tables are based on actual receipts and expenditures.



TOGETHER IN ACTION	UKRAINE ACTION		EARTHQUAKE RESPONSE	
	2023	To year end 2023	2023	To year end 2023
Income				
Public donations ("giro 555")	814,311	13,215,289	9,700,341	9,700,341
Interest	-	-	-	-
Total income	814,311	13,215,289	9,700,341	9,700,341
Cost of preparation and coordination				
ICR	-57,002	-925,070	-679,024	-679,024
Total available for activities	757,309	12,290,219	9,021,317	9,021,317
Expense				
Local expense				
- Support through implementing partners				
- Support through international umbrella organisation	2,408,715	11,838,347	4,283,416	4,283,416
- Support directly through the participant	-	-	-	-
Total expense	2,408,715	11,838,347	4,283,416	4,283,416

4.2 COMMUNICATION

In 2023, we continued our brand positioning efforts, always directed towards creating lasting positive change for and with children: the reason for our existence. Our communication output is built on these fundamentals:

BOLD We do not hide behind the language we use. We are honest and speak using plain language that everyone can understand. We are confident in our abilities and the role we play and speak out, when necessary, about the things that matter to children.

ENERGISING We never just accept the status quo. We don't just tell people what to do; we invite and inspire others.

INCLUSIVE We are collaborative and non-judgemental, and we believe in fairness and equality. We are open-minded and look for the similarities not the differences.

AUTHENTIC We are true to our values and beliefs, regardless of who we speak to, and the pressure we are under. We never embellish, the truth of our work is powerful.

Our brand statement

Save the Children believes that every child deserves a future, around the world and in the Netherlands. We do whatever it takes – every day and in times of crisis – so that children can fulfil their right to a healthy start in life, the chance to learn and protection from harm. With more than 100 years of expertise, we are the world's first and leading independent children's organisation – changing lives and the future we share.

Thought leadership

As a leading Dutch and international advocate for children's rights, our ambition is to be seen as a thought leader on these themes:

1. Mental health and psychological support
2. Adolescents & youth empowerment
3. Children & climate change
4. Adolescent Sexual and Reproductive Health and Rights
5. Nutrition

In 2023 we worked together on thought leadership strategies and discussed what thought leadership entails. How can we relate thought leadership strategies to our broader branding and communication strategy? The learning process will continue in 2024.

Brand position in the Netherlands

2023 to 2024 marks a transition within Save the Children NL from focusing on acquiring new donors and supporters to defining and implementing brand marketing objectives. Save the Children NL uses the BrandAlchemy methodology to measure brand awareness and equity. Conducted annually in January, the public's spontaneous awareness of Save the Children NL has been low. Prompted awareness is growing slowly. Brand equity (a weighted measure of awareness, valuation and preference) continues to grow and Save the Children NL now ranks 45th in the Dutch NGO sector.

One of the key learning ambitions of the two pilot media campaigns, Save the Survivors and Save the Imagination, was to identify how to develop and manage communication performance against very specific and measurable brand and reputation objectives. Following these learnings and as part of the new Marketing and Fundraising strategy, Save the Children NL worked from September 2023 to January 2024 to develop a much more specific brand marketing approach, which, pending approval from the Supervisory Board, will launch in the second quarter of 2024.

Digital marketing In 2023

Our digital marketing efforts in 2023 focused on maturing, growth and innovation. We invested in systems to increase our reach and revenue and intensified our collaboration with Save the Children International. From a user perspective we increased our User Experience Design (UXD) efforts, and these resulted in new insights into the digital behaviour of website visitors, and in increased conversion rates.

In close collaboration with Save the Children International's shared services, we were able to migrate our website to a new Content Management System (CMS) which has allowed



ALS WAPENS KINDEREN NIET DODEN, ZAL HONGER DAT DOEN.
Save the Children

Conflict dwingt gezinnen hun huizen en land te verlaten, vernietigt landbouwgrond en zorgt voor miljoenen ontheemden die worstelen om aan voedsel te komen. Naarmate conflict en honger toenemen, worden kinderen het hardst getroffen. Zo hebben kinderen die in een conflictgebied wonen meer dan twee keer zoveel kans op ondervoeding dan kinderen die in een vreedzame omgeving leven.

Kinderen hebben de veerkracht en Save the Children heeft de essentiële middelen, kennis, het netwerk en de medewerkers om honger te stoppen. Zo behandelen we ondervoede kinderen met energierijke pindapasta, trainen we gezondheidsmedewerkers en geven we ouders geld om voedsel voor hun kinderen te kopen.

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Of ga naar
SAVETHECHILDREN.NL/HONGER

us to build a better digital ecosystem and improve our communication efforts. We also increased our online safety and website load performance and migrated our donation forms to the cloud.

Our increasingly bold, outspoken and intensified digital communication throughout our channels has resulted in an increasing follower base on our social media channels, especially Instagram and LinkedIn. Facebook remains challenging but our follower base is growing despite the declining global trend. By being more out in the open we see that we connect to our audiences and create a pull effect on potential partners.

Press and media

We continue to make our global humanitarian work for children the focus of our media strategy. In 2023, we built on the preparations made in 2022 with the help of IVRM, a reputation management agency. The events that brought most attention to our work in the media were the earthquakes early in 2023 in Türkiye and Syria, and the events in Gaza following 7 October. Our pitch about our work on mental health of children at asylum seekers centres in the Netherlands resulted in several TV and radio appearances and print media coverage. Our media reach continues to grow, which is reflected in our revenues from fundraising.

Special support

In April 2023, Save the Children organised an event on responsible agriculture supply chains together with the European Chamber of Commerce in Vietnam and the Dutch Business Association Vietnam. The event was attended by agribusinesses, government agencies and development organisations, as well as our patroness Princess Viktória of Bourbon-Parma. Delivering the keynote remarks, Princess Viktória emphasised the importance of supporting child rights in business operations: *“Investing in children is not just a moral obligation; it’s a good business decision. (...) We are excited about the opportunity for companies, civil society organisations and the government to work together to improve the wellbeing of children, who are part of the smallholder farming communities in Vietnam.”*

In September, we had the privilege of hosting 10 young people from 6 countries: Uganda, Georgia, Lebanon, India, Mali, and Ivory Coast, all countries where we run programmes with a youth focus. They shared their stories and experiences during our Take Charge: Youth in the Driver’s Seat event. We are grateful for the continuing commitment of our patroness Viktória de Bourbon de Parme, who joined the event and spoke about how crucial it is for the future of children that they can make their voices heard.



On 7 October, the terrible war between Israel and Gaza broke out. From the start we were outspoken and have been standing up for the rights of children in this conflict as well as campaigning for a ceasefire. We were able to count on valuable support from Dutch presenters, actors and influencers including Chantal Janzen, Katja Schuurman, Robbert Rodenburg, Demi de Boer, Loes Haverkort, Typhoon, and Pauline Wingelaar, all of whom frequently shared our posts on social media.

To reinforce the message to the Dutch Parliament we set up an online petition ‘Ceasefire Now’, which was signed by over 30,000 people. Our ambassador Nadia Moussaid added extra strength to this campaign by recording a video in which she explained why this petition is so crucial and shared it on her social media. The video was picked up by big Dutch media outlets including the lifestyle platform linda.nl and online news outlet RTLNieuws.nl.

Nadia Moussaid presented our benefit evening ‘Cease Fire Now’ on November 15, an initiative held in collaboration with pop culture venues Melkweg and Paradiso in Amsterdam, with contributions from various well-known Dutch artists such as Sef, S10 and Froukje, and several speakers. Our youth ambassador Rasha also took part, sharing the impact that fleeing from her homeland of Syria has had on her mental health. At the end of the night, Nadia handed over the cheque to Pim and Rasha with the amount raised: almost 80,000 euros for our Children’s Emergency Fund in Gaza.

More support for children in Gaza came from the musical front. The rock band KANE released the song ‘War Ends Today’ and pledged to donate all proceeds to Save the Children. They used the concept of ‘Every Play Counts’, where you donate by streaming or sharing the song on social media, to raise awareness and funds for child victims in Gaza.



4.3 KEY PERFORMANCE INDICATORS

OUR POSITION IN DUTCH SOCIETY			
KPI description	Explanation	Target 2023	Actual figures for 2023
Spontaneous name recognition among Dutch public (%)	Percentage of representative sample that named STC when asked to name a charity that is committed to children	9%	Following a reorganisation of our communications department in 2023, we adopted a new way of measuring the Dutch public's awareness of our work to assess the effectiveness of our fundraising efforts. The results of the most recent survey (October 2023) revealed that 7% of the representative sample surveyed were able to name Save the Children spontaneously, 83% were aware of SC when prompted, and 18% are considering donating in the near future. These figures are reasonably in line with the targets, and the survey revealed that more people are intending to donate than we had targeted. We intend to further refine our surveying methods and revise our fundraising objectives in 2024.
Assisted name recognition among Dutch public (%)	Percentage of representative sample that 'has heard of' STC when presented with a list of charities	82%	
Seriously considers making a donation (%)	Percentage of representative sample that is certain/almost certain to donate money to STC in the next 12 months	8.5%	
Number of active individual donors	Includes everyone with an active periodic debit or anyone who donated in the last 12 months	Net increase of 50,000 = 300,000 total	231,673, a net decline of 3% compared to number of donors at end of 2022. An increase was not achieved.
Number of confirmed and prospective legacy pledgers	Number of individuals who have named SCNL in their will or are actively considering leaving a bequest to SCNL (excluding those 'not expected' to do so)	Double the number of prospective legacy pledgers with whom we have active engagement, as well as the number of confirmed 'intenders and pledgers'	At the end of 2023, SCNL was actively engaged with 2,270 individuals who are considering including Save the Children in their legacy. Of these 126 have indicated they intend to leave money to Save the Children. The previous pipeline was also qualified during the year via a telemarketing campaign to engage individuals who had previously expressed interest. In total, the overall number of qualified legacy prospects was doubled.
Overall YTD retention of new regular givers (%)	Percentage of new regular givers (within first 12 months of recruitment) retained	80%	81% of all new regular givers were retained in 2023. This is a decline in retention of 4% compared to 2022.
Overall YTD retention of existing givers (%)	Percentage of donors retained after the first year	96%	93.3% of existing donors continued their periodic contribution in 2023. This is a 1% improvement in retention compared to 2022.



CHAPTER 5

OUR INTERNAL RESOURCES AND ORGANISATION

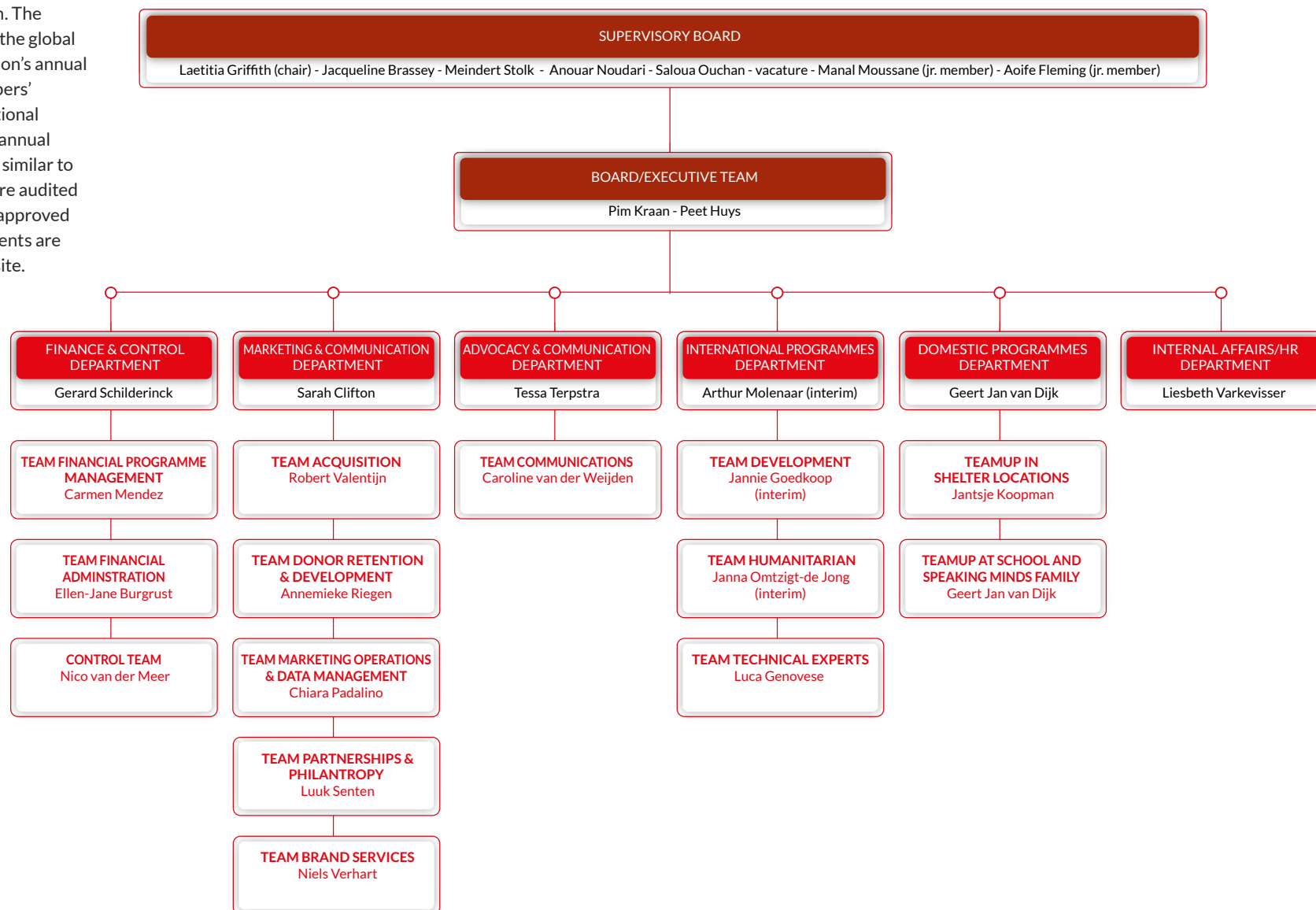


5.1 INTERNAL REPORTING

Each member organisation 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. Save the Children International provides accountability through an annual report and the yearly accounts, and similar to practice 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.

5.2 ORGANOGRAM

Organogram Save the Children Netherlands - November 2023





Sacha Myers / Save the Children

5.3 HUMAN RESOURCES

On 31 December 2023, the organisation had 166 employees (148.89 FTE), an increase of 16 employees compared to the end of 2022 (150 employees, 136.8 FTE). The average absenteeism rate in 2023 was 7.02%, which is in line with our target of 7%.

HR TEAM

In 2022 the HR team's capacity was increased to be able to deal with our growing number of staff and labour market challenges. Unfortunately, due to various reasons, in 2023 the HR team continued to face challenges and was understaffed.

CHANGES IN TEAM LEADERS AND MANAGEMENT TEAM

Team Leaders

A new team leader was recruited for Communication in the Advocacy & Communication department. Interim team leaders were appointed for the Development and the Humanitarian teams in the International Programmes. For Finance & Control we recruited a new team leader for Control and a team leader for the Financial Programme.

Management team

The position of Manager of the International Programmes was temporarily filled by an interim manager, and a new Manager of the Domestic Programmes was appointed. A new COO was appointed to the Board/Executive Team.

We continued to offer extensive induction programmes, including a week of introductory meetings for new staff every quarter. These programmes are continuously evaluated and amended where necessary.

There were regular (hybrid) Save Together general staff meetings, team outings and teambuilding outings, team lunches, a general staff meeting in December, and active working group activities on various themes.

We successfully completed our employment engagement survey in February, with positive results across various evaluation points. A total of 87% staff would recommend Save the Children as a good place to work. The results highlighted both our strengths and areas for focused improvement, guiding our ongoing efforts to foster an even more engaged and thriving place of work.

5.4 CORPORATE SOCIAL RESPONSIBILITY (CSR)

2023 was a stable year in terms of CSR. It was the second year that Save the Children NL used the carbon reduction target, and we managed to stay well under the carbon ceiling. However, the consequences of this – less travelling to our

projects abroad or taking the train for 18 hours – led to an animated discussion on the subject within the organisation. Save the Children NL remains certified against Performance Ladder level 3 but has limited the scope of this to the topic of

environment to avoid overlap with other certifications. The society and governance aspects of CSR are embedded within the organisation and are part of the ISO9001 certification.

PROGRESS OF THE IDENTIFIED OBJECTIVES AND ACTIVITIES:

ACTIVITY	KPI	2020	2021	2022	2023
Reduce CO2 emissions Responsible purchasing policy Reduction in energy consumption					
Fewer international airflights per FTE	10% reduction per year	80%	86.4%	# flights per FTE = 0.47, an increase of over 1146 % compared to 2021. This was due to resumption of travel after the Covid-19 lockdowns. # flights / FTE is however much lower than the baseline in 2019 when it was 1.4 flights / FTE.	71 flights / 149/ FTE = 0.48
CO2 compensation for travel by plane	CO2 emissions based on 2019 carbon baseline are offset	A carbon offsetting fund was included in the budget for 2021.	In 2021 we identified a Biogas Programme in Kenya implemented by Hivos. In 2022 we will compensate 127t CO2 emissions through this project.	SCNL compensated 127t CO2 via a biogas project implemented by Hivos in Kenya. This amounts to 74% of our carbon emissions in our 2019 baseline.	SCNL intends to do CO2 compensation via SCI's investment projects.
Use of public transport with commuter traffic is encouraged more	90% of SCNL employees travel by public transport or bicycle, unless this is not reasonable in individual cases	A commuting policy that favours the use of public transport or bicycle over private transport was approved and will be introduced in 2021.	Commuting policy developed but not rolled out. The policy will be rolled out after Covid-19 measures are lifted.	In 2022 SCNL piloted NS business cards. Rolling out the business cards in 2023 will allow SCNL to measure CO2 emissions from commuting by train. Commuting by car will be discouraged following the new commuting policy.	SCNL rolled out NS business cards.
Use of Ecosia search engine is encouraged more	At the end of 2021, 90% of SCNL staff use Ecosia as a standard search engine	40% of SCNL employees use Ecosia.	80% of the respondents have installed Ecosia as a search engine and 20% use this as their main search engine.	64% of the respondents have installed Ecosia as a search engine and 32% use this as their main search engine.	Everybody is familiar with Ecosia and 39% use Ecosia every time they search on the internet.
Sustainable purchasing	Sustainable variants are purchased, unless this is not feasible for good reasons	A new purchase policy that includes CSR was developed and will be finalised and approved in 2021.	SCNL adopted the CSR criteria developed by the Dutch government whilst awaiting the roll out of CSR criteria developed by Save the Children International.	SCNL adopted the CSR criteria developed by the Dutch government whilst awaiting the roll out of CSR criteria developed by Save the Children International.	Save the Children International has developed the CSR-criteria and shared them with SCNL.
Awareness of energy consumption / elevator use	In 2021, 75% of SCNL staff will take the stairs more often than in previous years	30% use the stairs most of the time, 30% use the stairs half the time and 40% use the stairs 2 out of 10 times.	20% use the stairs most of the time, 46% use the stairs half the time and 34% use the stairs 2 out of 10 times.	16% use the stairs most of the time, 36% use the stairs half the time and 48% use the stairs 2 out of 10 times.	11% always use the stairs and 65% sometimes do this. 24% never use the stairs.

ACTIVITY	KPI	2020	2021	2022	2023
Reduce CO2 emissions Responsible purchasing policy Reduction in energy consumption					
Awareness using electricity / taking devices out of the charger					31% always remove the device from the charger if the battery is fully charged, and 54% do this sometimes.
Investigate option of switching the 2 company cars to electric cars				SCNL ended its contract for 1 company car and replaced it with a GreenWheels contract. The 2nd company car is used for the domestic programme and will not be replaced yet as this is a sponsored car.	SCNL has a contract with MyWheels. SCNL has no company cars.
Promote cycling					SCNL bought a bike and promoted its use through meetings and emails.
Advocate our pension fund to divest from fossil fuels	Pension funds and insurance companies have undertaken actions towards reducing impact on environment within their investment chains	Policy framework on Children's Rights drafted. Engagement with the automotive sector about child labour in their mica supply chain. Engagement with the pharma industry and insurers on access to medicine.	SCNL engaged with insurance companies on increasing access to remedies for impacted communities (including children). Product will be finalised Q1 2022. We continued collective engagement with pension funds on the issue of child labour in mica mines in India and Madagascar. This project will continue throughout 2022, after which the results will be published.	Study on mica mining and webinar with SCNL; commissioned studies on Dutch finance of cobalt and mica mining; organised a webinar on cobalt mining and spoke about mica and cobalt at events of pension funds and Insurance sector. Organised a webinar for insurance sector on access to remedies and a live event on the same for pension funds.	Many staff members signed a petition requesting pension funds to divest from fossil fuels, and SCNL sent a letter requesting our pension fund to do so. As a result, our pension fund has divested from fossil fuels and SCNL staff have been informed of this.
ACTIVITY	KPI	2020	2021	2022	2023
Reduce the quantity of waste through digitisation and recycling					
Separation of waste	At the end of 2021, all SCNL employees consciously separate plastic, paper and residual waste	Separate waste bins were introduced but due to Covid-19 their usage could not be measured.	Separate waste bins were introduced in 2020 but due to Covid-19 their usage could not be measured.	SCNL installed separate waste bins for plastic, paper, green waste and other waste in the office. Their use was formally introduced at a general staff meeting.	97% of staff separate their waste in the office.
ACTIVITY	KPI	2020	2021	2022	2023
Position SCNL as key CSR actor					
Partos has put CSR minimum standard on the agenda				SCNL was part of a Partos working group for updating the MVO handreiking - guidelines for Partos members on CSR policy.	The updated Partos <u>MVO Handreiking</u> was published in February. A group of committed NGOs, including SCNL, started exploring the possibilities of a sector-wide benchmark. Dialogue on this continues.
MFA has committed to developing a CSR policy				This action point was not addressed in 2022 due to lack of capacity.	This action point was not addressed in 2023 due to lack of capacity.

5.5 DIVERSITY, EQUITY AND INCLUSION

Save the Children is committed to creating an inclusive, effective, and representative organisational culture, encouraging equity and diversity among its employees and eliminating all forms of discrimination. A culture of Diversity, Equity and Inclusion (DEI) is actively promoted in Save the Children's workplace and supported by an active internal working group. To promote a culture of DEI, we organise regular meetings that we call Courageous Conversations. At these meetings we engage staff and create dialogue on topics such as unconscious bias, racism and sexual diversity and neurodiversity. We organised and celebrated diversity week in October with different activities to create awareness and share experiences. To foster a more inclusive and diverse organisation, a DEI policy was developed and translated, and was approved by the Workers Council and the Board of Directors. Several human resource procedures, including vacancy texts and our Code of Conduct were adjusted to address the issues pertaining to diversity and inclusion in the organisation. Save the Children signed the Diversity Charter of the Social Economic Council (SER) and will report on its achievements. All onboarding employees receive a Diversity Card training. This is an interactive creative training to understand DEI on a personal level and on the work floor and empowers employees to contribute to diversity and inclusion in the workplace. The working group developed an action plan that will be carried out in 2024.



Esther Ruth Mbabazi/Save the Children

5.6 WORKS COUNCIL

The Works Council remains a pivotal structure within our organisation, committed to facilitating dialogue across all levels through advising, monitoring and mediating, and participating actively in organisational decision-making. Our mandate to ensure a stable and future-proof organisation is the guiding principle behind our actions, particularly in addressing the evolving needs of our employees.

In 2023, the landscape of our work environment continued to evolve, with remote working becoming an integral part of our daily lives. Recognising the importance of maintaining a healthy work-life balance, the Works Council prioritised staff wellbeing as one of its main focus areas. This commitment guided our initiatives and dialogue within the organisation, ensuring that our workforce remains supported and valued in every aspect of their work life.

We were delighted to welcome our new Chief Operating Officer, Peet Huys, this year. Her arrival has been an asset to our meetings with the directors, fostering a comprehensive and cohesive leadership team that is ready to tackle the challenges and opportunities that lie ahead.

The year also marked a significant transition for the Works Council itself, with elections held in accordance with regulations. We welcomed six new members to the Council, infusing our team with fresh perspectives and energy. While we acknowledge the departure of long-standing, respected members, we are confident in our collective ability to continue being a valuable partner in conversations around the work floor. Our commitment to maintaining a productive dialogue with all employees remains unwavering.

A notable achievement in 2023 was the successful integration of the former communications department into both the Marketing and Advocacy departments. This strategic move, facilitated by both outgoing and incoming Works Council members, and supported by a special advisory commission from the old council, exemplifies our collaborative efforts with

the directors. We are grateful for the cooperation across multiple fronts, which has led to a positive outcome for our organisation.

Furthermore, the implementation of NS (Rail) Business Cards represents a significant milestone in our commitment to enhancing the daily commute for our staff. This initiative, long in the planning, finally came to fruition, offering a tangible benefit to our employees and underscoring our dedication to their wellbeing.

Looking forward, the Works Council is determined to build on these achievements. Our Annual Plan for 2024 is focused on enhancing our involvement and advocacy for the wellbeing of all employees. We remain committed to being an active and responsive body within the organisation, ready to address the challenges and embrace the opportunities that lie ahead.

5.7 FINANCE AND CONTROL

After deploying a new Enterprise Resource Planning system, a Project Management System and a worldwide Save the Children coding model in 2022, Save the Children NL focused on data accessibility in 2023, which resulted in a strengthened internal control mechanism, based upon the plan-do-check-act cycle.

Internal control takes place at three different levels: at organisational level (managed by the COO), at departmental level (managed by the respective managers), and at project level (managed by the programme manager together with the financial programme manager).

5.8 IT AND DATA PROTECTION

In an increasingly digital environment, the risk of cyber security incidents is rising sharply. To cope with this, Save the Children NL devoted efforts to further protecting its systems and making employees aware of the dangers of working in a digital world and how to work safely to prevent risks.

5.9 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING MEAL

In 2023, our work on MEAL included various activities for our programmes, operations and processes.

In our International Programme

- Two third-party monitoring and mid-term evaluations were conducted: for the Improving the Psychosocial Wellbeing and Resilience of Conflict-Affected Children in Northeast Syria project, and for the Joint Drought Response in Baida and Burhakaba Districts in Somalia project. The primary purpose of these was to explore the fidelity of implementation of activities and to derive recommendations necessary to elevate the quality of programming throughout the remaining duration of the projects.
- Final evaluations took place for several projects which ended in 2023: for the Improving Prospects for Refugees and Vulnerable Host Communities in Lebanon project, No Tears No Fears project about improving the protection of China's most vulnerable girls, EU-funded programmes concerning education for children in Uganda and in Thailand, the Skills for Success project in Georgia about youth empowerment, and Joint Response Programmes in Afghanistan, South Sudan and Yemen.
- The multi-country programme Right2Grow conducted a mid-term review in all 6 countries and at global level. Recommendations were discussed extensively and led to adaptations in programming and governance.

In our Domestic Programme

Evaluations/reviews of pilots and projects were done alongside data analysis of past results. MEAL staff continued to develop and implement an accountability system, with the aim of setting standards and aligning guidance on how to share information, facilitate child participation, and gather and respond to feedback and concerns from participants in activities in our domestic programme.

For Speaking Minds, preparations started for an external, participative evaluation to be implemented in 2024 whereby youth themselves will co-design the evaluation. The recurring annual learning session on results from 2023 was used to update the methodology, and share results with participating municipalities, trainers and others.

For TeamUp in Reception Centres, an impact evaluation was set up and carried out by two consultants from the IDS (Institute of Development Studies) in Brighton, UK. The focus of the evaluation was to find out how, why and under which circumstances TeamUp can contribute to psychosocial wellbeing of children in asylum reception centres. The evaluation made the voices of children and their parents central using a contribution analysis approach that involved a range of participatory and qualitative methods. The evaluation was designed and implemented in close collaboration with the TeamUp MEAL Specialist and TeamUp MEAL Officer, and data was collected by TeamUp facilitators who spoke the relevant languages of the children and had been trained by the evaluation team in the various methods. The final report is scheduled for early 2024. In addition, a monitoring framework was set up for the sports carousel pilot, with the aim of maximising learning on this pilot for future decision making.

For TeamUp at School, child friendly focus group discussions were carried out in a Ukrainian school.

In 2023, various activities supported by the Save the Children MEAL policy to promote organisational learning took place, including internal evaluations and a Learning Day, where all staff participated in various workshops to discuss and learn about topics and skills of relevance, also through peer learning. MEAL capacity for our programmes in 2023 consisted of 3 permanent staff (and 1 temporary staff member) who support MEAL work for our International and Domestic Programmes.



Jonathan Hyams / Save the Children

5.10 INTERNAL COMMUNICATION

Well-functioning internal communication ensures that all those working for an organisation understand each other. Regardless of their position, location and department, all employees deserve a targeted communication approach to be able to coordinate their activities optimally.

We highlight two of the various activities we conduct on a regular basis in The Hague. Staff in the Dutch office receive a bi-weekly e-mail newsletter containing information on our latest successes, new colleagues and other good-to-know facts, all with the aim of promoting bonding between departments. The texts, in Dutch and English, are short and concise and supported by good visuals, ensuring the newsletter is accessible to everyone.

Every fortnight, or whenever the need arises, we hold a Save Together internal meeting for all employees. We discuss current developments in an open atmosphere and update colleagues on the progress and realisation of ongoing projects.



5.12 SAFEGUARDING & INTEGRITY

With Save the Children's dedication to protecting and promoting children's rights, we acknowledge our responsibility to ensure all children and adults are protected from deliberate or unintentional acts that lead to the risk of, or actual, harm caused by Save the Children staff, representatives, partners, volunteers, contractors and visitors.

We require the highest level of integrity and professionalism from all staff, partners and other representative and have a set of policies and procedures to help ensure the safety and wellbeing of the children and families we work with.

Save the Children participates in the Inter-Agency Misconduct Disclosure Scheme, which obliges us to systematically check with previous employers about any SEAH issues relating to potential new employees, and to respond systematically to such checks from other participants in the Scheme. Additionally, a Certificate of Good Conduct (VOG) must be provided upon commencement of employment and renewed every three years, and all staff sign our Code of Conduct.

In 2023, we strengthened our approach to safeguarding by:

- Providing training in managing, understanding and addressing the specific safeguarding risks within all departments and their line of work.
- Appointing staff to become Safeguarding Champions within their teams and raise awareness regarding their personal safeguarding obligations within their respective roles.
- Improving our reporting and response procedures by creating more accessible, child friendly reporting mechanisms.
- Launching a new code of conduct for all staff, media and visitors.
- Introducing a safeguarding self-assessment process across every team to identify our safeguarding strengths and weaknesses, followed by targeted work to strengthen any identified weaknesses.
- Redeveloping our internal training materials for induction and refresher training.

5.11 QUALITY AND CERTIFICATES

As expected, our existing quality management certificates ISO 9001 and ISO 9001-Partos were granted again in 2023. And our *Erkend Goed Doel* (Recognised Good Cause) certification by *Centraal Bureau Fondsenwerving* (CBF) was also renewed. Save the Children holds an ANBI status from the Dutch tax authority (*Belastingdienst*).

Save the Children NL and ECHO (the humanitarian emergency department of the European Commission) continue to team up in the Framework Partnership Agreement (FPA).

We are proud to mention that Save the Children NL again meets the International Aid Transparency Initiative (IATI) standard for the transparent reporting of humanitarian spending, a requirement of all parties that receive financing from the Dutch Ministry of Foreign Affairs. We also meet the Core Humanitarian Standard on Quality and Accountability, which ensures the quality of the humanitarian aid we provide. Furthermore, Save the Children is an independent signatory to the Grand Bargain, a set of agreements between donors and aid organisations (NGOs and UN organisations) concerning multi-year, predictable funding and the effectiveness of aid.

- Developing external Safeguarding Training for Red Cross workers and supporting the development of their Safeguarding Framework.

Safeguarding incident report 2023

Within Save the Children we have a zero-tolerance policy towards the abuse and exploitation of children. We take all Safeguarding reports seriously and investigate all allegations of potential abuse and harm in accordance with our procedures. We are committed to taking a clear survivor centred and child-friendly approach.

In 2023, 28 Domestic Safeguarding concerns were reported in The Netherlands, consisting of

- 21 child safeguarding,
- 1 adult in the community,
- 6 staff/colleagues safeguarding concerns.

23 International Safeguarding concerns were reported in programmes funded by Save the Children NL:

- 13 in Afghanistan
- 4 in Uganda,
- 2 in Syria,
- 1 in Yemen
- 1 in Ivory Coast
- 1 in Ukraine
- 1 in Türkiye.

The increase in reported concerns compared to 2022 is mainly seen as an indication that our culture of awareness raising on the importance of reporting continues to move in the right direction. In 2023 the Safeguarding team expanded and now consists of one Safeguarding Coordinator, one Safeguarding Officer and one Safeguarding Focal Point. Save the Children has also two confidential advisors and one integrity officer.

5.13 RISK MANAGEMENT

Save the Children NL applies risk management at different levels. The mitigation of risks at organisational level is based on a risk appetite model established within Save the Children worldwide. Risks are continuously monitored, and appropriate measures are taken. Risks in programmes are monitored by a dedicated international group. The focus here is on health, safety & security of people, programme delivery and impact, aid diversion, child safeguarding, information security, and fraud, bribery and corruption. For the purpose of employee safety, Save the Children has designed a comprehensive safety management system. Privacy-related risks are mitigated by strictly applying the requirements resulting from the General Data Protection Regulation (GDPR).

5.14 SAFETY & SECURITY

Save the Children is committed to minimising safety and security risks to staff and ensuring staff are given training, support and information to reduce their risk of exposure while maximising the impact of our programmes for children and families.

2023 was dominated by increased tensions in the Middle East and the geopolitical tensions in Ukraine. Like all organisations, Save the Children NL faces the risk of unexpected, harmful events that may hamper the achievement of our objectives for children. In order to mitigate the negative impact of those events, we maintain a risk management system in which threats are identified, assessed and controlled to the highest extent. The risk management system is based upon a risk appetite model. This model, adopted by the entire Save the Children family, defines the maximum risk appetite per potential threat category. Save the Children NL identified and rated all relevant threats and risks and has defined mitigation measures in such way that the maximum risk appetite is not exceeded.

In 2023, Save the Children NL:

- Reviewed the Safety & Security policies and procedures with clear, written understanding of our Duty of Care and developed comprehensive crisis management strategies to mitigate threats that may affect our staff's safety and wellbeing.
- to make sure all plans, policy, procedures and supporting documents are still in place to protect the safety and security of all staff and our commitment to reduce our CO2 emissions.
- Provided pre-departure briefing in which we inform travelling staff and establish a personal risk profile, so we can provide tailored advice. We regularly update staff with health, environmental, economic, social, security and natural disaster threats and trend analyses of these to prepare them for their travels.
- Designed the Mission Travel pack to capture accurate, up-to-date information about employees' location, risk profile, travel experience and itinerary.
- Continued to focus on creating a culture of awareness, in which all staff and managers actively create an organisational culture of Safety & Security awareness and are aware of their responsibilities to comply with relevant policies and procedures, and complete mandatory Safety & Security online trainings and face-to-face HEAT Training.

In 2023 the Safety & Security team consisted of one Safety & Security Coordinator responsible for handling, recording and reporting security incidents and offering support 24/7 supported by two Safety & Security focal points.



CHAPTER 6

FINANCIAL HIGHLIGHTS



6.1 FINANCIAL POLICY

The Save the Children Netherlands financial policy aims at 1) funding its strategic objectives now and in the future and 2) maintaining a stable and robust financial position in order to be able to absorb potential financial shocks and thus ensure continuity of the organization. The financial policy consists of four underlying policies on treasury, equity, investment and continuity.

Investments made by Save the Children Netherlands are subject to three conditional principles:

1. the principal amount of the funds must be maintained, resulting in a defensive investment policy;
2. designated funds must be immediately available at the time of execution of the destination;
3. only funds not earmarked to an activity within two years may be invested, while the remaining funds are kept as much as possible in savings accounts where the funds are deposited immediately or within the period for which they are intended to be used, to be due.

Moreover, any investment made by Save the Children Netherlands may not contribute to human rights violations, child labour, forced labour, violation of free trade unions and

collective bargaining, discrimination, corruption, production and supply of weapon systems, animal suffering, damage to nature and climate.

An exception can be made to this if an investment includes a controversy to a very limited extent, whereby human rights in general and children's rights in particular are excluded from any controversy. The degree of acceptable controversy depends on the possibilities for engagement.

Save the Children Netherlands obtained in 2021 two investment portfolios consisting of equities, bonds, alternative investments and cash, in order to avoid negative interest payments.

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.

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.

6.2 INCOME AND EXPENSE

In Euro	Actual 2023	Budget 2023	Actual 2022
Total income	83,890,558	68,877,157	84,323,776
Total expense	83,777,931	74,395,095	82,295,660
Financial income end expense	756,754	42,238	-1,120,903
Result	869,381	-5,475,700	907,213

By 2023, total income fell by EUR 433,218 compared to 2022. However, total income exceeded the 2023 budget with EUR 15,013,401 mainly due to the "giro 555" fundraising campaign related to the earthquake in Syria and Turkey in February 2023. By nature programme related income should be considered as incidental, which accounts for 73 percent of total income.

Total expense in 2023 is in line with total expense in 2022. However, the budget has been exceeded by 13 percent due to increased response to humanitarian crises.

Save the Children Netherlands has two investment portfolios, which meet strict human rights, animal and environmental requirements. In 2023 - after the share price fall due to Russia's invasion of Ukraine, calm has returned to the investment world and markets are showing a recovery. As a result, the value of the portfolios increased by EUR 756,754 in 2023.



6.3 PROPORTION OF EXPENSE ON OBJECTIVES, FUNDRAISING EXPENSE, AND MANAGEMENT AND ADMINISTRATIVE EXPENSE

Expense is classified by spent on objective, fundraising expenses, and management and general expense. Save the Children Netherlands targets a minimum of 85 percent of total expense to be spent on objectives, which was amply achieved in 2023 as in 2022.

The Central Bureau of Fundraising (CBF) requires the three-year average of spent on objectives to be at least 70 percent. SCNL meets this requirement with 91 percent.

	Actual 2023	Budget 2023	Actual 2022
Expense on objectives as a percentage of total expenses	91%	89%	89%
Fundraising expense as a percentage of total expenses	6%	7%	8%
Management and administration expense as a percentage of total expenses	3%	4%	3%
Expense on objectives as a percentage of total expenses (three-year average)	91%	90%	91%

Result

In 2023 the result amounts to a positive EUR 869,381, whereas the budgeted result amounts to a negative EUR 5,475,700. The difference between the actual result and the budgeted result comes from the unforeseen contribution from "giro 555" related to the earthquake in Syria and Turkey, which will partly be spent in 2024. The appropriation of the result is as follows:

Continuity reserve:	112,508
Designated reserves:	-/- 470,803
Designated funds:	1,227,676
Total	869,381

Save the Children Netherlands is able to add EUR 112,508 to its continuity reserve to an total amount of EUR 8,262,954 which covers 56 percent of the operating expenses.

6.4 OUTLOOK 2024

For 2024 focus is put upon:

- reorientation of our fundraising activities;
- further growing our Leadership Theme-strategy, awaiting the new development and shift in the political landscape; and,
- fulfilling the Grand Bargain commitments by further developing the Global Humanitarian Fund, concentrating on the objectives of Locally Led Action.

EUR x 1,000	Budget 2024
REVENU	61,792
Revenu own fundraising	25,819
<i>Regular givers</i>	18,051
<i>One-off givers</i>	4,596
<i>Major donors</i>	2,097
<i>Legancies</i>	1,075
Revenu lotteries	900
<i>NPL</i>	900
Grants	34,609
Other Income	464
EXPENSE	65,614
Spent on objectives	56,903
Improving children's lives and future	45,898
<i>Humanitarian aid</i>	29,764
<i>Sustainable development</i>	11,579
<i>Domestic programme</i>	4,555
Awareness raising	11,005
Spent on fundraising	5,852
Spent on administration & general	2,859
<i>Staff</i>	2,370
<i>Housing</i>	60
<i>Office & General costs</i>	372
<i>Depreciation costs</i>	57
FINANCIAL REVENU & EXPENSE	30
RESULT	-3,792
APPROPRIATION OF THE RESULT	-3,792
<i>Continuity reserve</i>	2,047
<i>Designated reserves</i>	-1,146
<i>Designated funds</i>	-4,693

CHAPTER 7 SUPERVISORY BOARD



7.1 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, in 2023 the Supervisory Board paid particular attention to the following subjects:

- International and Domestic programmes
- Fundraising
- Integrity and child safeguarding
- National visibility, social media and reputation
- Management and organisational development
- Professionalisation in relation to the growth of the organisation
- Benchmark remuneration research
- Power of attorney arrangement
- Risk identification and risk management
- Systems implementation (IT)
- Investment policy
- International developments regarding SCA/SCI (operating expenses and operations in the 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 (online) meetings in 2023	Five
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.



7.2 SUPERVISORY BOARD REPORT

The Board notes that despite numerous challenges, the organisation remained stable in 2023, and that it was able to provide the aid to meet organisational objectives. It took more effort to stabilise our fundraising levels, from both institutional and private donations. It proved even more challenging to reach populations in need and uphold international humanitarian law. The Board values the role that Save the Children NL plays within Dutch society and towards the Government, raising its voice about the importance of Children's rights, especially in conflict zones such as in Gaza and Israel.

The Board notes continuous improvement in the internal processes and dynamics of the organisation. It lives up to the cultural governance code and against that backdrop, the performance review of the CEO took place and individual

interviews with members of the Management Team were held. With the recruitment of two new junior members in 2023, the Board diversified itself, in line with Save the Children's diversity, equality, and inclusion requirements and youth participation in particular.

Communication between management, the departments and employees has improved, and this also benefits the external aspects of the organisation. For example, contact with the 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. Stabilisation in fundraising efforts means that Save the Children is reducing its financial dependence. As a result, the organisation has more influence on public debate in the Netherlands, and in the international Save the Children organisation. Save the Children NL is therefore able to have a continuous impact on the lives of children all over the world.

In the regular meetings, the Board discussed the progress made in the key programmes and themes in Save the Children, as well as progress on fundraising. The Supervisory Board continued to start their regular meetings with an employee presentation on a particular activity in the field, to focus on the impact that our work has on children.

The Supervisory Board sets the risk appetite and Risk Matrix for the organization and sees to it that this is enforced and maintained. The Board also ascertains that certifications for CBF Keurmerk Erkend Goed Doel, ISO/Partos and MVO are prolonged and that requirements for the Member Accountability frame are met. Concerning governance and the four-eyes-principle, the Supervisory Board also applies the regulations for the Board of Directors ("Directiereglement") and Authorisation matrix.

As in previous years, the members of the Supervisory Board were very involved in the organisation in 2023, especially providing advice during the regular consultation meetings on the themes of International and Culture and Organisation.

The Board discussed and approved the annual plan for 2023. The Board also had two meetings with the Works Council, in which an exchange of views took place on issues including organisation structure and work/life balance. One of the Board Members (Saloua Ouchan) acted as a focal point for the confidential counsellor for misconduct issues. The Board Members 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. In 2023, the chair's attendance at various (online) international meetings ensured the continued involvement of Save the Children. The Save the Children Association Members Meeting took place in Seoul, South Korea, and was attended by Meindert Stolk, together with the CEO.

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.



7.3 REMUNERATION OF THE MANAGEMENT BOARD

Save the Children NL has a CEO and a COO, appointed by the Supervisory Board. Together, the CEO and the COO form the Save the Children NL Management Board. Following the advice of the Remuneration Committee, the Supervisory Board adopted its remuneration policy, which is in accordance with the CBF's Regulation concerning remuneration of directors of charitable organisations (see www.goededoelennederland.nl). It states the level of pay and other remuneration components for executives, like Save the Children NL's CEO. The policy is reviewed and updated periodically and was lastly reviewed in 2023. The COO's remuneration is subject to Save the Children NL's General Terms of Employment, 2023.

The CBF regulation uses benchmarking to determine a maximum annual salary norm. The Remuneration Committee performed the benchmarking for the remuneration of the CEO, based on the calculation of a Basic Score for Management positions (BSD). The BSD score was 505, which translates to a maximum annual income of €178,309 (1 FTE 12 months). For the COO the BSDE score was 464, which translates to a maximum annual income of €148,699 (1 FTE, 51 weeks).

The Remuneration Committee's review revealed that in 2023 the actual income of the CEO, Pim Kraan, was €170,904, and for the COO, Peet Huys, this was €121,637, both of which were under the relevant maximum. The annual income, taxed allowances and additions, employer's pension contribution and other remunerations amounted to €193,515 for the CEO and €142,162 for the COO, both of which were under the maximum amount for management positions in the charity sector, which in 2023 was set at €205,000.

The amounts and composition of the Management Board's remuneration are specified in the annual accounts.



Mustafa Saeed / Save the Children

7.4 MEMBERS OF THE SUPERVISORY BOARD IN 2023

The Board appoints its own new junior 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 NL
- Members of the Board are appointed for four years and may be reappointed once



Chair Supervisory Board and Member Audit Committee

Laetitia Griffith (Age: 58)

Chair since: February 2022

Work: Member Supervisory Board Coca-Cola Europacific Partners Nederland, Board member Stichting Assurances KLM, Member of the Supervisory Board of the Land Registry, Member of the Supervisory Board of ABN AMRO, Member of the Supervisory Board of TenneT TSO GmbH, Member the Electoral Council, Member of the Supervisory Board Gassan Diamonds BV, Chairman of the Supervisory Board of the Netherlands Film Fund, Vice-Chairman of the Supervisory Board of TenneT Holding BV

Relevant additional work: Chairman of the Supervisory Board of Metropole Orchestra, Chairman of the Board of the Dutch Violin Competition



Member and Chair Audit committee

Anouar Noudari (Age: 53)

Member since: October 2022

Work: Founder and Managing Partner Cape Investment Partners
Relevant additional work: Board Member Carré Fonds, Investment Committee member Helmshoeve Holding



Member

Liesbeth Schippers (Age: 65)

Member: December 2015 – February 2023

Work: Lawyer and partner at Pels Rijcken & Drooghleeve Fortuijn
Relevant additional work: None



Member

Saloua Ouchan (Age: 42)

Member since: October 2022

Work: Partner Freshfields Bruckhaus Deringer
Relevant additional work: None



Member and member of the Audit Committee

Meindert Stolk (Age: 58)

Member since: January 2018

Work: Member of the Provincial Executive Zuid-Holland
Relevant additional work: Member of the Advisory Board of Koninklijke Anko



Member

Hollis Kurman (Age: 60)

Member: May 2020 – November 2023

Work: Writer, Chairperson Ivy Circle, Moderator
Relevant additional work: Chair executive board of the Ivy Circle, Member of the Supervisory Board Fulbright Commission NL, Member of the Human Rights Watch Women's Rights Global Advisory Council, Member of the Advisory Editorial Board at Barrow Street Books, Children's book writer



Member

Jacqueline Brassey (Age: 50)

Member: September 2017 – February 2024

Work: Co-leader McKinsey Health Institute, Senior Expert McKinsey & Company

Relevant additional work: Steerco Member Healthy Workforces Initiative, Executive PhD Supervisor Vrije Universiteit Amsterdam, Member of the Board of Advisors Wellbeing at Work World Wellbeing Movement, Member of the Board of Advisors Wellbeing at Work World, Adjunct Professor and Member of the Center for Corporate Learning Innovation, Co-Founder The Confidence Project



Member

Manal Moussane (Age: 24)

Member since: February 2023

Work: Studying for a master's in medicine at the Vrije Universiteit Amsterdam

Relevant additional work: Public Speaker, member of the 2100 Network



Member

Aoife Fleming (Age: 26)

Member since: February 2023

Work: Policy Advisor Coalition of Finance Ministers for Climate Action, Dutch Ministry of Finance

Relevant additional work: Campaigner World's Youth for Climate Justice, member of the 2100 Network

7.5 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
- interaction with stakeholders:
 - Internally: two yearly meeting with the Works Council, at least once per year a meeting with the individual managers of the Management Team and the COO
 - Internationally: the SCNL Supervisory Board chair takes part in the Save the Children Association meeting and in that regard meets with their counterparts of the 29 other members of the Association.

SUPERVISION

Supervision is the responsibility of the Supervisory Board. It has the necessary resources at its disposal to execute its tasks, which include:

- appointing and dismissing the directors
- monitoring the Directors' performance, and conducting an annual performance review of the directors
- appointing the external accountant
- appointing the Audit Committee from among its members
- approving SC's statutes and strategic policy documents
- formulating and monitoring the Supervisory Board Regulations and the Directors' Regulations

MANAGEMENT

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

- operates within the boundaries set by the statutes and the Directors' 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
- chaired by the Chief Executive Officer, who has ultimate responsibility for the decisions made





ANNUAL ACCOUNTS 2023



BOARD REPORT 2023

1

ANNUAL ACCOUNTS 2023

1. Financial Statements	80		
1.1 Balance sheet as at December 31, 2023 (After result appropriation)	80		
1.2 Statement of income and expenses	80		
1.3 Cash flow statement	81		
2. Explanation to the Financial Statements	82		
2.1 General	82		
2.2 Reporting period and currency	82		
2.3 Applied standards	82		
2.4 Use of estimates	82		
2.5 Going concern	82		
3. Accounting Principles	83		
3.1 Balance sheet	83		
3.2 Statement of income and expense	84		
3.3 Cash flow statement	86		
3.4 Subsequent events	86		
4. Notes to the Balance Sheet	87		
4.1 Intangible fixed assets	87		
4.2 Tangible fixed assets	87		
4.3 Financial fixed assets	88		
4.4 Receivable grants	88		
4.5 Prepaid (sub)awards	88		
4.6 Other receivables and accrued income	89		
4.7 Securities	89		
4.8 Cash and cash equivalents	90		
4.9 Financial instruments	90		
4.10 Reserves and funds	90		
4.11 Liabilities	91		
5. Explanation to the Statement of Income and Expenditure	93		
5.1 Income from individual givers	93		
5.2 Income from companies	93		
5.3 Income from lotteries	93		
5.4 Income from government grants	93		
5.5 Income from other non-profit organisations	94		
5.6 Income in return for delivery of products and/or services	94		
5.7 Expense on objectives	94		
5.8 Fundraising expenses	99		
5.9 Management and administrative expenses	99		
5.10 Cost allocation to the different activities	100		
5.11 Personnel costs	101		
5.12 Transactions with related parties	101		
5.13 Audit costs	101		
5.14 Financial income and expense	102		
5.15 "giro 555" / Samenwerkende Hulporganisatie (SHO) statement	102		
6. Managing Board and Supervisory Board	103		
6.1 Remuneration of the Managing Board according to the "Goede Doelen Nederland" standards	103		
6.2 Supervisory board	103		
7. Events after the Balance Sheet Date	104		
8. Preparation and Adoption of the Financial Statements	104		

OTHER INFORMATION 2023

OI.1 Special provisions in the Articles of Association regarding governance	106
OI.2 Independent auditor's report	106



1. FINANCIAL STATEMENTS

1.1 Balance sheet as at December 31, 2023 (After result appropriation)

In Euro	§	31-12-2023	31-12-2022
ASSETS			
Intangible fixed assets	<u>4.1</u>	426,966	630,420
Tangible fixed assets	<u>4.2</u>	249,193	211,912
Financial fixed assets	<u>4.3</u>	2,693,796	2,693,796
Receivable grants	<u>4.4</u>	10,398,063	15,503,574
Prepaid (sub)awards	<u>4.5</u>	-	155,293
Other receivables and accrued income	<u>4.6</u>	4,522,570	6,154,472
Securities	<u>4.7</u>	9,406,458	8,612,910
Cash and cash equivalents	<u>4.8</u>	9,164,322	9,870,080
		36,861,368	43,832,457
LIABILITIES			
		31-12-2023	31-12-2022
Reserves and funds			
Reserves			
Continuity reserve	<u>4.10.1</u>	8,262,954	8,150,446
Designated reserves	<u>4.10.2</u>	3,668,811	4,139,614
		11,931,765	12,290,060
Funds			
Designated funds	<u>4.10.3</u>	5,500,460	4,272,784
		17,432,225	16,562,844
Liabilities			
Prepaid grants	<u>4.11.2</u>	4,157,856	13,503,258
Project payables	<u>4.11.3</u>	11,729,607	10,439,570
Other liabilities and accrued expenses	<u>4.11.4</u>	3,541,680	3,326,785
		19,429,143	27,269,613
		36,861,368	43,832,457

1.2 Statement of income and expenses

In Euro	§	Actuals 2023	Budget 2023	Actuals 2022
INCOME				
Income from individual givers	<u>5.1</u>	22,007,422	23,872,857	21,446,012
Income from companies	<u>5.2</u>	404,329	-	519,792
Income from lotteries	<u>5.3</u>	1,400,000	900,000	900,000
Income from government grants	<u>5.4</u>	47,141,769	41,500,000	46,647,128
Income from other non-profit organisations	<u>5.5</u>	12,797,716	2,425,000	14,762,646
Total fundraising income		83,751,236	68,697,857	84,275,578
Income in return for delivery of products and/or services	<u>5.6</u>	139,322	179,300	48,198
Total income		83,890,558	68,877,157	84,323,776
EXPENSE				
Spent on objectives				
- Improving children's lives and futures		63,666,907	55,049,924	63,170,503
- Information and awareness raising		12,542,521	11,326,552	10,419,206
	<u>5.7</u>	76,209,428	66,376,476	73,589,709
Fundraising expenses	<u>5.8</u>	4,856,094	5,151,502	6,619,382
Management and administration expense	<u>5.9</u>	2,712,409	2,867,117	2,086,569
Total expense		83,777,931	74,395,095	82,295,660
Financial income and expense	<u>5.13</u>	756,754	42,238	-1,120,903
RESULT		869,381	-5,475,700	907,213
Appropriation of the result				
Addition to / withdrawal from				
- Continuity reserve		112,508		-354,646
- Designated reserves		-470,803		-1,669,975
- Designated funds		1,227,676		2,931,834
		869,381		907,213



1.3 Cash flow statement

In Euro	Actuals 2023	Actuals 2022
Received from individual givers	21,202,810	21,133,572
Received from companies	404,329	540,777
Received from lotteries	1,400,000	900,000
Received from government grants	42,943,094	42,768,420
Received from other non-profit organisations	12,414,612	14,572,699
Received from sale of goods or rendering services	139,322	48,198
	78,504,167	79,963,666
Project payments	-58,990,194	-57,429,435
General payments	-19,745,374	-23,778,424
	-78,735,568	-81,207,859
Cashflow from operations	-231,401	-1,244,193
Investments in tangible fixed assets	-288,602	-845,726
Cash flow from investing activities	-288,602	-845,726
Changes in securities	-84,913	-549,159
Received interest	73,578	-
Paid interest and banking charges	-176,514	-273,938
Loan SCI	-	-2,693,796
Cashflow from financing activities	-187,849	-3,516,893
Cash flow	-707,852	-5,606,812
Exchange rate differences	2,094	-38,223
Changes in cash and cash equivalents	-705,758	-5,645,035
Cash and cash equivalents as per January 1st	9,870,080	15,515,115
Cash and cash equivalents as per December 31st	9,164,322	9,870,080
	-705,758	-5,645,035



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 Netherlands 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.

The organisation is registered under Dutch law as a foundation (stichting), and registered with the Chamber of Commerce under number 41201463.

2.2 Reporting period and currency

The financial statements have been prepared for calendar year 2023. 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.

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 based on the going concern assumption.



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 into 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 at the mid-rate of the last day of the respective month.

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 Intangible and tangible fixed assets

Tangible and intangible fixed assets are recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to Save the Children Netherlands and the cost of that asset can be measured reliably. Intangible and 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 lifetime of three year for all intangible fixed assets and IT equipment. The expected useful life of all other assets is four years.

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 Financial assets

Financial assets are initially recognised at fair value. After initial recognition, financial assets are recognised at amortised cost on the basis of the effective interest method, less impairment losses, if applicable. Any resulting premium or discount is accounted for through profit or loss. Financial assets not due within 12 months are presented under long-term, financial fixed assets.

3.1.5 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 and 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, if applicable. Allowances for doubtful debts are deducted from the carrying value of the receivable.

3.1.6 Securities

Securities are accounted at fair value through profit or loss. Securities denominated in foreign currencies are translated into EURO at the exchange rate applied by the asset managing bank. Transaction costs, dividends and interest arising from securities are accounted through profit or loss. Securities tied to a fixed term of more than 12 months are presented under long-term, financial fixed assets.



3.1.7 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.

3.1.8 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 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.

3.1.9 Liabilities

The liabilities consists of (project) commitments and accrued liabilities. Liabilities are recognized at fair value in the balance sheet at the moment the contractual liability originates. After initial recognition, liabilities are carried at amortised cost on the basis of the effective interest method, less impairment losses, if applicable. Liabilities not due within 12 months are presented under long-term liabilities.

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 consists of direct donations and legacies. Direct donations are accounted for in the year in which they are received. Revenue from inheritances, legacies, bequests, etc. are recognized at fair value in the year in which the amount involved can be measured reliably. 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 corporate donations is recognised in the year in which the formal monetary commitment to Save the Children Netherlands was made by the company, with the stipulated committed amount being recognised as income. If no formal pledge has been made then income is recognised in the year of actual receipt.

3.2.4 Income from lotteries

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

3.2.5 Income from government grants

Income from government grants concerns grants originating from governmental bodies either directly or indirectly. Income from government grants is recognised as income for Save the Children Netherlands insofar the grants are utilised for activities accounted for as expenses on objectives. Income from Government grants is recognised in the year



in which the subsidized costs were incurred. The proportion of the internal cost recovery relating to these government grants is allocated to the respective year based on actual costs as incurred by Save The Children Netherlands and its implementing partners.

3.2.6 Income from affiliated non-profit organisations

Income from affiliated non-profit organisations is recognised in the year in which the formal monetary commitment to Save the Children Netherlands was made by the affiliated non-profit organisation, with the stipulated committed amount being recognised as income. If no formal pledge has been made then income is recognised in the year of actual receipt.

3.2.7 Income from other non-profit organisations

Income from other non-profit organisations is recognised in the year in which the formal monetary commitment to Save the Children Netherlands was made by the other non-profit organisation, with the stipulated committed amount being recognised as income. If no formal pledge has been made then income is recognised in the year of actual receipt.





3.2.8 Income in return for delivery of products and/or services

The income in return for delivery of products and/or services consists of revenue from services provided to municipalities and schools in the Save the Children Netherlands domestic programme. Income is recognised in the year in which a service agreement between Save the Children Netherlands and the third party is entered into, with the total agreed fee being recognised as income.

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

Expense regarding domestic and international programming as well as related to awareness raising activities are accounted for as expense on objectives. In the method of accounting a distinction is made between costs made by Save the Children Netherlands on the one hand and costs made by Save the Children International or third parties on the other hand.

Expense incurred by Save the Children Netherlands are accounted for in the year in which the performance is delivered. In case of grant (sub)awards and commitments to make a donation to Save the Children International or third parties, these commitments are accounted for as expenses in the statement of income and expenditure, even if the commitment has been entered into for more than one year.

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 model¹. The method is summarised in table 1.

Table1: Cost allocation to management and administration

Expense category	Allocation to management & administration	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

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 Save the Children Netherlands is demonstrably and unconditionally committed to make the payment of the 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.

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



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 106.3 percent. The policy funding ratio (which is calculated as the average of the monthly funding ratios in 2023) amounts to 112.0 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 Save the Children Netherlands 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. The funds in the cash flow statement consists of cash and cash equivalents that can be converted into cash without restrictions and without material risk of impairment as a result of the transaction.

Cash flows in foreign currencies are converted to EURO at an estimated weighted rate using the weighted average conversion rates for the reporting period. Exchange rate differences regarding cash are separately accounted for in the cash flow statement.

3.4 Subsequent events

Events that provide further information on the actual situation at the balance sheet date and that appear before the financial statements are being prepared, are recognised in the financial statements.

Events that provide no information on the actual situation at the balance sheet date are not recognised in the financial statements. When those events are relevant for the economic decisions of users of the financial statements, the nature and the estimated financial effects of the events are disclosed in the financial statements.

4. NOTES TO THE BALANCE SHEET

4.1 Intangible fixed assets

Table 2: Intangible fixed assets

In Euro	2023	2022
Carrying value January 1	630,420	4,606
Investments	111,206	750,813
Depreciation	-314,660	-124,999
Carrying value December 31	426,966	630,420

The 2022 accountability year was marked by substantial investments in systems for finance and project management, as well as in its own fundraising, with Save the Children Netherlands acquiring music rights related to video campaign material for a period of three years. This resulted in lower investment, but higher depreciation costs in the accounting period.

The intangible fixed assets are held for operational purposes.

Table 3: Movements in intangible fixed assets

In Euro	Intangible fixed assets
Balance as at January 1	
Purchase price	761,515
Accumulated depreciation	-131,095
Accumulated impairments	-
Carrying value January 1	630,420
Changes in	
Investments	111,206
Disposals	-
Depreciation	-314,660
Balance as at December 31	
Purchase price	872,721
Accumulated depreciation	-445,755
Carrying value December 31	426,966

4.2 Tangible fixed assets

Table 4: Tangible fixed assets

In Euro	2023	2022
Carrying value January 1	211,912	227,865
Investments	177,396	94,913
Depreciation	-140,115	-110,866
Carrying value December 31	249,193	211,912

In 2023 Save the Children Netherlands continued to invest in the IT infrastructure in order to strengthen cyber security and increase data protection, but also to facilitate (remote) conferencing.

The tangible fixed assets are held for operational purposes.

Table 5: Movements in tangible fixed assets

In Euro	IT equipment	Office inventories	Total
Balance at January 1			
Purchase price	243,516	101,956	345,472
Accumulated depreciation	-103,397	-30,163	-133,560
Accumulated impairments	-	-	-
Carrying value January 1	140,119	71,793	211,912
Changes in			
Investments	139,492	37,904	177,396
Disposals	-	-	-
Depreciation	-109,757	-30,358	-140,115
Balance as at December 31			
Purchase price	383,008	139,860	522,868
Accumulated depreciation	-213,154	-60,521	-273,675
Carrying value December 31	169,854	79,339	249,193

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





4.3 Financial fixed assets

Table 6: Loan to Save the Children International

In Euro	31-12-2023	31-12-2022
Loan to Save the Children International	2,693,796	2,693,796
	2,693,796	2,693,796

Save the Children International started to renew and improve its vehicle fleet in 2022. The aim is to better align the vehicle fleet with the requirements of international programming. Also, the renewal will lead to a cost reduction in international programming. 50 percent of the funding is provided by Save the Children Netherlands through an interest-free loan. The other 50 percent will be provided by Save the Children USA. The maturity date of the loan is January 1, 2029. The first repayment is scheduled for April 2024. In 2024, Save the Children International is scheduled to repay a total of EUR 404,070. This is accounted for as a short term receivable.

Table 7: Remaining period of the loan

In Euro	31-12-2023	31-12-2022
Short term	404,070	-
Long term	2,289,726	2,693,796
	2,693,796	2,693,796

4.4 Receivable grants

Table 8: Receivable grants

In Euro	31-12-2023	31-12-2022
Ministry of Foreign Affairs	2,733,811	3,381,073
European Commission	4,418,070	5,458,229
Other donors	3,246,182	6,664,272
	10,398,063	15,503,574

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

Table 9: Remaining period of the receivable grants

In Euro	31-12-2023	31-12-2022
Short term	7,957,680	14,778,276
Long term	2,440,383	725,298
	10,398,063	15,503,574

4.5 Prepaid (sub)awards

Table 10: Prepaid (sub)awards

In Euro	31-12-2023	31-12-2022
Non Save the Children International / Member implementing partners	-	155,293
Save the Children International	-	-
	-	155,293

The prepaid (sub)awards consist of the difference between the total prefunding and the commitments to Save the Children country offices, Save the Children members, or other implementing partners. This last occurred in 2022. The prepaid (sub)award had a runtime of less than a year.



4.6 Other receivables and accrued income

Table 11: Other receivables and accrued income

In Euro	31-12-2023	31-12-2022
Save the Children International	1,244,089	1,675,632
Nationale Postcode Loterij (Dutch Lottery)	900,000	900,000
Individual givers	1,283,750	479,138
Non-profit organisations	631,050	247,946
Save the Children Thailand	53,428	48,123
Other prepaid amounts	323,836	2,624,266
Other receivables	86,417	179,367
	4,522,570	6,154,472

All other receivables have a run time less than a year and therefore part of the current assets. The receivable from Save the Children International concerns the prepayment for its costs for January 2024. The Nationale Postcode Loterij has pledged EUR 900,000 at the 2023 “Goed geld gala” and will transfer the funding in 2024. The receivable from individual givers regards pledged, but not received yet, bequests. The increase of the receivables from non-profit organisations is explained by a payment announced by “giro 555” regarding the actions “Together in action for Ukraine” and “Help earthquake victims in Turkey and Syria”. The decrease in other prepaid amounts is explained by the fact that Save the Children Netherlands prepaid the broadcasting rights for the media campaign (scheduled in the first quarter of 2023) in 2022.

4.7 Securities

Table 12: Securities

In Euro	31-12-2023	31-12-2022
Shares	3,763,387	3,248,265
Bonds	4,769,934	911,442
Other	873,137	4,453,203
	9,406,458	8,612,910

After the Russian invasion of Ukraine, equities worldwide showed a sharp fall in value. This particularly affected equities. Also, the ECB and Fed implemented interest rate hikes that put pressure on bond values in portfolio. During 2023, stock markets calmed down and a recovery took place. As both global inflation and interest rate increases were lower than expected, the price value of shares rose again. At the same time, higher interest rates in 2023 compared to 2022 made buying bonds more attractive, which explains their increase in the portfolio.



4.8 Cash and cash equivalents

Table 13: Cash and cash equivalents

In Euro	31-12-2023	31-12-2022
Saving accounts	5,106,801	3,719,200
Cash and current accounts	4,057,521	6,100,880
Short term deposits	-	50,000
	9,164,322	9,870,080

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

4.9 Financial instruments

4.9.1 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.

4.9.2 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.

4.9.3 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.

4.9.4 Fair value

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

4.10 Reserves and funds

4.10.1 Continuity reserve

Table 14: Continuity reserve

In Euro	31-12-2023	31-12-2022
Balance as at January 1	8,150,446	8,505,092
Addition to / withdrawal from	112,508	-354,646
Balance as at December 31	8,262,954	8,150,446

The Continuity Reserve is formed in accordance with the recommendations of “Goede Doelen Nederland” and is intended to ensure continuity of the operations of Save the Children Netherlands in the event of a temporary funding shortfall.

Save the Children Netherlands adds EUR 112.508 to its continuity reserve to a total of EUR 8.262.954 in 2023. The volume of the continuity reserve remains within the limits defined by Goede Doelen Nederland amounting to EUR 22,028,898 (see 3.2.8).

4.10.2 Designated reserves

Table 15: Movement schedule designated reserves

In Euro	31-12-2022	Addition to	Withdrawal from	31-12-2023
Designated project reserve				
Reserve for co-funding of programmes	532,019	-115,887	316,985	99,147
Reserve for foreign countries	2,243,674	3,475,244	3,466,891	2,252,027
Reserve for domestic programmes	-	369,756	308,843	60,913
	2,775,693	3,729,113	4,092,719	2,412,087
Reserve for intangible and tangible fixed assets	842,332	288,602	454,775	676,159
Reserve for organisational costs	511,589	511,589	511,589	511,589
Staff fund	10,000	-	-	10,000
	4,139,614	4,899,667	5,370,470	3,668,811

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 covered by unrestricted funds for the next financial year is reserved. The reserve for intangible and tangible fixed assets is maintained to fund the depreciation costs of the intangible and tangible fixed assets. The reserve for organisational costs consists of unearmarked revenues to cover organisational cost. The staff fund is maintained to support personnel.



4.10.3 Designated funds

Table 16: Movement schedule designated funds

In Euro	31-12-2022	Addition to	Withdrawal from	31-12-2023
Designated funds for international programming	1,582,690	2,675,241	2,801,207	1,456,724
Designated fund "giro 555" (SHO)	2,103,294	10,160,901	8,413,439	3,850,756
Designated funds for domestic programming	586,800	184,241	578,061	192,980
	4,272,784	13,020,383	11,792,707	5,500,460

The designated funds are earmarked for a specific project or purpose as indicated by third parties. The designated fund "giro 555" (Samenwerkende Hulporganisaties) relates to the "giro 555" campaigns "Together in action for Ukraine" and "Help earthquake victims in Turkey and Syria".

4.11 Liabilities

4.11.1 General

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. Liabilities with a maturity of less than one year are recognised in the financial statements as short term. Other liabilities are accounted for as long term.

4.11.2 Prepaid grants

Table 17: Prepaid grants by donor

In Euro	31-12-2023	31-12-2022
Ministry of Foreign Affairs	730,474	6,282,954
European Commission	741,996	3,313,191
Ministry of Social Affairs and Employment	-	2,296,350
Municipalities	-	8,606
Others	2,685,386	1,602,157
	4,157,856	13,503,258

Received funds related to project grants that have not been spent are accounted for as prepaid grants. A relatively high amount of prepaid grants is explained by commitments to Save the Children International being limited to the duration of one year; this also applies to multi-year programmes. However, advances from grant providers may be for several years. The difference is accounted for as prepaid grants.



Table 18: Remaining period of the prepaid grants

In Euro	31-12-2023	31-12-2022
Short term	3,997,560	13,027,110
Long term	160,296	476,148
	4,157,856	13,503,258

4.11.3 Project payables

Table 19: Project payables

In Euro	31-12-2023	31-12-2022
Project payables to implementing partners and implementing SC members	7,323,213	10,315,254
Save the Children International (Country Offices)	4,406,394	124,316
	11,729,607	10,439,570

Project payables concern costs reported by country offices on the one hand and commitments to implementing Save the Children members and consortium partners on the other which have to be reimbursed by Save the Children Netherlands yet.

Table 20: Remaining period of project payables

In Euro	31-12-2023	31-12-2022
Short term	9,208,485	9,714,272
Long term	2,521,122	725,298
	11,729,607	10,439,570

4.11.4 Other liabilities and accruals

Table 21: Other liabilities and accruals

In Euro	31-12-2023	31-12-2022
Taxes	667,150	1,616,313
Holiday entitlement / Holidays	781,249	743,122
Pension liabilities	374,984	205,674
Accounts payable	988,570	191,978
Other accruals and deferred income	729,727	569,698
	3,541,680	3,326,785

Two types of taxes are accounted for under tax, being income tax and VAT. The decrease is due to an exceptional outstanding VAT payment in 2022 related to purchase of advertising time on television through a company based outside the Netherlands. By 2023, Save the Children Netherlands has returned to normal situation.

The increase in accounts payable in 2023 compared to 2022 is partly due to a policy change by Save the Children Netherlands to securitise payments based on payment period rather than invoice date. In addition, Save the Children has a number of fundraising activities planned for early 2024, with a significant part of the procurement done by the end of 2023.

4.11.5 Off-balance-sheet liabilities

Table 22: Rent and lease commitments

In Euro	< 1 year	1 - 5 years	> 5 years
Rent and lease commitments	220,578	220,578	120,920

The rental and lease commitments relate to the rent of the office building, the printers and copiers. The current lease expiry date of the property is June 30, 2026. 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, 2023, the guarantee of Save the Children Netherlands amounts to EUR 575,543. 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 23: Income from individual givers

In Euro	Actual 2023	Budget 2023	Actual 2022
Donations and gifts	20,375,038	23,372,857	20,517,744
Legacies	1,632,384	500,000	928,268
	22,007,422	23,872,857	21,446,012

Income from donations and gifts stabilises compared to the 2022 actuals, but ends lower than budgeted. This is caused by two trends. Firstly, it is becoming increasingly difficult to attract (regular) givers, and secondly, the cost of reaching the public (e.g. via television) has risen sharply, putting pressure on the number of activities, which Save the Children Netherlands is able to carry out in reaching out to the public.

As a result of expanding brand awareness, income from legacies increases compared to 2022.

5.2 Income from companies

Table 24: Income from companies

In Euro	Actual 2023	Budget 2023	Actual 2022
Income from companies	404,329	-	519,792
	404,329	-	519,792

Save the Children Netherlands' work is supported by a fairly constant group of companies. Such was the case in 2023, in which SCNL received EUR 404,329.

5.3 Income from lotteries

Table 25: Income from lotteries

In Euro	Actual 2023	Budget 2023	Actual 2022
Nationale Postcode Loterij	1,400,000	900,000	900,000
	1,400,000	900,000	900,000

Save the Children Netherlands receives annually a donation from the Nationale Postcode Loterij. In 2023 the net contribution amounted to EUR 900,000², which is transferred in the subsequent year.

2. From 2010 the Nationale Postcode Loterij supports Save the Children Netherlands with a contribution of EUR 1,000,000 annually. At the same time Save the Children Netherlands participates in the so-called "Dream fund" of the Nationale Postcode Loterij, and therefore Save the Children Netherlands deposit 10 percent of the contribution in the Dream Fund.

5.4 Income from government grants

Table 26: Income from government grants

In Euro	Actual 2023	Budget 2023	Actual 2022
Emergency aid			
Dutch Ministry of Foreign Affairs	5,523,153	6,564,100	1,047,303
European Commission	12,566,697	9,753,200	9,617,385
Other donors	7,434,928	2,814,900	18,004,602
	25,524,778	19,132,200	28,669,290
Structural development			
Dutch Ministry of Foreign Affairs	6,888,422	8,970,600	7,196,126
European Commission	6,705,606	5,582,200	4,785,263
Other donors	5,783,988	5,910,700	4,845,576
	19,378,016	20,463,500	16,826,965
Other activities			
Other donors	2,238,975	1,904,300	1,150,873
	2,238,975	1,904,300	1,150,873
Grand total	47,141,769	41,500,000	46,647,128

Save the Children Netherlands acquires government and institutional grants for both its domestic and international programmes. Also, sub-awards from third parties with governments as back-donor, like the Joint Response Leads within the Dutch Relief Alliance are accounted for under this income category. Main grant providers are the Dutch Government and the European Commission. The Ministry of Foreign Affairs directly funds Save the Children Netherlands' programmes with EUR 12,411,575. In addition, the Ministry acts as a back-donor to Dutch Relief Alliance interventions in particular. This involves an amount of EUR 8,903,053. The size of ministerial funding in Save the Children Netherlands' total income is therefore 25 per cent.

All income from governments is incidental, although part of the income is related to multiyear grants. All grants have an end date. The financial settlement of grants takes place at the end of the project, based on a final report to the donor and a project audit, if stipulated in the grant agreement



5.5 Income from other non-profit organisations

Table 27: Income from other non-profit organisations

In Euro	Actual 2023	Budget 2023	Actual 2022
"giro 555" (Samenwerkende Hulporganisaties)	10,925,702	-	12,400,978
Foundations and private funds	1,872,014	2,425,000	2,361,668
	12,797,716	2,425,000	14,762,646

Income from "giro 555" (Samenwerkende Hulporganisaties) in 2022 concerned a contribution from the national campaign "Together in action for Ukraine". In 2023 the income origins from both the "Together in action for Ukraine" and the "Help earthquake victims in Turkey and Syria" campaigns.

5.6 Income in return for delivery of products and/or services

Table 28: Income in return for delivery of products and/or services

In Euro	Actual 2023	Budget 2023	Actual 2022
Service delivery	139,322	179,300	48,198
	139,322	179,300	48,198

Save the Children Netherlands also carries out activities in the Netherlands (the so-called Domestic Programme). The programme consists of psychosocial support to children from asylum seekers' centres (at both newcomer schools and the centres) on the one hand, and on the other hand, the programme focuses on giving practically educated youth a voice in local policy making. In both parts of the programme, schools and municipalities purchase the programmes for children from Save the Children Netherlands. Due to Covid related restrictions, the Domestic Programme could not fully implemented in 2022 explaining the low spending in that year.

5.7 Expense on objectives

5.7.1 Expense on objectives

Table 29: Expense on objectives

In Euro	Actual 2023	Budget 2023	Actual 2022
Expense on international programming			
Humanitarian aid	38,336,028	28,318,072	43,286,044
Structural development	21,825,314	23,249,133	17,490,705
	60,161,342	51,567,206	60,776,749
Expense on domestic programming			
Humanitarian aid / Structural development	3,505,565	3,482,718	2,393,754
Total expense on programming	63,666,907	55,049,924	63,170,503
Awareness raising & advocacy	12,542,521	11,326,552	10,419,206
	76,209,428	66,376,476	73,589,709

2023 was plagued by the highest number of humanitarian crises in years. In response, Save the Children Netherlands intensified its humanitarian aid. These additional activities were largely financed by the Ministry of Foreign Affairs (whether or not as a back donor) and the European Commission. This led to an increase in expense on humanitarian aid by 35 percent compared to the budget in 2023.

The expense on objectives as percentage of total expense amounts in 2023 91 percent, which is two percent points higher than the budgeted percentage for 2023. Goede Doelen Nederland requires that the three-year ratio of expense on objectives against total expense is on average at least 70 percent. The average three-year ratio of Save the Children Netherlands is 91 percent.



Table 30: Expense on objectives per funding source

In Euro	2023					2022
	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total	Total
	Emergency Aid	Structural Development				
Ministry of Foreign Affairs	5,397,461	6,444,706	-	-	11,842,167	7,597,209
Other Ministries	-	-	1,998,317	-	1,998,317	1,057,971
European Commission	11,968,406	6,542,494	-	-	18,510,900	13,591,253
Other grant providers	6,981,417	5,476,310	45,397	5,706	12,508,830	22,041,793
"giro 555" (SHO)	8,413,439	-	-	-	8,413,439	9,561,971
Own fundraising	5,575,305	3,361,804	1,461,851	12,536,815	22,935,775	19,739,512
Actual 2023	38,336,028	21,825,314	3,505,565	12,542,521	76,209,428	73,589,709
Actual 2022	43,286,044	17,490,705	2,393,754	10,419,206	73,589,709	

5.7.2 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.

Early 2023, another major crisis occurred being the earthquake in Turkey and Syria. Save the Children Netherlands also responded to this crisis with an extensive humanitarian programme. This led to an overspend of EUR 10,000,000 of the expected expense on humanitarian aid.

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

Table 31: Expense on improving living conditions and future prospects of children and young adults

In Euro	Actual 2023	Budget 2023	Actual 2022
Expense through SCI, SC members and (consortium) partners	56,441,555	46,918,000	56,762,785
Save the Children Netherlands own implementation	3,993,969	4,846,600	3,248,965
	60,435,524	51,764,600	60,011,750



Direct expense consists of three categories: expense by Save the Children International or Save the Children members funded by Save the Children Netherlands, expense made by (consortium) partners funded by Save the Children Netherlands, and direct project expense by Save the Children Netherlands. Total direct expenses amount to EUR 60,435,524 in 2023. The direct expense on objective per project is summarised in the table below:

In Euro	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Ministry of Foreign Affairs					
Adolescent Transition in West Africa	-	5,914,115	-	-	5,914,115
The Start Fund	4,436,472	-	-	-	4,436,472
Strengthening Women's Organization Capacity for Championing Women's Rights	-	530,591	-	-	530,591
Improving prospects for refugees and vulnerable host communities in Lebanon	446,503	-	-	-	446,503
Other programs	514,486	-	-	-	514,486
	5,397,461	6,444,706	-	-	11,842,167
European Commission					
Not sure: Emergency Health, Nutrition, and Food Security response in the provinces of Kunduz and Nangarhar, Afghanistan	5,703,583	-	-	-	5,703,583
Include III Uganda	3,700,200	-	-	-	3,700,200
Thailand Basic Education Support towards Transition - Phase VI (BEST VI)	-	2,864,605	-	-	2,864,605
Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	-	2,026,380	-	-	2,026,380
South Sudan Emergency response and Health Systems Preparedness project - HIP 2023	1,619,817	-	-	-	1,619,817
Supporting and Enabling Atmosphere for Children and Youth Network for peace building Goals (SENANG)	-	944,204	-	-	944,204
South Sudan Emergency response and Health Systems Preparedness project - HIP 2021	753,816	-	-	-	753,816
Skills for Success	-	214,322	-	-	214,322
Include II Uganda	189,760	-	-	-	189,760
Other programs	1,230	492,983	-	-	494,213
	11,968,406	6,542,494	-	-	18,510,900
Dutch Ministeries (excluding MoFA)					
Team-Up Shelter Locations	-	-	1,905,473	-	1,905,473
Speaking Minds	-	-	116,322	-	116,322
Other programs	-	-	-23,478	-	-23,478
	-	-	1,998,317	-	1,998,317



Table 28: continued

In Euro	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Other grant providers					
DRA Joint Response South Sudan	3,202,849	-	-	-	3,202,849
Right2Grow	-	2,053,255	-	-	2,053,255
Work: No Child's Business	-	1,897,078	-	-	1,897,078
SRHR-HIV Know no Borders	-	1,088,967	-	-	1,088,967
DRA Joint Response Yemen	1,086,736	-	-	-	1,086,736
DRA Joint Response Afghanistan	792,478	-	-	-	792,478
DRA Joint Response Myanmar	450,445	-	-	-	450,445
DRA Joint Response Mozambique	409,295	-	-	-	409,295
DRA Joint Response Sudan	403,423	-	-	-	403,423
DRA Joint Response Syria	394,873	-	-	-	394,873
DRA Joint Response Somalia	326,035	-	-	-	326,035
Protection - Support to encamped Myanmar refugees	-	303,086	-	-	303,086
Covenant for the Insurance Sector	-	-	-	4,549	4,549
EU Children's Participation Platform	-	-	2,684	-	2,684
Covenant for the Pension Funds	-	-	-	1,157	1,157
Team-Up op School - Various Foundations	-	-	-1,293	-	-1,293
Other programs	-84,717	-	44,006	-	-40,711
	6,981,417	5,342,386	45,397	5,706	12,374,906
SHO					
Giro555 Support Victims Earthquake	5,826,225	-	-	-	5,826,225
Giro555 Together in action for Ukraine	2,587,214	-	-	-	2,587,214
	8,413,439	-	-	-	8,413,439
NPL					
NPL Juvenile Justice	-	133,924	-	-	133,924
	-	133,924	-	-	133,924
Other					
Team-Up op School	-	-	375,365	-	375,365
Speaking Minds	-	-	202,492	-	202,492
Speaking Minds - Fonds 21	-	-	142,455	-	142,455
Speaking Minds - VSB	-	-	71,280	-	71,280
Team-Up Shelter Locations	-	-	30,308	-	30,308
Other programs	4,111,909	2,137,261	90,801	-	6,339,971
	4,111,909	2,137,261	912,701	-	7,161,871
TOTAL	36,872,632	20,600,771	2,956,415	5,706	60,435,524



5.7.4 Localisation and international programmatic themes

Save The Children Netherlands' international programme is implemented through its own network, consisting of Save the Children country offices, Save the Children members, and international (consortium) partners. In addition, Save the Children Netherlands funds programmes developed and implemented by local partners. If needed, local partners are supported with capacity building. Expense under localised, development cooperation is summarised in the table below.

Table 33: Expense on international, localised development cooperation

In Euro	International Programme 2023	
	Expense in Euro	% of programme spent
Localisation		
Funding of local partner programmes	10,021,200	17%
Capacity building of local partners	1,204,074	2%

The Save the Children Netherlands' international programme is focused on a number of themes presented in the next table. It should be noted that Save the Children network has more themes than Save the Children Netherlands. As Save the Children Netherlands has a funding requirement towards its country offices in case of opportunities, this may result in funding a country office theme which is not an Save the Children Netherlands theme. Moreover, humanitarian aid is only to a limited extent tied to themes as programme objectives are based upon needs. Both factors lead to a situation where 25 percent of the international programme expense lays outside the Save the Children Netherlands themes.

Table 34: International programme expense by theme

In Euro	International Programme 2023	
	Expense in Euro	% of programme spent
Themes		
Education	9,820,756	17%
(Adolescent) Sexual and Reproductive Health and Rights (ASRHR)	7,163,819	12%
Health	5,436,407	9%
Multi Purpose Cash Assistance (MPCA)	5,098,072	9%
WASH	3,681,585	6%
Food Security & Nutrition	3,261,754	6%
Youth Empowerment (YE)	3,063,203	5%
Mental Health and Psychosocial Support (MHPSS)	2,757,143	5%
Climate	1,631,915	3%
Child Labour	1,388,182	2%
Other Themes	14,170,567	25%
Total	57,473,403	100%



Anna Pantelija / Save the Children

5.7.5 Expense on awareness raising and advocacy

Table 35: Expense on awareness raising and advocacy

In Euro	Actual 2023	Budget 2023	Actual 2022
Communication costs	3,853,518	2,199,017	2,943,037
Contracted services	4,185,134	4,113,783	3,760,072
Direct project expense	5,706	-	119,939
Personnel costs	3,841,764	3,986,655	3,049,721
Other costs	656,399	1,027,097	546,437
	12,542,521	11,326,552	10,419,206

The primary objective of raising awareness in the Netherlands is to make the public familiar with the problems that children and young adults face in emergency situations because of natural disasters or (armed) violence, as well as a result of structurally poor living conditions, while advocacy activities focuses on politics, but also on large companies, banks, insurance companies and pension funds. The communication expense exceeds the budget with EUR 1.654.501 due to additional campaigning activities in the last quarter of 2023.



5.8 Fundraising expenses

Table 36: Fundraising expenses

In Euro	Actual 2023	Budget 2023	Actual 2022
Contracted services	2,420,434	3,393,906	4,634,218
Communication costs	1,156,115	245,717	798,021
Personnel costs	1,034,607	1,192,041	918,028
Other costs	244,938	319,838	269,115
	4,856,094	5,151,502	6,619,382
Funding expenses as percentage of Total income	5.8%	7.5%	7.8%

Fundraising expenses in 2023 are slightly below budget. Within this category there is shift from contracted services towards communication compared to the budget as a result of a changed fundraising focus.

5.9 Management and administrative expenses

Table 37: Management and administrative expenses

In Euro	Actual 2023	Budget 2023	Actual 2022
Personnel costs	2,321,324	2,486,248	1,728,969
Other costs	391,085	380,869	357,600
	2,712,409	2,867,117	2,086,569

Management and administrative expenses increases with 30 percent compared to the 2022 actuals, but 5 percent lower than budgeted. Main reason is that the number of FTE needed to be increased in order to maintain the level of support to the programme, awareness raising, and fundraising activities. Management and administrative costs cover three percent of total expense. This is slightly below the 2023 budget. The target percentage for management and administration costs is a maximum of 5 percent of the total costs.



5.10 Cost allocation to the different activities

According to the cost allocation method as described in paragraph 3.3.12 the costs incurred per activity per cost category are as follows:

Table 38: Cost allocation

In Euro	ACTUAL 2023								BUDGET 2023	ACTUAL 2022
	OBJECTIVES									
	Improving children's life and future				Awareness raising Advocacy	Fundraising	Management Administration	TOTAL		
	Humanitarian Aid	Structural Development	Domestic Programme	Total						
Grants and contributions	36,593,774	19,459,011	388,770	56,441,555	-	-	-	56,441,555	46,918,000	56,762,785
Direct project expense	278,858	1,141,760	2,567,645	3,988,263	5,706	-	-	3,993,969	4,846,600	3,248,965
Fees to affiliated organisations	74,346	77,498	117,361	269,205	175,576	50,615	122,427	617,823	599,820	523,446
Contracted services	-	-	-	-	4,185,134	2,420,434	-	6,605,568	7,507,690	8,394,290
Communications	-	-	-	-	3,853,518	1,156,115	-	5,009,633	2,444,734	3,741,058
Personnel	1,381,244	1,581,393	1,987,409	4,950,046	3,841,764	1,034,607	2,321,324	12,147,741	13,435,112	10,208,181
Housing	31,403	32,735	49,573	113,711	74,162	21,379	51,712	260,964	273,418	238,149
Office and general	147,697	133,696	143,897	425,290	408,482	151,129	189,966	1,174,867	1,497,188	1,321,477
Depreciation	32,043	33,402	50,582	116,027	264,086	21,815	52,766	454,694	218,934	235,866
Charged to projects	-203,337	-634,181	-1,799,672	-2,637,190	-265,907		-25,786	-2,928,883	-3,346,400	-2,378,557
								-		-
Totaal	38,336,028	21,825,314	3,505,565	63,666,907	12,542,521	4,856,094	2,712,409	83,777,931	74,395,095	82,295,660
<i>Budget 2023</i>	<i>28,318,072</i>	<i>23,249,133</i>	<i>3,482,718</i>	<i>55,049,924</i>	<i>11,326,552</i>	<i>5,151,502</i>	<i>2,867,117</i>	<i>74,395,095</i>		

The grants and contributions consists of the commitments of Save the Children Netherlands to Save the Children International and to (consortium) partners for the implementation of projects. Together with the direct project expenses it reflects the total expenses on objectives funded by Save the Children Netherlands. The direct project expenses consists of hours spent by staff members of Save the Children Netherlands on projects based on standard fees which are charged

to the donor and all goods and services procured by Save the Children Netherlands from third parties for the implementation of projects. As the organizational costs included in this category are also part of the expenses accounted for in the categories personnel, housing, office and general and depreciation, these costs are deducted again in the line item 'charged to projects' to prevent that these expenses are accounted for twice in the cost allocation.



5.11 Personnel costs

Table 39: Personnel costs

In Euro	Actual 2023	Budget 2023	Actual 2022
Salaries	9,010,023	9,709,968	7,503,143
Social security contributions	1,704,995	1,650,694	1,415,278
Pension costs	1,279,531	1,378,846	1,051,347
Other personnel costs	297,236	703,040	354,033
Compensation maternity leave and charges	-133,631	-	-108,743
Total personnel costs	12,158,154	13,442,548	10,215,058
Allocated to financial income and expense (minus)	-10,413	-7,436	-6,877
	12,147,741	13,435,112	10,208,181

Table 40: Personnel overview

	2023	2022	Difference
Average number of employees	157.4	137.1	20.3
Average number of full time equivalents (FTE)	143.4	125.2	18.2
Number of employees at December 31	166	150	16
Number of full time equivalents (FTE) at December 31	148.9	136.9	12

Personnel costs increased with 19 percent compared to 2022. 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 and a generic salary increase starting from July 2023.

5.12 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.



Hugh Kinsella Cunningham / Save the Children

5.13 Audit costs

Table 41: Audit costs

In Euro	Actual 2023	Actual 2022
Audit of the financial statements	103,879	85,000
Other audits	88,582	57,790
	192,461	142,790

All audit costs recognised in the 2023 statements. The audits are carried out by KPMG.



5.14 Financial income and expense

Table 42: Financial income and expense

In Euro	Actual 2023	Budget 2023	Actual 2022
Interest received on deposits	69,862	120,000	-
Interest received on cash and cash equivalents	57,116	-	424
Realised gain and losses sale of longterm securities	-46,430	-	-43,726
Unrealised gain and losses value changes longterm securities	755,065	-	-1,004,250
Total Interest	835,613	120,000	-1,047,552
Forex gain	2,094	-	-38,224
Investment costs	-80,953	-77,762	-35,127
Net investment result	756,754	42,238	-1,120,903

After the dramatic price falls during the first half of 2022 due to the war in Ukraine, a recovery was visible during the first half of 2023, followed by a deterioration in the third quarter due to persistent inflation and interest increases by the central banks in the US and in Europe. During the final quarter the recovery started in the first half year continued, resulting in a positive result of EUR 756,713.

5.15 “giro 555” / Samenwerkende Hulporganisatie (SHO) statement

Table 43: Amount of emergency and reconstruction aid offered, and amount of own fundraising

x EUR 1,000	2021	2022	2023
Amount of the emergency aid and reconstruction aid offered	17,985	21,108	22,847
Amount from own fundraising	21,931	24,327	24,284

The amount of the emergency aid and reconstruction aid offered, is excluding SHO funds and any funds passed on to other organisations as administrative co-ordinator or horizontal lead (as in the event of a DRA lead role).

The proceeds from own fundraising 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 according the “Goede Doelen Nederland” standards

Table 44: Remuneration of the Managing Board (“Goede Doelen Nederland” standard)

Name:	P.M. Kraan		P.M.M.H. Huys
	CEO		CCO
Employment contract	2023	2022	2023
Duration	indefinite	indefinite	fixed term
Date of employment	1-9-2014	1-9-2014	9-1-2023
Hours	38	38	38
FTE percentage	100%	100%	100%
Period	1-1 through 31-12	1-1 through 31-12	9-1 through 31-12
Remuneration			
Annual salary			
Gross salary	149,916	137,362	106,699
- Holiday allowance	11,993	10,989	8,536
- Year-end allowance	8,995	8,242	6,402
- Variable annual salary	-	-	-
Total annual salary	170,904	156,593	121,637
Social security contribution (employer's share)	13,060	11,837	16,113
Pension contribution (employer's share)	22,611	20,124	20,525
Total remuneration	206,575	188,554	158,275
Actual annual salary	170,904	156,593	121,637
Maximum annual salary (determined by Goede Doelen Nederland)	178,309	173,960	148,699
Ratio annual salary against maximum annual salary	96%	90%	82%

The annual income of the Managing Board members remains within the maximum of EUR 178,309 (1 FTE/12 months) respectively EUR 148,699 (1 FTE/12 months) according to the “Goede Doelen Nederland” standard. The annual income, taxed allowances/additions, pension costs, pension compensation and other remuneration over time together also remain within the maximum of EUR 205,000 per annum. No loans or guarantees have been provided and no advance payments have been made to the members of the Managing Board.

For an explanation of the management remuneration policy and principles, please refer to chapter 5 of the annual report

6.2 Supervisory board

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

Save the Children Netherlands salary structure is based on the BBRA (“Bezoldigingsbesluit Burgerlijke Rijksambtenaren”) salary scales. The unions have reached an agreement in principle with the government to apply a salary hike of 8.5 per cent by July 2024. In addition, it has been agreed to increase all salary scales by EUR 50. Ceteris paribus, this leads to a cost increase of EUR 577,000.

No further events occurred between the balance sheet date and the adoption date of the financial statements by the Supervisory Board on April 26, 2024.

8. PREPARATION AND ADOPTION OF THE FINANCIAL STATEMENTS

The annual accounts are prepared by the Managing Board consisting of:

- Mr. P. Kraan, Chief Executive Officer
- Ms. P. Huijs, Chief Operational Officer

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

- Ms. L.J. Griffith, Chair Supervisory Board
- Ms. A. Fleming, Junior Member
- Ms. M. Moussane, Junior Member
- Mr. A. Noudari, Chair Audit Committee
- Ms. S. Ouchan, Supervisor Integrity
- Mr. M. Stolk

date and place: April 30, 2024 at The Hague, The Netherlands





OTHER INFORMATION 2023



01.1 Special provisions in the Articles of Association regarding governance

The Supervisory Board has the exclusive right to make binding nominations for the appointment if members of 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 provided.

01.2 Independent auditor's report

To: the Supervisory Board of Stichting Save the Children Nederland

Report on the audit of the accompanying financial statements in the annual report

Our opinion

We have audited the financial statements 2023 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 2023, and of its result for the year 2023 in accordance with Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2023;
2. the statement of income and expenses for the year 2023 and;
3. the notes comprising 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. 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.



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.

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 Managing Board 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. 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 among others:

- 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, 16 May 2024
KPMG Accountants N.V.

H. Visser RA





Save the Children

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