

Rutgers

For sexual and  
reproductive health  
and rights



Annual Report 2019

Sexual & Reproductive Health and Rights for All



Empowering young people towards  
happy and healthy lives

**Rutgers**

For sexual and  
reproductive health  
and rights



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Rutgers had a very successful year with many highlights. We invite you to learn about our results and challenges in this Annual Report of 2019.

- Through a tendering procedure within the IPPF family, Rutgers has now the role of expanding its knowledge as a centre of excellence on comprehensive sexuality education, working together with the member associates in Bolivia, Kenya and Togo.
- The GUSO program has reached over 34 million people in the last years via a variety of intervention strategies. The role of young people in decision-making processes has changed positively and the youth-led collaborations are serving as an example for other organisations to take up this meaningful way of working.
- More than 1.8 million unsafe abortions were averted through the Safe Choice program that finds its roots in the She Decides movement.
- Engaging men and boys in preventing violence may seem logic to Rutgers, but it is a strategy that finds its acknowledgement now in the broader women and feminist networks.

#### Dissemination of (research) outputs:

- We published eight peer-reviewed articles in renowned scientific journals.
- More than 36 papers, articles and reports were published in non-peer reviewed journals.
- On top of this more than 92 contributions to conferences and expert meetings were given.

- Sense.info reached 3 million visitors, a 60% increase compared to 2018. Almost half of them visited pages with information on contraceptives.
- A successful campaign Generation so what? ('Generatie Ja En?') to change social norms about sexual transgressive behavior reached 3,2 million social media accounts and led to positive engagements and vivid interactions.
- Participatory research of young researchers on CSE revealed that young people 'just want to break the taboo'. This created a lot of media attention.

- The Right Here Right Now partnership contributed to advocacy successes in all 10 countries and the Caribbean.
- Rutgers was member in the governmental delegation to the Commission on Population and Development, which reaffirmed the important ICPD commitments in a Political Declaration.
- The Nairobi Summit, celebrating the 25th anniversary of the ICPD Programme of Action, showed the importance and the huge support for the SRHR agenda, and the need to urgently address the most left behind issues.
- In the Netherlands, Rutgers organized four successful events with policymakers, one in parliament, and four with civil society networks, and maintained and strengthened support for SRHR among Dutch stakeholders.
- Two advocacy tools, on the gender transformative approach and dealing with opposition, were launched.

#### Number of people reached with SRHR messages and information:

- 93,370,244

#### Number of SRH services provided to young people (to 30 years) as part of Rutgers' programmes:

- 2,621,223

#### Number of professionals trained in SRHR:

- 29,894

# 1

## Introduction & Outlook

**2019 was dominated by our programmes which were in full swing. Both nationally and internationally we worked hard to implement programmes. National priorities included our work in sexuality education, prevention of sexual violence and unwanted pregnancies. Internationally we prioritised our programmes on advocacy, access to SRHR education and services, and engaging men and boys.**

### In full swing!

The Minister for Foreign Trade and Development Cooperation, Minister Kaag, took part in the Rutgers' dialogue on dealing with opposition. As a strong leader in international work on Sexual Reproductive Health and Rights she was very outspoken on the leading role the Netherlands had to fulfil in the coming years. This was also reflected in the priorities she set for investment in work through civil society. Of the €1.2 billion that the Ministry invested through civil society, €315 million was allocated to Sexual Reproductive Health and Rights. The calls for proposals in these areas were launched in December. This was very important for Rutgers since a large part of our funding is allocated by the Ministry of Foreign Affairs.

Secretary of state for health, Mr Blokhuis, visited our office. We discussed our part in his new strategy on unwanted pregnancies. Together with our partners we developed a multi-annual plan in which we focussed on better sexuality education and access to services. We also made a case to invest more in the prevention of sexual violence. Half of girls experience non-consensual sexual behaviour. We drafted a plan as requested, with many collaborative partners, but unfortunately the Ministry did not see the added value compared to initiatives already taken. We will continue making the case for more investment in the prevention of sexual violence.

Globally, we were actively involved in the ICPD+25 Summit in Nairobi which created many new commitments to strengthen work on SRHR. We were also very actively involved in the restructuring of IPPF, our global federation. Both processes were very successful. The impact will depend on the implementation of the commitments made.

All our work is based on our motivated and experienced staff. We held a staff satisfaction survey, in which 90% of staff participated, in order to improve our way of working and the support given to staff. Results are expected in 2020, and then we plan to build on the results in order to improve our organisation further.

The Supervisory Board and the Management Team had several discussions on the future of Rutgers. This partly led to the new strategy which will be finalised in 2020. The Board also identified the need to invest more in a clearer positioning in the years to come. We are now in the process of developing the new plans for the upcoming years.

2020 is going to be a very important year. The new opportunities for funding have changed in such a way that there will be fewer, but larger, international programmes. This is going to have quite a substantial impact on the future of Rutgers and other colleagues in our field. We are investing accordingly to create a strong future for Rutgers. We owe that to the many girls, women, boys and men who are in need of better sexual health and rights – nationally and internationally.



Ton Coenen  
Executive director



Mirjam de Blécourt  
Chair Supervisory Board

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Rutgers contributes to improving the Sexual and Reproductive Health and Rights of all by focusing on young people



## 2 Data Core Indicators 2019

Rutgers contributes to empowering young people by improving their Sexual and Reproductive Health and Rights. We work on many programmes and projects in more than 20 countries and with many partners. In each of our programmes, our work is guided by research, implementation and advocacy. We use participatory approaches and we translate evidence (research) into practice (implementation and advocacy) and vice versa, in order to ensure the relevance of our work. The quality of our work is ensured by working evidence-based and contextualized. The core programmatic indicators provide an overview of Rutgers' major programmatic achievements in 2019 by bringing together the results from all our national and international programmes.

### Data Core Indicators 2019

1.	Number of young people (to 30 years) provided with Comprehensive Sexuality Education as part of Rutgers' programmes	456,988
2.	Number of SRH services provided to young people (to 30 years) as part of Rutgers' programmes	2,621,223
3.	Number of people reached with SRHR messages and information	93,370,244
4.	Number of CSOs strengthened in SRHR programming	186
5.	Number of professionals trained in SRHR	29,894
6.	Number of external publications and presentations that contribute to the SRHR knowledge base	150
7.	Number of allies/stakeholders/influencers who actively support our SRHR work	1,375
8.	Number of occasions in which youth and civil society organisations have participated in policy decision-making processes that affect their lives	144
9.	Number of positive changes in (implementation of) laws & policies on SRHR	44
10.	Number of regional and international agreements that maintain or strengthen progressive language on SRHR	14

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We inspire men and women to be equally caring partner and parents



## 3 Advocacy

### 3.1 Advocacy in the Netherlands and Europe

2019 was a year full of events and meetings, organised and prompted by Rutgers, to raise awareness about the importance of focussing on SRHR domestically and in development cooperation. Below just a few of the highlights.

#### Launch of the State of World Population report 2019

On the occasion of the Dutch launch of the UNFPA State of the World Population Report 2019 entitled 'Unfinished Business: The pursuit of rights and choices for all', an intimate dialogue was organised between the Ministry of Foreign Affairs and young people from the Netherlands as well as – via skype- four young advocates from the Right Here Right Now partnership from different countries. The dialogue focused on young people's ability to exercise their sexual and reproductive rights linked with their opportunities for economic and social development.

#### Working with parliamentarians

Rutgers organised a round table meeting with the Parliamentary Commission on Foreign Trade and Development Cooperation to present the results of the mid-term evaluations of three different strategic partnerships, including the Get Up Speak Out (GUSO) programme, informing the Commission about the importance of structural support from the Netherlands to work on sensitive issues, especially in times of increasing opposition to SRHR. Parliamentarians from six different political parties attended, emphasizing their support for the continuation of this work.

#### Strengthening collaborations with the Dutch Ministry of Foreign Affairs

In 2019 Rutgers worked with the Dutch Ministry of Foreign affairs on multiple occasions. Highlights of these collaborations were the participation of Minister Kaag in the Rutgers Dialogue and the meeting with the Minister in preparation of the Nairobi Summit. On both occasions Minister Kaag proved to be a strong ally in standing up for the SRHR agenda. Constructive discussions were held around policies, financing for SRHR and countering opposition.

#### Collaboration with civil society

Together with the Dutch network on SRHR, Share-Net, and other partners, Rutgers organised four different meetings throughout the year: a debriefing after the UN Commission on Population and Development; a meeting to gather input for the governmental delegation to the Nairobi Summit (for both processes see below); a meeting to gather input for the Dutch position in Universal Health Coverage, and one on reframing our messages. Rutgers also collaborated with the Dutch gender platform WO=MEN and the Ministries of Education and of Social Affairs and Employment in preparation for the 25th anniversary of the Beijing World Conference on Women.

In 2019 the preparatory UN Economic Commission for Europe meeting was held in Geneva. Rutgers spoke in plenary about the importance of comprehensive sexuality education and provided input on SRHR for the governmental statement.

#### European elections and the EU Multi-Annual Financial Framework

In collaboration with Countdown 2030 Europe partners and IPPF European Network, Rutgers has been advocating at EU level. In 2019 the European elections took place and Rutgers took on the role of informing and introducing new Dutch Members of the EU parliament to SRHR and updated them on recent developments. The process around the Multi-Annual Financial Framework continued throughout the year. Rutgers followed the developments closely and informed the Dutch Ministry of Foreign Affairs, Members of Parliament and networks about key issues.





**RIGHT HERE  
RIGHT NOW**

## Domestic

The support for engaged fatherhood has grown in the past years, and paternity leave has been extended. However, in practice an equal work/care balance between parents is far from accomplished. The State of Dutch Fathers 2019 report published by Rutgers shows that fathers do want to spend more time with their children but hardly make use of existing possibilities. Besides the financial consequences, social acceptance within organisation cultures and the existence of positive role models also seems to be important. The cultural shift needed in this regard was discussed with the Minister of Social Affairs and Employment Koolmees and several fathers during the launch of the report in the fathers' centre in The Hague. To support this shift, Rutgers is working with several partners on developing a set of tools, including one to support future parents to make use of the partner leave. This tool supports them in planning who takes leave when and what to discuss with your employer at which moment in time. The Dutch parental leave campaign has attracted a lot of attention, and Rutgers has shared experiences on several occasions in Europe.

## 3.2 International advocacy

### Right Here Right Now programme (RHRN)

Total budget: € 34,667,680

Budget 2019: € 8,172,487

Donor: Ministry of Foreign Affairs – Dialogue & Dissent – 2016-2020

In 2019, advocacy implementation went full speed, building on the investments of the first three years, showing a strong and progressive SRHR presence at national level through our inclusive RHRN advocacy platforms in 10 countries and in the Caribbean, and bringing these voices to regional and international levels and vice versa to strengthen governments' accountability to ensure the fulfilment of young people's sexual and reproductive rights.

The context in which RHRN operates remained challenging. Space for civil society continued to shrink, and opposition to SRHR grew, in particular when working on issues such as abortion, CSE and Sexual Orientation and Gender Identity and Expression (SOGIE). The tragic killing of the trans activist Bessy Ferrera in Honduras, and the attacks faced by LGBT organisations and persons in Senegal were exemplary of the fierce opposition against SRHR. Opposition, insecurity and shrinking space affected RHRN in most programme countries, but also in the multilateral mechanisms, where opposition is well organised and where systems can work against meaningful participation (e.g. no mechanisms for CSO participation in processes). This context underlined the need for strengthened advocacy and holistic safety and security measures.

Despite these challenging circumstances, our RHRN partners were able to contribute to a significant number of successes in 2019. At the country level, these include for example:

- Kenya: The launch of the reviewed School Health Policy and the restoring of the Standards & Guidelines for reducing Morbidity & Mortality from unsafe abortion.
- Senegal: The adoption of a law criminalizing rape in Senegal.
- Uganda: The President, who was actively opposing CSE, now committed to operationalize the National Sexuality Education framework.
- Zimbabwe: The Ministry of Education adopted monitoring tools and SRH specific indicators into their Monitoring and Evaluation framework to track the implementation of the School Health Policy.
- Bangladesh: Increased access to work and training opportunities for the Hijra community.



- Indonesia: The ratification of the Draft Penal Code was postponed, avoiding the discriminatory articles for now, and allowing for more time to advocate for change.
- Nepal: Some local governments allocated budget for adolescent health education programmes, with components of CSE for out-of-school youth, and committed to include CSE in the local curriculum.
- Pakistan: The inclusion of budget for initiatives on young people's SRHR in the Costed Implementation Plan of Punjab.
- Bolivia: The Department Director of Education of Chuquisaca, cancelled the instruction 025/2019 that forced students to participate in the "March for life and family".
- Caribbean: The Ministry of Education of Jamaica revised the Health and Family Life Education curriculum to make the section on sexuality and sexual health more comprehensive. A new version of the Curriculum was released, with an additional section on sex and sexuality.
- Honduras: The admitting of the appeal of unconstitutionality on the right to same-sex.

### Capacity Strengthening

Safety and security, dealing with opposition and building public support have become increasingly important topics of capacity strengthening in 2019. The Rutgers' learning trajectory on dealing with opposition across both the RHRN and GUSO programmes, supported the RHRN platforms in Bangladesh, Indonesia, Kenya, Pakistan, Uganda and Zimbabwe. Insights from all these meetings were captured in the facilitator's guide on 'working on SRHR in times of opposition', which was launched at Women Deliver in 2020.

Furthermore, the advocacy module of the Gender Transformative Approach (GTA) series was finalised. With this module Rutgers started to provide capacity strengthening on how to apply GTA to advocacy, and we saw more concrete long-term advocacy strategies that are gender sensitive and transformative as a result of this support. This was also evident in the UPR shadow report of Nepal. This module was also launched during Women Deliver.

RHRN continued to invest in the inclusivity of its partnership. With support of CHOICE and dance4life, the concept of Meaningful Inclusive Youth Participation (MIYP) has been mainstreamed throughout platforms and programme activities of RHRN. In a number of countries, representatives from youth-led and/or LGBT organisations took up leadership positions in the platform. MIYP action plans have been developed by platforms, which have to be followed through in 2020. And in 2019, also the SOGIE toolkit of our partners HIVOS was finalised, translated into Spanish, Bahasa (and French in early 2020).

RHRN continued to invest in strengthening capacity for advocacy at the regional and international level, facilitating workshops on different global accountability processes, and assisting platforms with the write up of stakeholder submissions and supporting follow up once governments received recommendations. Overall RHRN platforms are more often organising or hosting capacity strengthening activities without consortium involvement. This was an ambition from the programme from the onset, that needed time to evolve.

### 25th anniversary International Conference on Population and Development (ICPD)

At a global level, the 25th anniversary of the ICPD Programme of Action was an important opportunity to hold governments accountable and address persistent gaps in implementation.

Rutgers took the lead in developing the ICPD+25 shadow report, identifying gaps in law, policy and implementation in all RHRN countries and providing country- specific policy recommendations. Throughout 2019 the recommendations were shared with governments on many occasions in 2019.



The UN Commission on Population and Development (CPD) adopted a Political Declaration reaffirming the ICPD Programme of Action. Rutgers joined the official governmental delegation, gave an oral statement on behalf of the Netherlands and coordinated a successful side-event with RHRN, governments of the Netherlands, the Philippines, and South Africa and SheDecides. The anniversary concluded with the ICPD+25 Nairobi Summit in November, a high-level conference to mobilize political will and financial commitments needed to fully implement the ICPD Agenda. Rutgers was actively involved in preparations for the Nairobi Summit, including in its International Steering Committee; a global partnership as well as a concurrent session on comprehensive sexuality education; the RHRN LGBTI reception at the residence of the Dutch Ambassador with the UN High Commissioner for Human Rights; and a concurrent session 'Localizing ICPD Commitments: Youth and Communities' bringing together an inter-generational group of leaders and change-makers to exchange best practices, policy objectives and strategies to inspire change at local level. RHRN country platforms and advocates were actively engaged and spoke at various side-events.

Over 8300 participants gathered in Nairobi; 1250 stakeholders including governments, NGOs, and private sector – made their own commitments, including Rutgers. The commitments from the Netherlands confirm the strong stance of the Netherlands on this agenda, and also national level commitments – instigated by our lobby around domestic issues and useful for follow up – were made. The Summit proved the ICPD agenda is very much alive and there is ample energy to take it forward!

#### **Human Rights Council and High-Level Political Forum**

Rutgers strengthened its advocacy capacity to maintain and strengthen SRHR norm setting in human rights processes, supported RHRN advocates and advocated for young people's SRHR during the June session of the Human Rights Council (HRC). Resolutions on Child, Early and Forced Marriage, Violence against Women and Discrimination against Women amongst others, saw progressive language adopted. Besides this, the mandate of the Independent Expert on Sexual Orientation and Gender Identity was extended. RHRN co-organized a side-event on young people's SRHR and gave various statements. Rutgers co-developed shadow reports for the Universal Periodic Review of Kenya, and the CEDAW review of Pakistan, both to be held in January 2020, with recommendations on young people's SRHR.

In the months towards and during the High-Level Political Forum, Rutgers supported advocates from four RHRN platforms for their countries Voluntary National Review of the 2030 Agenda and the Sustainable Development Goals. With our support, three of these advocates held statements at the UN in New York. A political declaration was adopted at the SDG summit (the HLPF part of the UN General Assembly) in September.

#### **Standing Strong Together**

Total budget: € 2,000,000

Budget 2019: € 986,277

Donor: Amplify Change

Actual implementation of SST started in 2019, when Rutgers collaborated with partners to develop campaigns to support their advocacy work, using value-based messages which were informed by research. Rutgers supported partner organisations in Uganda and Indonesia through a set of workshops which resulted in campaign strategies and work plans. Additionally, Rutgers supported partners to conduct opinion polls and to develop and test value-based messages. An alternative plan was developed for Senegal, where part of the funds will be used for additional research on SRHR, values and

campaign monitoring. Rutgers worked on the development of the research plan, a memo on safety and security and a capacity strengthening module for campaigning. Throughout the programme Rutgers has motivated partners to align the work and strategies of SST with RHRN. To this end RHRN platform members were present at all workshops and provided input to the campaign strategies, work plans and messages. The research results were also shared with RHRN platform members and other relevant stakeholders. Lastly, linking and learning is key in this programme. A mid-term meeting in September, linked to the Human Rights Council Session in Geneva, enabled us and our partners to exchange any learnings and challenges so far.

### 3.3 Challenges & Lessons learned

The Global Meeting on RHRN post 2020 - sustainable strategies to achieve social and political change for the sexual and reproductive health and rights of young people, known as 'the 'Naivasha meeting' proved an important space to reflect on challenges and lessons learned, and the wider context in which Rutgers and our partners operate. Many strategic areas were addressed, including claiming civic space for CSOs and young people, innovative ways to limit the influence of opposition groups, how to better strategize for mobilizing public support, and model approaches to strategic partnership and country ownership.

The influence of groups opposing sexual and reproductive rights, gender equality, and human rights overall, asks for different approaches to achieve our goals, Rutgers kept investing in learning about different approaches. In 2019 we invested in operational research to identify different successful strategies to counter opposition. We linked up with Communities of Practice to exchange ideas on this topic and developed new materials to support our partners.

Not only do these opposing groups make it more difficult to reach our goals, they also put our partners at risk. Attacks faced by LGBTI organisations posed a major challenge to the RHRN programme in several countries. These were triggered by external factors, but did, however, affect the programme directly and caused a lot of tension in country platforms. Rutgers coordinated closely with other organisations involved, including with Frontline Defenders, to keep people safe and the programme running as far as possible. To learn from this, Rutgers included specific attention to the inclusion of sexual orientation and gender identity issues in operational research. Results of the study will be available early 2020 and will feed future SRHR programming. Additionally, Rutgers will further develop its safety and security plans.

Furthermore activists face visa denials and barriers at airport customs. This affects specific groups, including transgender activists and sex workers. Rutgers also saw an increase in denial of visas for African activists trying to access regional spaces by countries which are hosting important events that RHRN activists wish to attend. As a way to mitigate this, platform members who already have visas from earlier visits were encouraged to register as backup in case visas would not be granted to the first participant.

To address structural inequalities, intersectional approaches are showing to be needed. The RHRN partnership has been increasingly investing in ensuring that capacity strengthening efforts on e.g. Meaningful Inclusive Youth Participation (MIYP) and Sexual Orientation and Gender Identity and Expression (SOGIE) are not stand-alone exercises, but are integrated into all the other work. Existing tools of ARROW and HIVOS are an important added value, and a possible tool developed for interlinking key approaches and issues will be further explored in 2020.

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We empower people through education and improving access to information and services



## 4 International programmes, research and resource mobilisation



### 4.1 Introduction

The international programs department focusses mainly on the overarching themes of Comprehensive Sexuality Education, Sexual and Gender Based Violence and Access to contraceptives & Safe Abortion. The international programs have a huge variety of end users, including children in and out of school, teachers, parents, policy makers, etc. We operate in over 15 countries with our different programs, all in alignment with the Rutgers strategy. Our work is multi-disciplinary, so in each program, staff members of the Advocacy, Research, Communications and Facilities & Finance team are part of the different programs. We highlight our main programs in this year report.

### 4.2 Consortium programmes

#### **Get Up Speak Out (GUSO) – Implementation & consortium**

Total budget: € 39,590,000

2019 budget: € 3,545,212

Donor: Ministry of Foreign Affairs – SHRH Fund – 2016-2020

*Get Up Speak Out (GUSO) is a five-year programme developed by a consortium consisting of Rutgers, CHOICE for Youth and Sexuality, dance4life, the International Planned Parenthood Federation, Simavi and Aidsfonds. GUSO is being implemented in seven countries, i.e. Ethiopia, Ghana, Indonesia, Kenya, Malawi, Pakistan and Uganda. The change the Consortium envisages is that all young people, especially girls and young women, are empowered to realize their SRHR in societies that take a positive stance towards young people's sexuality.*

For GUSO, 2019 was a full year of implementation, with great achievements made in all GUSO countries. In addition, it marked the beginning of the final phase of the programme. While the implementation continued, there was also special attention for setting up operational research in the countries. Also, first preparations started for the end evaluation of the programme in 2020, in particular Outcome Harvest training for all NPCs and PMEL advisors. There was also extra attention for the transition phase of the programme: after 2020 the programme will stop. But this in no way means that the work will also end. Therefore, partners and alliances were invited to think about how to adapt to the post 2020 era. The country alliances took this up very seriously. Specific support was arranged to help the National Programme Coordinators (NPCs) working on the financial resilience of their alliances.

In 2019, there was continuation of the work as part of the programme cycle. This included the in-country write shops, where alliances worked on their Annual Reports, and outcome harvesting workshops to look at the overall results. The annual Coordinators Week took place in September, organised in Ghana. A mix of content sessions in Accra (including an in-country event in the presence of the Dutch ambassador) and field visits to members of the Ghanaian SRHR Alliance in Tamale showcased the work done in Ghana. In June, GUSO and its in-country alliances attended the Women Deliver conference where they shared the results of the programme and increased visibility by having a GUSO booth.

Rutgers (with its expertise in CSE) continued in 2019 to strengthen the capacity of CSO by holding refresher trainings to implement the Whole School Approach for Sexuality Education (WSA) – used in Ethiopia, Indonesia, Kenya and Uganda – which provides a scaling up model to ensure more sustainable sexuality education by including everyone in and out of the school setting to create an enabling, safe and healthy learning environment in the school.



Moreover, over 34 million people have been reached by campaigns and (social) media under the GUSO programme and over 9000 parents, religious/community leaders and teachers, were structurally involved in the implementation of the programme in 2019, with the aim of increasing acceptance and support for young people's SRHR. Also, through advocacy efforts, we aim to contribute to a more enabling environment for young people. Through Outcome Harvesting in Uganda, Malawi and Kenya we can see that some significant intermediate and smaller outcomes have been reached. For example, in Uganda, Sexuality Education sessions were incorporated in the academic timetable and in Kenya religious leaders signed an agreement to support AYSRHR in Kisumu County. In Indonesia, we also saw some concrete outcomes, like the commitment of local government to support CSE using local government budget. And in Malawi, we saw some progress in the alliance's advocacy goal to have the Termination of Pregnancy Bill tabled and passed by Parliament.

Furthermore, in 2019 the GUSO alliances established stronger relations with important stakeholders and programmes such as Right Here Right Now (RHRN) and the Partnership to Inspire, Transform and Connect the HIV response (PITCH) which will help in their advocacy activities in the remaining year of the GUSO programme, but also in their work beyond the GUSO programme.

#### *Lessons learned*

In 2019, we learned that the Flexibility Fund project in Uganda had added value to the GUSO programme. Operational research showed that it has a markedly positive effect on those who are participating in the project as Community Healthy Entrepreneurs: lives have been improved due to increased income, greater knowledge of health topics through training, having direct access to medicines and health tests, and increased confidence and social standing in their communities. Moreover, improved access to health services, medicine and products, and improved ability to treat people and make referrals to health centres were key findings. Entrepreneurs reported increased testing for HIV and STIs and increased condom use, both by themselves and in their communities, particularly among young people. The communities benefited from having a local point of contact for health services, assistance and referrals. The positive impact on health outcomes extended beyond the entrepreneurs themselves and into their communities.



In 2019, the GUSO country alliances set up different structures or 'youth-led collaborations' enabling young people to have a bigger voice within the GUSO programme. Having a YAC (Youth Advisory Committees) is a good example. Uganda was the first alliance to establish a YAC. The alliance asked each partner organisation to nominate two young people and from this group a national and regional YAC was formed. Two YAC members have a seat in the National Steering Committee (NSC) of the alliance and are expected to bring forth young people's ideas and concerns. In 2019, alliances in Ethiopia, Ghana, Kenya and Malawi adapted the YAC structure to their own context. In Malawi, youth clubs established by the government at community and district level, were capacitated to implement GUSO activities. Because these are existing structures that have been established by the government, they will continue to exist after the GUSO programme ends. Many more great examples of youth-led collaborations have been put in place by the alliances.

Many positive effects of youth-led collaborations were achieved throughout the year. Young people reported more knowledge on SRHR, increased credibility and respect in their community, and having gained leadership and other skills. Above all, they reported that when coming together with other young people, synergy enhances their achievements. Partner organisations and alliances mentioned having more young people on their boards and at other decision-making levels, and programmes achieving better targets. Partners and alliances also felt inspired by the youth-led collaborations, showing innovative methods of implementation of the programme (e.g. soccer matches for awareness

raising, variety shows). At beneficiary level, the findings suggest that because young people know their peers in partner organisations and what they do, they can make more efficient referrals and offer young people a more complete package of information and services. Some common obstacles found in both countries included some adults still not accepting youth leadership and not being supportive of this, young people not being adequately engaged in budgeting and planning of their own, and a lack of budget allocation for youth-led activities.

The final lesson learned relates to a sex-positive approach in CSE. Operational research was conducted in the Ghana and Kenya alliances on whether and how partner organisations can work with a sex-positive approach. Discussions with CSE facilitators (teachers and peer educators) showed that mostly it remains difficult to talk about sexuality explicitly due to conservative socio-cultural and policy contexts. Some of the CSE facilitators did manage to use a sex-positive approach because they were able to separate their own values and beliefs from facts and young people's realities. They were very motivated to address young people's realities (teenage pregnancy, sexual activity). They attended several trainings that enabled questioning of long-held beliefs and norms. The study also found that learners enjoy CSE lessons when engaging with people close to them who have a positive attitude to sex. They mentioned that they would like to learn more about: how to manage relationships, contraceptives including emergency contraception, and have more clear information on abortion (Ghana) and on sexual orientation (Kenya). It also became clear that many learners access information online, in particular pornography websites, and they tend to share this online information with friends. It became crystal clear from the study that there is a need for more tools to help facilitators to acquire the language to address sex positivity, reconcile religious values with CSE values and principles, and to create more opportunities for sex-positive CSE facilitators to meet and discuss with like-minded people.

#### *Risks & Mitigation*

2019 marked increased vocal opposition, with online attacks to the alliance in Indonesia, and resistance from religious leaders towards the National Sexuality Education Framework in Uganda. Rutgers organised learning meetings and developed strategies around this topic. For instance, during the Coordinators Week, the NPC's were able to exchange and discuss different opposition methods used and how to mitigate these; at the Women Deliver Conference our facilitator's guide on dealing with opposition was presented; and Rutgers developed materials around value-based messaging and framing.

#### *Gender Transformative Approach*

A priority area for Rutgers is advancing the integration of a gender transformative approach (GTA) in SRHR programming. Good progress was made in 2019. Eighteen GTA master trainers from different programmes (GUSO, YIDA and Prevention+) - who were trained by Rutgers in 2018- further integrated GTA in their work and helped other organisations to become increasingly aware of the value of addressing gender and power in SRHR programming. Furthermore, Rutgers published its training module on the application of GTA in Comprehensive Sexuality Education (CSE), which was well received during a webinar (attended by 76 people from all over the world) and made available for free on the Rutgers' website. Per end of 2019, a total of three interlinked modules of the gender transformative toolkit were finalised and can be accessed [here](#). In 2019, a group of Kenyan SRHR health professionals was trained twice on integrating GTA in youth friendly SRHR services, as part of the GUSO research trajectory on the implications of GTA trainings on the quality of youth friendly services on SRHR. The research trajectory has shown very positive results in terms of increased awareness on gender and power relations, ability to talk openly about sexuality with young people and respect for young people's SRHR needs.



## PREVENTION+

### Prevention+

Total Budget: € 15,000,000

Budget 2019: € 3,404,950

Donor: Ministry of Foreign Affairs – Flow – 2016-2020

*Prevention+ is a five-year programme that addresses inequalities between women and men by working with men – as partners with women – to be agents of change in promoting healthy masculinities based on equality, caregiving, and non-violence.* The programme strategy aims to scale up evidence-based Gender-based violence (GBV) prevention programmes (with young men), in strategic partnerships with the communities, public institutions and civil society organisations to achieve positive and equal gender norms and reduce men's use of GBV. Rutgers, together with consortium partners Promundo, and Sonke Gender Justice, carries out this programme across Indonesia, Uganda, Rwanda and Lebanon



One of the main focuses of the Prevention+ programme in 2019 in all countries was to strengthen the capacity of the different institutions and structures involved (schools, media, CSOs, health institutions, police, etc.) to ensure sustainable implementation as 2020 is the final year of the programme. Staff were trained and empowered to promote the prevention of Gender Based Violence enabling them to provide quality gender-sensitive information and services, and to support women's empowerment through their everyday work. Prevention+ provided numerous Gender Transformative Approach (GTA) workshops and tools, and training in the implementation of these tools to staff of relevant institutions and networks. To date, a total of 7,465 staff members in healthcare, education, social welfare and justice were trained in gender transformative approaches in addition to 5,645 community facilitators.

The programme continues to receive great support from stakeholders at various levels, giving high hopes for sustainable impact of the interventions. Up to now, 2,226 targeted policy- and law makers, donors or development partners attended trainings and events on GBV prevention and gender justice. Moreover, Prevention+ shows promising results towards the objective of engaging men and boys in preventing gender-based violence and the long-term sustainability of this work at scale, in terms of government buy-in and institutional uptake, as well as the impact at the individual and community levels. To conclude, the programme is well on track towards achieving output targets and demonstrates progress towards the outcomes.

Like other programmes, unfortunately, all Prevention+ activities in Pakistan ended in October 2018. Rutgers investigated opportunities and wrote a plan for the reallocation of funds which was approved by the Ministry of Foreign Affairs. The funds were reallocated to strengthen the Prevention+ programme in Indonesia and Lebanon and towards a more rigid final evaluation of the programme.

#### *Lessons learned*

There is increased acknowledgement within global women's rights movements that the strategy of gender-transformative work with men and boys has a lot of potential to prevent violence. Prevention+ partners have steadily improved collaboration with these movements and have become more able to make significant contributions through their gender transformative strategy. Over the course of the programme, Prevention+ has increasingly been making progress in women's leadership within the Consortium and has been getting quite strong in accountability practices towards women's rights organisations. After four years of intensive collaboration, women's rights organisations now consider Prevention+ to be a holistic programme that focuses on male involvement as a key entry point to addressing women's rights issues. The Consortium will continue to strengthen country-level accountability practices in 2020.

### *Risks & mitigation*

The continued rise of fundamentalist and conservative (political) parties and sentiments has had a significant impact on the national and international gender-justice field over the last years. This was also a finding of the Mid-Term Review. Following the Mid-Term recommendations, country programme teams learnt to successfully develop entry points and structural plans for programming without losing the core principles of implementation. To support Prevention+ partners in this regard, the linking and learning event, Prevention of GBV in Times of Rising Conservatism, was held in March 2019 in Rotterdam.

Another risk in 2019 was the shift in the political context in two Prevention+ countries. The programme team's priority throughout this time was the safety and security of staff and participants. Although the political context caused delays and operational challenges, a lot of the work could still be carried out through flexibility and problem solving in implementing activities.

### **YES I DO Alliance (YIDA)**

Total budget: € 5,671,342

2019 budget: € 904,217

Donor: Ministry of Foreign Affairs

*YES I Do is a strategic alliance consisting of five Dutch-based organisations: Plan Nederland (lead), Rutgers, Amref Flying Doctors, Choice for Youth and Sexuality, and the Royal Tropical Institute. YIDA strives for a future in which girls (and their communities, and nations) are no longer subjected to the debilitating and poverty-inducing impacts of child marriage, female genital mutilation/cutting (FGM/C) and unwanted teenage pregnancy. The programme targets six countries: Ethiopia, Kenya, Malawi, Mozambique, Zambia and Indonesia. YIDA stopped working in Pakistan due to the shrinking space for civil society.*

In 2019, Rutgers remained active in all YID Alliance countries except Mozambique. Within the country-specific Theories of Change, Rutgers was particularly responsible for access to quality SRHR education/information, and for strengthening a supportive environment to prevent teenage pregnancies, early marriage and FGM/C. Among others, we worked together with schools, teachers, school clubs, (youth) community committees and health workers. In 2019, we also increasingly focussed on parents, religious and traditional leaders, cultural initiators and out-of-school youth, such as bicycle and motorcycle taxi drivers in Kenya called 'boda boda riders'. Rutgers is furthermore highly committed to strengthening the capacity of partner organisations to work with a Gender Transformative Approach (GTA), and positively engaging men and boys. For this purpose, Rutgers developed a manual to integrate GTA into existing Comprehensive Sexuality Education (CSE). Zambia serves as partner in the pilot that aims to reinforce work with government officials and schools regarding the transformation of harmful gender norms.

YIDA is largely on track. Rutgers, through its partners, reaches almost 23,000 young people with CSE. More than 20,000 adolescent girls and boys between 15 and 24 years utilise SRHR services now. In addition, 13 new networks consisting of change agents were set up. In 2019, YIDA witnessed more space for CSOs in Ethiopia. The adoption of a more democratic regulatory framework allows our partner to intensify lobby and advocacy activities. A lobby & advocacy training provided by Rutgers in February 2020 laid the foundations for this. The year 2019 also saw alliance partners in Malawi strongly working with community leadership structures on enforcement of the community by-laws that were established through YIDA. Progress was made whereby chiefs (village heads and group village heads) now stand a chance of losing their chieftainship if the particular chief is tolerating child marriage and teenage pregnancies and the community by-laws are not being enforced.



### *Lessons learned*

Two examples showcase that lessons learnt are continuously fed back into YIDA' programme implementation.

One of our Kenyan partners decided to add inter-generational dialogues next to parent sensitization meetings as they both reinforce each other. Now the parents receive information on CSE, FGM/C and child marriage through the sensitisation meetings while the pupils get CSE in class. They both have dialogue sessions as a platform to share ideas and discuss SRHR issues. Both approaches play an important role in widening the space around discourse on CSE within the family and community, changing the perception in openly discussing harmful cultural practices.

In Indonesia, engaging multi-stakeholders is most of the time critical in achieving specific objectives. This learning applies not only to CSE but also to advocacy around regulations, bylaws and budgets. Concrete example: advocating for sustainable operation of the integrated youth-health services posts ("Posyandu Remaja") at village level. As it is regarded to be a health intervention, there was a tendency to only work with stakeholders from the health sector, such as community health centres ("Puskesmas"), village midwives and the district health office. Of course, traditional stakeholders are key to the success of Posyandu Remaja. But when it comes to daily operation (providing space, budget, human resources, giving 'blessing' as the legal basis to operate, etc.) other players also exercise power. The strategy to engage more stakeholders and actors - such as village heads, youth groups, religious and community leaders - is slowly showing a positive result. Increasingly, Puskesmas make Posyandu Remaja mandatory, thanks to explicit demand expressed by village heads and youth groups.

### *Risk & Risk mitigation*

Periods of political instability affected YIDA to some extent in 2019. While Ethiopia witnessed civil unrest, in Malawi the results of the tripartite elections were challenged before courts. Project activities were deliberately planned to avoid protest days for the safety of the officers and of course community members.

Increasing conservatism is exacerbating harmful gender norms in Indonesia. Despite positive developments on child marriage, the situation and progress on other SRHR issues remain concerning. As a result, partners have strengthened their security measures to protect SRHR advocates.

The programme in Indonesia had to be adapted. With one of the partner organisations, there was a severe breach of the ethical code by a senior staff member. An intense investigation took place leading to the ending the contract with the partner organisation. A support system for victims was put in place. The implementation of the programme continued but Rutgers WPF took over the lead in agreement with the local alliance.

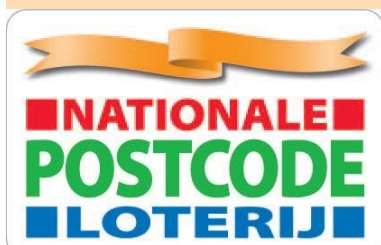
### **She Makes Her Safe Choice programme**

Total budget: € 11,900,000

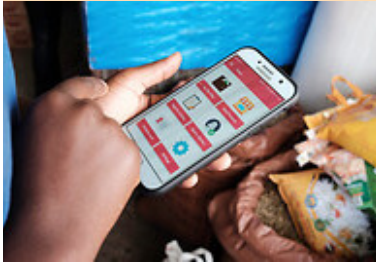
2018-2019 budget: € 5,829,875

Donor: Nationale Postcode Loterij (NPL), Dream fund

*She Makes Her Safe Choice is a four-year programme in which Rutgers and the non-profit social marketing organisation DKT International aim to drastically reduce the number of unsafe abortions, by improving access to safe abortion services and care. Starting in 2018, this programme is rooted in the SheDecides movement; one of the focus areas of SheDecides is the right to safe abortion, as important aspect of freedom of choice for women and girls worldwide. In 2019, the She Makes Her Safe Choice programme was implemented at global*







level and in Ethiopia and Kenya in collaboration with several in-country civil society partners.

Overall, the programme was well on track with its Supply, Demand and Support components. Regarding the expected impact on Supply, good progress has been made, including the prevention of > 7,000 unintended pregnancies and > 43,000 unsafe abortions in Ethiopia, and the prevention of almost 6,000 maternal deaths and > 1.8 million unsafe abortions at global level. These positive results can be explained by commodity procurement: DKT Ethiopia completed their 2019 targets for Medical Abortion (MA) and Manual Vacuum Aspirator (MVA) distribution, and at global level, DKT WomanCare Global distributed more MVA kits than planned, reaching 90 countries in 2019.

Distribution of commodities was combined with training of service providers such as healthcare workers and pharmacists in Ethiopia and Kenya. In addition, under the Demand component, awareness raising at community and individual levels advanced well, such as through consumer- and provider-focused contraceptives campaigns in both countries. Partner Well Told Story in Kenya started implementing their campaign on creating safe spaces for girls in crisis (unintended pregnancy). A combination of push messages via mobile phones, story lines via 900,000 Shujaaaz comic books, and conversations on social media and in three radio shows, resulted in young people talking about the crisis of pregnancy and encouraging peers to seek assistance (referral).

In the Support component, advocacy took place at different levels. Global-level advocacy by Rutgers and DKT resulted in several panels and presentations during conferences and international events on the programme's approach to ensure access to safe abortion, and promotion of DKT's safe-abortion methods: the Manual Vacuum Aspirator (MVA) and Medical Abortion pills (MA). Rutgers also made a strong commitment on abortion at the ICPD+25 Nairobi Summit, and contributed to IPPF's commitment. In Kenya, national and community-level advocacy by our partners contributed to the reinstatement of the Standards and Guidelines on maternal mortality, and the development and foreseen launch of the Post Abortion Care Guidelines (Q1 2020).

Through social media and other communication activities, awareness was raised on the need to reduce unsafe abortions and information was shared on the impact the programme is making on people's individual lives, amongst others, by collecting and documenting case stories. On International Safe Abortion Day, 28 September, Rutgers launched an animation video, showing the urgency of and need for access to safe abortion and shedding a light on the unique approach and partnerships of the programme *She Makes Her Safe Choice*. The animation (with French and Dutch subtitles) can be viewed [here](#).

#### *Lessons learned*

A combination of operational challenges, shipment/clearance delays of MA and MVA products, slow/non- approval of marketing materials by the Pharmacies and Poisons Board, and the persisting stigma and taboos around abortion persisting in Kenya, caused delays to the programme in Kenya, in particular in achieving the targets on distribution of commodities and marketing materials. Although important impact was achieved in Kenya, working in a more conservative environment requires continuous adaptation and reflection on (alternative) strategies to be applied.

#### *Risks and risk mitigation*

In Kenya, given the more conservative context regarding SRHR and safe abortion, continuous monitoring and strategizing took place in broader civil society coalitions, such as the Right Here Right Now platform, on how to prevent and mitigate the impact of opposition on achieving the programme's objectives. In Ethiopia, insecurity in-country limited the ability of partners



to provide trainings and to do outreach. So far, partners have been able to mitigate the impact on achieving the objectives of the programme, for example, by shifting trainings to more secure locations (Ethiopia) and creating online messages instead of flyers and billboards (Kenya).

#### **Hello I Am**

Total Budget: € 3,476,540

Budget 2019: € 1,123,034

Donor: IKEA foundation

*Hello I Am is a four-year programme in Bangladesh aimed to reduce rates of child marriage, school drop-out and teenage pregnancy. Hello I Am combines large-scale edutainment and community interventions.* The edutainment component of the programme is delivered by BBC Media Action, who produces television and radio edutainment programmes which raise awareness about child marriage, school drop-out and teenage pregnancy, promoting alternative behaviours, attitudes, or beliefs and providing support and advice on these topics. The television and radio shows are broadcasted nationally. The community components of the programme are delivered by implementing partners PSTC, DSK and RH STEP, with technical support from Rutgers. The community components include youth and parents' groups, community campaigns, and engages community leaders through local advocacy. The programme runs from 2017 to 2020.

In 2019, Hello I Am continued to be well established in communities, reaching 17,464 young people and 17,108 parents and family members through awareness-raising activities, community fairs, and youth-led drama shows. These numbers represent the greatest reach of any year since the programme began, particularly amongst parents and community members where the reach increased by almost 50%. 2,144 young people joined youth groups and followed a curriculum to learn about child marriage and related issues and were reported to be more outspoken in voicing their opinions against early marriage within their families. The youth groups also provided adolescents with more confidence in talking about ideal roles and responsibilities in the family, a highly noticeable change from the usual expected behaviour. In parallel 2,146 parents joined parent groups addressing the same issues around child marriage. About one in ten participants of these youth and parent groups went on to form local level network groups, creating their own action plans that included early marriage prevention advocacy at local level.

The programme continued broadcasting 50 episodes of the radio show "Hello Check", which received more than 4,000 SMS messages in response from listeners. The Hello Check! Facebook page posted a total of 90 'contents' consisting of infographics and videos, running to a total of 1,599,611 'audience engagement'.

Rutgers strengthened the linkages between the community and the edutainment component of the project. The edutainment materials developed in the project for large-scale nationwide screening and broadcasting were also used for community screenings. Partners in the programme conducted trainings for community volunteers on how to effectively use the available edutainment materials for dialogues with community members. Furthermore, support meetings for volunteers were held that discussed ways to improve the volunteers' capacity in interacting with adolescents and other people in the community.

Operational research completed in 2019 demonstrated that the community screenings and dialogues changed attitudes and increased dialogues within families on SRHR topics. The research showed increased understanding of the

participants about the risks and implications of child marriage and eve teasing. The screenings created a buzz in the community and sparked discussion within families and in the wider community about child marriage, girls' education and eve teasing. Fathers and boys experienced the biggest shift in attitude around the role of women and the value of investing in girls after the screenings.

Increased collaboration took place in 2019 between Hello I Am partners and the Right Here Right Now Bangladesh platform, the Girls not Brides network and Share-Net in, for example, organising events together.

#### *Lessons learned*

Through the HIA project we learned that edutainment is effective entry point to connect with communities to discuss sensitive topics on SRHR and child marriage. Encouraging youth-organised drama and plays is a positively accepted approach and can be tailored to include our messages. We are sharing this learning through the 10th Asia Pacific Conference on Reproductive and Sexual Health and Rights to be held in Cambodia in May 2020.

#### **Centres of Excellence on Youth Centred Programming**

Total Budget: € 5.832.543

Budget 2019: € 2.170.100

Donor: IPPF & Global Affairs Canada

*The Centres of Excellence on Youth Centred Programming is a combination of two initiatives that have been tendered out by IPPF to Rutgers.* The aim of the combined programme is to strengthen implementation and scaling-up of best practices related to the youth-centred approach, including the provision of comprehensive sexuality education and youth-friendly services in three regions, respectively Latin-America, West-Africa and East-Africa. This project is implemented together with three Member Associations of IPPF: Association Togolaise pour le Bien-Etre Familial (ATBEF) in Togo, Centro de Investigación, Educación y Servicios (CIES) in Bolivia and Family Health Options Kenya (FHOK) in Kenya. Rutgers carries out the programme management, provides technical advice to the Member Associations of IPPF and supports the establishment of three regional centres of excellence on youth centred programming in the three regions as well as establishing a global centre of excellence on youth centred programming at Rutgers. The programme runs from April 2019 to December 2021, however both Rutgers and IPPF have the ambition to sustain the centres of excellence approach after the project is ending.

In 2019, the implementing Member Associations in Bolivia, Kenya and Togo have increased their delivery of Youth Friendly Services to young people and are increasing the provision of CSE as well as creating more support at community level for this. The total of 202,496 sexual reproductive health services provided to young people by the 3 Member Associations exceeded the forecasted number of 187,000. Regarding the provision of CSE, the MAs have been able to train a high number of peer educators, teachers and facilitators in CSE. This has not yet fully translated to reaching the originally estimated 39,200 young people. However, innovative strategies are being implemented to catch up on this indicator, specifically by reaching more young people out of school through diverse channels.

The Member Associations have succeeded in providing gender transformative awareness training to community members, with still some work needed to also reach the forecasted number of community leaders.

The intention of the programme is that the best practices in Bolivia, Togo and Kenya on youth centred programming will have a regional spillover effect, resulting in improved quality of youth-centered programming in other countries in the region. While the implementing MAs are developing and revising best



practice tools and putting action plans in place as part of the establishment of regional centres of excellence, more efforts are required in the upcoming project year to put the elements in place required to establish centres of excellence in youth centered programming.

### 4.3 Francophone program & projects

#### **Burundi joint programme 'Menyumenyeshe'**

Total Budget: € 1,934,952

Budget 2019: € 525,836

Donor: Embassy of the Kingdom of the Netherlands in Burundi

*The five-year (2016-2020) joint programme 'Menyumenyeshe' (consortium of CARE/lead, Cordaid, UNFPA and Rutgers) aims to improve the sexual and reproductive health of adolescents in Burundi. Rutgers is technical advisor on SRHR, including CSE, to the consortium and its partners and lead in Monitoring and Evaluation and Operational Research.*

Technical advice was provided to support the introduction of the "Whole School Approach", by advising on the adaptation of tools to the Burundian context and sharing of knowledge and experiences on its application in practice. This Whole School Approach aims for increased sustainability and scale of school-based Adolescent Sexual and Reproductive Health and Rights (ASRHR) promotion, including sexuality education, by increasing the ownership of schools and the commitment of local actors including parents, health providers and government officials. A pilot started with 20 schools in 2019, which will be scaled up in 2020.

Another example of the technical advisory role related to meaningful youth participation. To strengthen the level and quality of youth participation in the programme, Rutgers organized a youth exchange in collaboration with YAGA during which youth shared their views and suggestions on how they can participate in the programme's implementation and governance. To inform and involve other youth actively, social media was used, including the production of videos and blogs.

The lead role in Monitoring and Evaluation included the coordination of the external Mid-Term evaluation which was conducted late 2018, early 2019 and the reflection and planning activities that followed to integrate recommendations into the Programme.

#### *Lesson learned*

Originally, the set-up of the monitoring framework consisted of continuous monitoring and documentation of results at output level, whereas documentation of changes at outcome level (e.g. changes in knowledge and skills of the target group of youth) was 'only' foreseen during the end line. However, in dialogue with the consortium and the donor, it was realized that more effort was needed to document changes at outcome level, in an earlier stage. Therefore, a first Rapid Appraisal was conducted end 2019 in 2 provinces. Even though non-representative given the limited scale of research, it provided useful, qualitative information on the outcomes of the programme in relation to young people's knowledge on sexual and reproductive health, their behavior and their utilization of health services. In the end line evaluation that is conducted in the beginning of 2020, a similar focus to changes at the level of target groups will be given.

## **Accelerating the agenda on comprehensive sexuality education in the countries of the Ouagadougou Partnership (Ivory Coast, Guinea, Mauritania and Niger)**

Duration: January 2018-August 2019

Total budget: € 57.281

Budget 2019: € 27.848

Donor: Embassy of the Kingdom of the Netherlands in Benin, via Intrahealth International

In the context of its Civil Society for Family Planning project, Rutgers provided technical support to IntraHealth International aimed at contributing to the quality of CSE materials and capacity in the above-mentioned countries.

In the first half of 2019, support was provided to IntraHealth in the review of a regional CSE manual as well as in the development of teacher training programmes. Besides, Rutgers co-facilitated a regional meeting on CSE development and use of technical innovations for the Technical Working Groups that were set-up in the 4 countries to advance CSE and were composed of different Governmental ministries and civil society organisations. Rutgers also supported the National Technical Working group in Ivory Coast with the development and further improvement of CSE modules and materials.

### **4.4 Indonesia Country office**

Political, sociocultural, economic and legal environment during 2019

Rutgers WPF celebrated a notable win from the enactment of National law number 16/2019 on the revision of Law number 1/1974 (popular as the Marriage Law) that increased the minimum age of marriage for both men and women to 19 years old. The Supreme Court is now also in consultation with the Ministry of Religious Affairs (MoRA) and the Ministry of Women Empowerment and Child Protection (MoWECP) to develop a government regulation on Marriage Dispensation. This initiative is important in closing the critical backdoor mechanism that allows child marriage to occur upon approval of caregivers and/or other adults.

Child marriage has also been included among the key issues to be addressed in the Midterm National Development Plan (in Indonesian called RPJMN). An official mention in the RPJMN agrees to speeding up the establishing of comprehensive programming across sectors at all government levels, for instance, in the national strategy to prevent child marriage (led by the Ministry of National Development Planning - MNDP or Bappenas in Indonesian), and the National Action Plan and Ministerial Regulation on Ending Child Marriage (led by MoWECP or KPPPA in Indonesian). At district and village level, we documented similar positive developments such as the adoption of District Regulation on Increasing the Age of Marriage in Lombok Barat. While these are notable positive developments, nevertheless, we remain critical of a potential miss-match in processes such as at national level between the relevant ministerial offices. For instance, we are particularly concerned about the scope of strategies, whether the ministry of education will prioritize CSE at school level and then how the ministry of health will respond to this since it is responsible for the health programme.

#### *2019 Programme Achievement*

In 2019, Rutgers WPF absorbed as much as 89% of the total funds received (33 billion IDR/equivalent to 2 million Euro, with an exchange rate of IDR 16,000). YID and GUSO decided not to use the rest of the 2019 budget, while Prevention+ carried forward the 2019 unspent to the 2020 budget, mainly to carry out the ETR (End-term Evaluation).



In 2019, seen as a strong year to achieve quantitative targets, 90% of all country indicators met the target set by Rutgers and its implementing partners. The Indonesian team will focus on three issues throughout 2020 namely: Sustainability, Show-chasing the results and lessons learned (including knowledge products, programme techniques and budgeting), and programme handover to the Indonesian government at both national and sub-national levels.

#### *Organisational Management and Visibility Effort*

On average, throughout 2019, Rutgers Indonesia was run by 19 staff. Since March 2019, the policy of working from home on Friday has been implemented and based on a survey conducted among all staff, they greatly appreciate this decision because it reduces the stress level of the team, especially those who need more than three hours a day to travel back and forth to the office. The commute also reduces the CO2 emissions, which are high in the Jakarta area. Nevertheless, more in-depth research on work effectiveness is necessary while this policy is being implemented to achieve better monitoring and deliverables.

To increase visibility and merge all activities in one event, the first Indonesian International Conference on Reproductive Health and Family Planning was carried out successfully in September. Rutgers had an essential role in the event as the organisation leading the joint conference with Gadjah Mada University. A total number of 800 participants were present from both International and national levels. Furthermore, through various social media channels, Rutgers reached as many as 55,434 followers both through Facebook and Instagram. The number of people reached by various content was 70,276. Of these 70,276 people, the majority were women (65%), aged between 25-34 years, most of them living in the Jakarta area. Most users accessed the information on Thursday at 6 pm. This number was lower than targeted due to the political and social situation in the first quarter of 2019. Rutgers Indonesia decided to keep a low profile so that social media channels were somewhat less activated.

#### *Risks and Risk mitigation*

Natural disasters such as earthquakes, landslides, flooding, etc. are part of the lived experiences of the work in Indonesia. The office in Jakarta is working on how to deal with these risks in the programme (evaluating different scenarios) and how to mitigate them. For some natural disasters, it may take time before the programme can continue its work.

During the general and presidential election, for safety and security of staff and the overall programme, we decided to postpone the execution of activities related to campaigns and advocacy. At local level, we were extra cautious during the period of campaigning and balloting of district and village-head elections. For instance, we postponed activities that engage religious, traditional, and community leaders to avoid the programme being caught up in the political narratives. We also learned from the general and presidential elections how SRHR can be used to attack political opponents. Therefore, to avoid potential long-term impact on the programme and ASRHR movement, we considered this measure important.

We took note that the widespread opposition towards human rights - programme, advocates, organisation promoting it, etc. - is harmful for any social movement. Particularly on ASRHR issues, groups such as AILA<sup>1</sup>, have persistently used SRHR-focussed organisations – One Vision Alliance (GUSO Alliance in Indonesia), ARI, Rutgers WPF, etc. – as an example to argue that

<sup>1</sup> AILA stands for Aliansi Cinta Keluarga (free translation: Family Love Alliance). This organization has been growingly influential in conservative movement on anti-feminism and criminalization of out-of-wedlock sexual relationships including for LGBTQ communities.



the 2019 democratic movement<sup>2</sup> led by youth has an agenda to promote legalisation of LGBT 'behaviour'.

## 4.5 Resource mobilisation

For the Resource Mobilisation Unit 2019 was guided by the call for proposals from the Netherlands Ministry of Foreign Affairs. To prepare, a Theory of Change training was conducted by Intrac (8-10 May 2019) for involved staff from the Advocacy, International Programmes and National Programmes Departments. In June the Minister published the long-awaited Policy Framework for Strengthening Civil Society (Hoofdlijnen Beleidskader Versterking Maatschappelijk Middenveld) which outlined a restructuring of the subsidy modalities in two funds: the Power of Voices and the SDG5 Fund.

Subsidies for both SRHR lobby and advocacy and implementation programmes could only be requested through the SRHR Partnership Fund. This necessitated Rutgers to integrate two programmes already under development: the Right Here Right Now 2 (RHRN 2) and Scaling CSE programmes. As further ministerial guidelines emphasised lobby and advocacy, we opted to build the new programme on the achievements of RHRN, but with a central sexuality education component. The RHRN 2 consortium, led by Rutgers, consists of RNW Media (Netherlands), Choice for Youth and Sexuality (Netherlands), Asian-Pacific Resource & Research Centre for Women (Malaysia); Association Marocaine de Planification Familiale (Morocco); Bandhu Social Welfare Association (Bangladesh) and Reproductive Health Uganda (Uganda). The requested subsidy is 75 million Euro for a five-year period.

Rutgers is also member of the Power to You(th) consortium, led by AMREF, that will focus on harmful practices (HPs), such as FGM/C and child marriage, SGBV and unintended pregnancies, issues where little progress has been made in recent years. Hereto the capacity of CSOs will be strengthened to effectively lobby and advocate (L&A) for inclusive decision-making at local, national and global levels and to amplify adolescent girls and young women's voices (specifically those from underserved communities). Sonke for Gender Justice is the other consortium partner.

For continuity of Rutgers' work on engaging boys and men (prevention+), Rutgers and partners developed the Generation G(ender) programme that engages an innovative gender-transformative strategy that equips youth leaders and civil society organisations (CSOs) to address the root causes of gender inequality and foster sustainable change. Rutgers is leading this consortium in which Promundo (U.S.A.), Sonke for Gender Justice (South Africa) and Abaad (Lebanon) participate. The requested subsidy is 35 million Euro for a five-year period. The deadline for the submission of these subsidy requests was 12 March 2020.

Rutgers is a member of the CARE Rwanda-led consortium that, after a time-consuming process, was awarded the Department for International

<sup>2</sup> Particularly on the movement to protest the revised criminal code and enactment of the bill on elimination of sexual violence. The criminal Code (under discussion) has potential to criminalize minority groups, service providers, and educators. Among others, we are concerned about articles on living law, extra-marital relationships, and access to SRHR information for children.

However, at the moment we are more concerned about the Family Resilience bill which is alarming for its potential to enforce CM. Heavily leaning towards abstinence only, the bill will further shrink access to SRHR information and SRH service for adolescents and young people. For instance, through the application of drastic censorship that jeopardizes the comprehensiveness of CSE. As it strictly defines family as gender-biased heterosexual union, it will further alienate non-normative sexualities (e.g. to the extent of establishing mandatory therapy to 'reverse' sexual orientation into heterosexuality).

Development (DFID) funded “Investing in Adolescent Girls” programme. Due to alterations in the programme’s Terms of Reference by DFID, Rutgers’ role was drastically reduced to technical assistance in the development of sexuality education materials for in- and out-of-school youth as well as for parents/ adults. Implementation is likely to start early 2020.

Rutgers successfully bid on the so-called ‘Enabling and Empowering Young People through Rights-Based Sexual and Reproductive Health Service Delivery and Comprehensive Sexuality Education (GAC CSE Project)’. In short, the Centres of Excellence on Youth Centred Programming project implemented by three IPPF member associations: Association Togolaise pour le BienEtre Familial (ATBEF) in Togo, Centro de Investigación, Educación y Servicios (CIES) in Bolivia and Family Health Options Kenya (FHOK) in Kenya. This project is fully funded (8 million Canadian Dollars) by Global Affairs Canada which aims to strengthen implementation and scaling-up of best practices related to the youth-centred approach, including the provision of Comprehensive Sexuality Education and youth-friendly services. Rutgers provides the implementing MAs with tailored and, as far as possible, practical (e.g. activity-related) support that better enables them to lead the planned activities.

In collaboration with our partners, Rutgers developed a proposal for the Netherlands Embassy in Bangladesh building on the strongest components of the Hello I Am project (supported by the Ikea Foundation), a programme that will end later in 2020. A funding decision by the Embassy is pending.

The RMU also encountered some setbacks in 2019 of which the most significant ones were:

- For the so-called Extra-Projects funding stream of the National Post Code Lottery (NPL), the MT opted for the ‘Ben je oké?’ project idea proposed by the National Department. The International Department was invited by the Liliane Fonds to participate in a sexuality education programme for disabled youth in Indonesia, Vietnam and the Philippines. The consortium was invited to submit a full proposal which was rejected in the final appraisal round.
- After several introductory meetings, Rutgers was invited to submit a three-year proposal (maximum budget 3 million Euro) to the Sint Anthonius Stichting. The proposed programme integrating Prevention+ and Get Up Speak Out best practices was developed with our Ugandan partners early 2019 but ultimately rejected by the Sint Anthonius Stichting.
- Rutgers Research Department’s concept note on approaches that support the introduction of DMPA-SC (a three-month injectable contraceptive that is easy to use and uniquely suited for self-injection enabling women to make and act on their FP choices) in Uganda to the Bill and Melinda Gates Foundation was not selected for the full proposal stage.

# 5 Interventions, implementation and capacity building in the Netherlands

## Main issues and priorities in 2019

Our national work contributes specifically to two important outcomes:

- More young people, in and out of school, receive Comprehensive Sexuality Education.
- More people have access to improved, needs-based sexual and reproductive information and services.



## 5.1 National Programmes

Our work is structured in four interdisciplinary programmes, according to Rutgers' strategy. Two of these programmes are rather general, one aimed at Comprehensive Sexuality Education (CSE) and the other one aimed at Care and information. Two other programmes are aimed at specific themes within sexual health: Sexual violence and Contraception and Abortion. To realize good quality intervention development, National Programmes works closely together with the Research and Communications Department.

### Important developments

The 'National Action Plan for STIs, HIV and sexual health' serves as a framework for sexual health work in the Netherlands. Especially the topics CSE, prevention of sexual violence and prevention of unintended pregnancy are important topics and extremely relevant for Rutgers. We try to play a proactive role to make progress in these domains. Rutgers is also one of the partners involved in a seven-step plan launched in September 2018 by the Ministry to prevent unintended pregnancy. Under this umbrella, in December 2019, the Ministry launched a specific plan to intensify CSE in schools, via the Healthy Schools mechanism. Moreover, Rutgers is involved in two alliances with the Ministry of Education, Culture and Science (Emancipation). We just finished the first two years of these five-year programmes. Rutgers is the lead in the 'Act4Respect' alliance, in cooperation with Atria. Moreover, Rutgers is partner in the alliance 'Gezondheidszorg op maat' (Tailormade Healthcare) with Women Inc. and COC.

### Cooperation and funding

Rutgers worked together with the Centre for Healthy Living at RIVM to improve interventions in the field of local health promotion. Subsidy was granted by the Ministry of Health, Welfare and Sports via the Centre for Infectious Diseases at RIVM. We also worked closely together with other thematic health institutes (LOT) on youth, professionals and public communications. Close collaboration with Soa Aids Nederland (SANL) has intensified in relation to young people (12-25 years), including LGBT. We cooperate with Fiom and SANL on the prevention of unplanned (teen) pregnancy and with Movisie on several projects relating to the prevention of GBV, gender and LHBTI. Important additional funding has been granted by the Ministry of Education, Culture and Science and ZonMw. There is regular contact with Sensoa, our Belgium counterpart. Together with SANL we had strategic meetings on our national work and worked on a common vision for 2025.

## 5.2 Work of National Programmes

### Programme Comprehensive Sexuality Education

Reaching out to young people with attractive and reliable information online is an important part of the programme. The Sense website was improved during the year and the number of unique visitors increased to 3 million per year (increase of over 60% compared to 2018)! This was partly due to a campaign around sexual health supported by the Ministry. The Pubergids online had 24,000 pageviews. Four new educational tools were developed for the CanYouFixIt tool. New educational films were launched in September, during the Week against bullying. To support parents, our booklets on sexual upbringing were updated and content was renewed on the platform opvoeden.nl.

Together with young researchers, participatory research was carried out to find out what young people want in relation to CSE. The results: Pupils want good sexuality education at school. They indicate that sexuality education at school helps to break taboos and stimulates talking to each other about relevant topics.



seksualiteit.nl

seksindepraktijk.nl

*'Many boys and girls are uncertain about things that are very normal. It is important to talk about this, to know that it is not crazy. That sex is not shameful. Relationships are also important to talk about. Just to break the taboo.'*

Other reasons why they find sex education at school important: not everybody gets good information at home and it is hard to find proper information on the internet. CSE should be broader, and given in the higher classes of secondary school. The research created a lot of media attention.

CSE in schools was supported in many ways: by the Week of Spring Fever, cooperation with Healthy Schools, awards for schools during the Week of Spring Fever and the Week of Love and e-learning. The online platform on CSE – seksuele vorming.nl – reached 200,000 professionals – an increase of 40% in comparison to 2018. And we took care that our most prominent interventions for schools were (re)registered and recognized by the RIVM/Centre Healthy Living.

The main goal of this programme is to put a structural curriculum for comprehensive sexuality education on the agenda. Therefore, we have specifically invested in input on sexuality education for Curriculum.nu; this will become an important framework for the educational sector. The debate in Parliament was postponed by the Ministry of Education to 2020.

### Programme Health Care & Information

An important goal of this programme is to integrate and strengthen the themes of sexuality and sexual health in healthcare and also to inform (young) adults about sexuality and sexual health. We promoted the website seksualiteit.nl. We worked on an up to date LGBTI-proof general website for adults and reached 397,000 visitors in 2019, 20% less than the year before. We had a strong decline of visitors at the beginning of 2019, most probably caused by false links and bugs. This has been improved and in the second half of 2019 the number of visitors was fortunately on the rise again.

In 2019 we reached over 400 professionals via face-to-face and blended trainings, positively evaluated by the participants (guidelines, blended learning, Sense Doe Dag, etc). We also invested in support of the Sense regional structure, which is connected to the Municipal Health Services throughout the country. RIVM/Centre of Healthy Living supports a network of Healthy Child Care Centres. Rutgers trained coordinators of this network on the theme sexual development and this was very well received. The website seksindepraktijk.nl reached 96,000 visitors, 9% more than the year before.

This programme has quite some additional projects. A guideline on sexual development is being developed for Youth Care; and another guideline on changing sexuality is being developed for nurses and care providers. We have a specific project on sexuality and intimacy in nursing homes. The Alliance Tailored Health Care (AGOM) organized a successful conference (Every patient is different) with 340 participants. A campaign was successfully launched (Komt een mens bij de dokter) about the importance of attention for gender and sexual orientation differences. We reached over five million social media views and the campaign video reached 877,000 views. A research agenda was also launched on gender and sexual diversity.

### Programme Sexual Violence

Several activities were aimed at strengthening the theme of sexual violence: we worked on campaigns, capacity building of professionals and lobbied for more political and policy attention to prevent sexual violence.





We worked on the prevention of gender-based violence (a separate alliance programme, Act4Respect, together with Atria – financed by the Ministry of Education. At the end of 2019, Act4Respect launched a campaign GeneratieJa.. En?!, a norm-based campaign to combat gender-based violence. The message of the campaign was wrapped in a manifesto video that reached over 10 million views through 3.2 million social media accounts. There were also seven situation videos and an online test. Engagement was particularly good via FaceBook and SnapChat. The test was carried out by 27,000 young people. The social platform for young people, Rumag, had relatively many interactions (76,000 likes and 3,000 reactions). Rutgers continued the campaign "Ben je Oké /Are you Ok" which was again a success in many cities. During festivals and pop venues, attention was given to check 'Are you okay' in case of possible sexual transgressive behaviour.

Capacity building of professionals is also important within this programme. Almost 600 professionals were trained (face2face or blended e-learning). Interventions were improved with additional new audio-visual materials: six new interactive "Can You Fix It" stories were developed. Sexual harassment in sport has received a lot of attention lately. Commissioned by the NOC\*NSF, Rutgers developed an online step-by-step plan 'High Five for a safe sports culture', plus tools for sports associations.

Getting the prevention of sexual violence on the national, local and public agenda is not an easy task. In November, during the 16 days of activism against gender based violence, Rutgers organized an action week, just like last year, with various activities to draw attention to the prevention of sexual violence. Using (ongoing) activities, such as the Ben je Oké campaign and the Generatie "Ja...En?" campaign (of Act4Respect), lessons and activities in schools, social media and a congress, we showed what parents, the government, education, healthcare and the nightlife scene can do to prevent violence against women. Following a visit by State Secretary Blokhuis to Rutgers at the beginning of 2019, a two-pager was made at his request, containing the outline of a plan for the prevention of sexual violence. A stakeholder working group was set up for this purpose. This working group was set up as we believe that prevention receives too little attention in policy, given the scale of the problem. However, this did not lead to intensification of policy, and there is unclarity which ministry feels responsible for this serious issue. Rutgers has initiated a working group with a number of parties in order to improve the prevention of sexual violence in municipalities. An 'eight-point plan' has been made, a guideline for municipalities to tackle the prevention of sexual violence. Since there are too many differences between municipalities, there is an additional need for specific good practices by municipalities. In 2019, Utrecht was used as a case study. In 2020 we are going to do this in a number of other municipalities in order to enrich the guideline with best practices.

### Programme Contraception and Abortion

This programme worked on the strengthening of the theme of (tailored) contraception: reliable online information, capacity building and specific information for vulnerable (immigrant) groups, and policy support for municipalities are key aspects.

The information on Sense.info about contraception and pregnancy is easily accessible. Information on the pill and condoms, contraception, pregnancy and abortion are often viewed on Sense.info. More than 1,400,000 visitors visited these pages. The online morning-after test was viewed and conducted 27,876 times. Anticonceptievoorjou.nl was visited 57,631 times. More than 250,000 young people were reached via social media about contraception. In 2019, Rutgers visited 13 student cities to provide information on contraception





in collaboration with the contraceptives 'bus' and 13 Sense organizations (GGD'en). At the same time, new figures on contraception use among vocational secondary students and college/university students (MBO and HBO/WO) were released. Students do not always use a condom during one-night stands and about 20% of students did not use a reliable method during sex with the last partner.

In order to improve our reach of vulnerable and immigrant groups, interviews were held with 20 first-line professionals about unintentional pregnancy. Around 250 professionals received training on contraception, family planning and working in cultural-sensitive settings. Zanzu.nl is valued among professionals, but functionalities are not yet optimally used. The use of the multilingual site Zanzu.nl decreased slightly compared to 2018; we reached 567,983 visitors in 2019. On the other hand, the number of visitors from the Netherlands more than doubled compared to 2018; we reached an average of 5,000 per month. In collaboration with GGD GHOR we invested in the implementation of Now Not Pregnant and development of supportive tools, including an e-learning course.

In the Handreiking Loket Gezond Leven (Local Policy on Sexual Health), a distinction is made between sexual health topics. Prevention of unintentional pregnancy is elaborated separately with actual facts and figures, benefits for local policy, an integrated local approach, current overview of interventions, with a number of good examples in the chain of prevention and care for unintentional pregnancy are mentioned. The relationship between teenage motherhood and poverty (SEGV) was also examined.

### 5.3 Lessons learned

Most of our online platforms for both professionals and the public did well last year, and we had, in most cases, an increase in visitors. In the case of Sense, there was an enormous growth of 60%. However, in some cases we had a decrease, for example, on our online platform seksualiteit.nl. We were able to improve the situation, but maintenance of the websites, timely restructuring and sufficient social media support are crucial to improve the reach of our target groups.

### 5.4 Risk management

Since the end of 2017, we have been in dialogue with the Ministry of Health and RIVM about 'state support'. As an organisation we receive an annual grant from the Ministry (via RIVM) to function as a thematic institute/knowledge centre. Due to European regulations, stricter rules are in place based on 'equal competition'. Therefore, the Ministry needs to assess thoroughly whether the agreement with Rutgers is consistent with the European rules and regulations (state support proof). Although the assessment should have taken place in 2018, it was postponed by the Ministry. In 2019 state funding (staatssteun) was still an important pending issue. At the end of 2019, we received more clarity about this issue as per 2020. Rutgers has now organised training, sales and online activities (e-learning, online teaching packages) apart from the annual subsidy. Information via several online channels (seksindepraktijk, seksuelelevorming.nl, seksualiteit.nl and anticonceptievoorjou.nl) are financially supported via a different construction (DAEB/Dienst van Algemeen Economisch Belang).

# 6 Research

## 6.1 Research in National programmes

'Operational Research' (or in Dutch 'interventiegebonden onderzoek') is research that is strongly intertwined with intervention activities. Mostly, this research uses mixed methods, involving both quantitative and qualitative methods. When specific knowledge is missing, Rutgers also invests in studies to deepen understanding of a specific group, problem or situation. We refer you to the national programmes section, chapter 4, of this annual report for a detailed description of our operational research activities.

Our focus in 2019 was also on implementation and evaluation research in order to gain insight into the use of our interventions. We also invested in theoretical underpinning of our interventions so as to strengthen the body of evidence of Rutgers' interventions. Rutgers invested in the validation of our studies by publishing articles in international peer-reviewed journals, by dissertations of researchers and through involvement in international conferences and debates. In 2019, the dissertation 'Navigating a bumpy road. Young people's negotiation of sexual agency' was approved and published.

For the monitoring and evaluation activities in the national programmes, the focus was on developing ToCs and programme indicators. Each national programme developed such a ToC and implemented this in the working plans for 2020.

### Programme Knowledge Development (Kennisontwikkeling)

#### *Dissemination Sexual Health Surveys*

In March 2019, we presented the results of our study into the sexual health of children with physical or intellectual disabilities (cluster 3 of special secondary education) and children with behavioural or psychiatric problems (cluster 4 of special secondary education). The finding that the prevalence of sexual victimization is much higher among girls in cluster 4 than among girls in the general population was widely disseminated in the media and also received attention from national and local politics. In addition to a report on the general findings, the results were disseminated in an accessible whitepaper with infographics and several presentations, and articles in professional magazines. We also further disseminated the results of the latest 'Sex under the age of 25' and 'Sexual Health in the Netherlands' surveys in presentations, factsheets and academic papers. We conducted secondary analyses on the 'Sexual Health in the Netherlands' data to identify differences in sexual health between gay, bisexual, lesbian and heterosexual people. The report on these analyses was finalised, including a literature review to contextualize the results.



#### *Measurement-tool development for sexual violence*

The Ministry of Justice & Security (J & V) and the Ministry of Health (VWS) took the initiative for a biannual prevalence survey of domestic and sexual violence. The questionnaire for this prevalence monitor consists of a section on domestic violence and a section on sexual violence. The Justice Ministry's Scientific Research and Documentation Centre (WODC) asked Rutgers to develop the module for the section on sexual violence. This is a set of questions that can measure as validly as possible the nature and extent of online and offline victimization of sexual intimidation and sexual violence among the population of 16 years and older.

#### *Sex under the age of 25 for children in residential youth care*

In 2019, with funding from a private fund, a survey into the sexual health of young people in open and closed residential youth-care centres was started. These young people are more vulnerable because of their sexual and relational background. The research instruments were adapted to this target group, both

for intellectually disabled young people and normally abled young people. METC approval was obtained and 13 institutions were found willing to participate. It turned out to be difficult to recruit young people within the institutions for participation. As a result, the period of data collection was extended and reporting is planned for Q2 2020. The results will then also be shared with key stakeholders and the wider public.

#### *Registrations of sexual healthcare*

Rutgers has been conducting registrations of sexual healthcare in different settings, such as hospitals (LOPS), mental health care (PSTG), and institutions for people with intellectual disabilities (SIG-(L)VB). In 2019, we finalized the analyses and reports of these three healthcare registrations and wrote a scientific paper on ethnic differences in sexual complaints, based on 20 years of LOPS registration data, which was submitted to the Journal of Sexual Medicine.

#### *Collaborations with academic research partners*

We intensified relationships with several partners by working on joint academic papers (Utrecht University, University of Amsterdam, Erasmus University Rotterdam, Public Health Services of South Limburg and Rotterdam, National Institute for Public Health and the Environment). Collaboration at European level was expanded and intensified by our membership of the COST action European Sexual Medicine Network (ESMN) and our associate membership of the Academic Network for Sexual and Reproductive Health and Rights Policy (ANSER).

## 6.2 Research in International programmes

Operational research (including formative research) focusses on the insights needed to develop or implement interventions or implementation and on testing the assumptions of a programme's theory of change. Each programme has, therefore, an element of operational research, and since operational research activities are very much intertwined with intervention and implementation work, these activities are reported in the context of the appropriate programme (see chapter 4).

The same holds true for PMEL activities. These are meant to document the progress of a programme (as described in the ToC). Next to (bi-)annual reports on output indicators and activities, the emphasis of the PMEL work in 2018 was on the mid-term reviews, analysing the progress of the programmes, assessing the quality of the implementation, collecting lessons learned and translating these into programme adaptations where needed. This information is reported under the programme-specific information in Chapter 3. Below we highlight one research-focused programme.



#### *Explore4Action*

Total budget: € 2,930,234

2019 budget: € 719,000

Donor: Bill and Melinda Gates Foundation

Explore4Action is a pioneering research and advocacy programme investigating 12-15-year-old adolescents' experiences of gender socialisation and sexuality development in Indonesia and how this is affected by the Comprehensive Sexuality Education (CSE) programme Setara. E4A uses the Global Early Adolescent Survey (GEAS) to evaluate the impact of Setara. Qualitative research is used to contextualise and understand findings from the GEAS, and Implementation Research assesses the quality of Setara delivery and investigates how this influences the effect of the curriculum and possibilities for scale-up. The data is being shared with local and national stakeholders and decision makers, in order to push the agenda for ASRHR. Young people are engaged as researchers and advocates throughout the process.





In 2018 the GEAS baseline was completed and in 2019 qualitative and implementation research were implemented. Data were analysed and shared with participating schools and stakeholder committees. Rutgers WPF Indonesia and E4A research partner UGM (University of Yogyakarta) were central organisers of the first International Conference on Family Planning and Reproductive Health in Indonesia (ICIFPRH) in October 2019, where E4A results were presented and discussed in plenary keynotes and parallel sessions. Rutgers WPF organised a teachers' summit as a pre-conference to the ICIFPRH – bringing together over 50 CSE implementers to discuss barriers and opportunities and recommendations for quality implementation, political and community support, and scale-up. Furthermore, Rutgers WPF organized a two-day pre-conference with media partners which led to a great number of articles and social media coverage of the event and key messages (videos and reports from E4A can be found here: <https://www.rutgers.international/programmes/explore4action/explore4action-resources>).

Stakeholder engagement strategies resulted in strengthened political commitment at national and local levels, and especially to high commitment from the Denpasar (Bali) and Semarang (central Java) city offices to the implementing and scaling up of Setara to 12 and 19 new schools respectively in 2020 using local government budgets.

The results of GEAS show that by the age of 12-13, very young adolescents already face significant health and wellbeing concerns. Adolescents experience high levels of aggression both from peers and from adults and this seems to affect their mental health and self-esteem. Adolescents – in particular girls – have low levels of knowledge about sexual and reproductive health and feel insecure about their developing bodies and anxious and guilty about emerging sexual feelings. (Link report <https://rutgers.international/sites/rutgersorg/files/media/E4A%20National%20Report%2015%20Januari%202020.pdf>).

In 2020, the second GEAS data collection round is planned and this will allow us to determine the short-term impact of Setara. The results from the implementation research will be crucial to analyse and explain differences in impact. All this information from E4A will also help us and our government stakeholders to improve implementation of and inform scale-up strategies for the Setara CSE programme.

#### **Lesson learned**

E4A demonstrates how crucial it is to engage implementing organisations as well as government and school stakeholders in research programmes. Most importantly this engagement creates trust and space for constructive but critical discussions on Adolescent and Youth SRHR in a context where this is very challenging.

### **6.3 Research in Advocacy programmes**

In the advocacy programmes Right Here Right Now and Standing Strong Together the operational research activities as well as the PMEL activities are reported in the chapter on Advocacy (chapter 2).

In both the international and advocacy departments, Outcome Harvesting (OH) is becoming – across programmes – one of the key ways for Rutgers to measure/report on advocacy-related achievements because we see that it is effective in documenting and validating advocacy results that are hard to capture with more conventional evaluation techniques. In 2019, under RHRN, Rutgers developed a database that makes all harvested outcomes available and searchable according to country, theme, etc.

in 2019, Rutgers increased its efforts in documenting cases on how partners deal with backlash. We do so to learn more about what effective strategies are and what works in which context. We also increased the focus on studying attitudes, values and perceptions of opposition groups on specific SRHR topics and the language being used by opposition groups and by audiences selected for advocacy campaigns. This kind of research seems to be very important to inform advocacy campaigns and to increase the effectiveness of advocacy strategies. This type of research and learning will be scaled up in the coming years.

#### **Lesson learned**

Capacity strengthening is a core component of many of our programmes, including RHRN. In 2019, the RHRN partnership noticed that the documentation of capacity strengthening (CS) efforts (in the broad sense of the word, that is including movement building, value clarification, etc.) requires further investment. So far, the documentation of CS is linked to the advocacy outcomes that they contribute to, but this leads to underreporting of actual capacity strengthening. In 2019, RHRN started to document CS case studies and has developed a pilot format for the Nepal platform to link specific CS investment to advocacy outcomes in their annual report. More investment is needed in this area to fully monitor this core area of the ToC.

### **6.4 Dissemination of (research) outputs**

It is important to make our research outputs available to SRHR professionals and the public. In 2019 Rutgers published eight peer-reviewed articles in renowned scientific journals. Furthermore, more than 36 papers, articles and reports were published in non-peer reviewed journals. These papers were mostly focussed on SRHR professionals and policymakers. On top of this, more than 92 contributions to conferences and expert meetings were given. An overview of the output of Rutgers can be found in chapter 14 'List of publications'.

### **6.5 Indicator development**

During 2019, a working group worked on the development of a set of ten indicators that could give a good impression of Rutgers impact. A pilot for gathering data was executed and the indicators are incorporated in the Q reports. Every half year they will be reported; firstly mid-2020.

# 7

## Communication

### 7.1 Communications policy

The overall communications objective is to create awareness on SRHR issues, to visualise the urgency and to make Rutgers well-known, as a renowned expert centre and partner in the field of SRHR.

In addition to sharpening Rutgers' profile as an internationally operating organisation, an important emphasis in 2019 was on increasing the brand awareness and engagement of our target groups. In addition to communicating with professionals in healthcare and education, many activities were aimed at reaching the target group 'young people < 30'. Rutgers approaches communications pro-actively, choosing dialogue. We aim to be a demand-driven organisation capable of quickly and adequately responding to changes in society. Key words are transparency, an integral approach and cutting-edge communications.

#### Communication with stakeholders

Rutgers stakeholders include:

- Benefactors, donors (institutional and private) and sponsors.
- Ambassadors and influencers.
- Employees, Supervisory Board members and employees in our country office in Indonesia.
- Partner organisations in the Netherlands and abroad.
- Civil society organisations with similar or complementary objectives.
- National and international governments and policy makers.
- Dutch professionals working with Rutgers' target groups such as teachers, youth workers, medical professionals, etc.
- The general public, with a focus on young people <30.

Apart from the specific reports sent to institutional donors, Rutgers offers reporting and accountability in this Annual Report, aimed at institutional donors and stakeholders such as CBF. Both corporate websites (Rutgers.nl in Dutch and Rutgers.international in English) provide a broad overview of our activities, including news messages. And every day we use social media to communicate with stakeholders about current developments in the field of SRHR. The intranet serves as the channel for internal communication. Staff receive information about overall operational management and strategy from bi-weekly internal meetings in which colleagues share highlights and special-interest issues. After every Management Team meeting an update on matters discussed in the meeting is sent to all staff by email. All departments have regular meetings.

#### Extending impact

In order to increase the impact of Rutgers, a number of targets have been set:

##### 1. *Sharpen our positioning and brand strategy*

To get momentum in a world that is changing, Rutgers needs a clear and appealing positioning. The general public must be able to easily identify what sets us apart, who we are and what we do. This is important in a world where there are more and more competitors and where communication and knowledge-sharing are getting faster and louder all the time. To sharpen our positioning and craft a convincing brand story, Rutgers teamed up with strategic design agency Fabrique. The first steps in this process were taken in 2019; the employee consultation, roll-out and implementation will take place in 2020.

##### 2. *Create a strong online authority*

Online developments and the way people communicate constantly change at a rapid pace. To stay connected with, especially a young target group, we are continually building on a strong online authority that makes us easier to

#### Rutgers in the media

Rutgers has an excellent reputation as centre of expertise and 2019 was no exception. We were consulted several times a week by the media on topics related to sexuality.

We appeared in television and radio broadcasts about 45 times, such as national news television bulletins and programmes, NOS, EenVandaag, Hart van Nederland, Pauw, Editie NL and RTL Live.

We also appeared in radio broadcasts on different channels including Radio 1 and 2, 3FM, BNR News Radio and FunX. Rutgers was cited over 500 times in the printed media (magazines and newspapers) including an article in The Guardian and in more than 560 online articles.



find and smartly provide our stakeholders and target groups with relevant and valuable information. A complete restructuring of our websites has been postponed to 2020. In the meantime, we are focused on improving our content strategy.

We communicate with many different target groups, amongst others, young people, teachers, healthcare professionals and partners. Linking Rutgers' story to the right target group, through the right channels on the topics that concern them, is a process of continuous learning and refinement.

In general, the age profile of our social media network is between 18 and 30 years old. On social media, our following is built up of mostly women between the ages of 25-34, followed by 18-24-year olds. The number of followers on our social channels increased on average by almost 37% percent, with LinkedIn (+71%), Twitter (+43%) and Instagram (+49%) as the biggest risers. The number of followers on Facebook more or less stagnated. In order to meet the needs of our target group, we involve them as much as possible in the development of our content. In addition, we cooperate with the online influencers from the Friends of Rutgers network.

On International Women's Day vlogger Linda de Munck (42.6 K followers) spoke out on access to safe abortion via Instagram, supporting SheDecides.

In 2019, we organised our annual Friend of Rutgers' dinner, adding 35 new influencers, such as Marieke Eyskoot (9.7K followers) and Thomas Brok (119K followers) to our network. Our Friends of Rutgers' network currently consists of 65 ambassadors, mostly online influencers and well-known SRHR professionals.

The following number of people visited Rutgers' websites in 2019:

Unique website visits	2018	2019	up/down by
rutgers.nl	113,309	125,021	+8.16
rutgers.international	47,161	76,202	+58.34
shop.rutgers.nl	86,170	93,958	+7.79
seksuelevorming.nl	152,830	212,764	+38.60
seksualiteit.nl	483,677	386,667	-20.75
seksindepraktijk.nl	85,939	94,076	+9.01
anticonceptievoorjou.nl	58,482	60,778	+3.05
sense.info	1,861,462	3,036,215	+61.3

### 3. Spark debate on SRHR issues

Rutgers knows how to maintain a high (media) reach almost continuously and pro-actively asks for attention on issues in our work field. Media attention on subjects such as sexting, prevention of sexual violence, paternity leave, Comprehensive Sexual Education (Week of Spring Fever, Just Taking the Taboo Off) and contraception (reimbursement of the birth control pill, contraceptives camper) led to a publicity boost last year. In order to serve media with different target groups, we worked with a mix of senior and junior spokespersons.

#### Sex <25 VSO

In March, Rutgers, together with SOA Aids Nederland, presented the study Sex <25th VSO (special needs secondary education). An important outcome of the research was that girls in special needs secondary education more often come into contact with transgressive sexual behaviour than girls in regular education. The media paid ample attention to the study and it also led to a response by The Ministry of Education, Culture and Science.





#### *Contraceptives camper*

We joined forces with Sense and Bayer and 12 regional public health services to make it possible for the contraceptives camper to visit 13 cities. At introduction weeks for first year students, we provided boys en girls aged 17+ with information about the available contraceptives, as safe sex among this group is declining. National radio and television programmes as well as local media covered the tour of the contraceptives camper for two and a half weeks.

#### *Rutgers Dialogue*

The theme of the Johannes Rutgers Dialogue 2019 was The Attacks on Sex. Increasing numbers of opponents to sexual education in schools, gender equality and access to safe abortions are finding a voice. In the Museum of Communications, sociologist David Paternotte, journalist Daan Borrel and Sigrid Kaag, Minister for Foreign Trade and Development Cooperation, shared their point of view on global trends and discussed with the audience what role we all have to play.

#### *NRC Charity Awards*

Rutgers was nominated for the NRC Charity Awards and reached over 300,000 people with two full-page ads featuring SheDecides, The Netherlands in NRC Handelsblad and NRC Next and an online banner on the homepage of nrc.nl. Unfortunately, we did not win the award this year, but the exposure did cause a peak in public donations for SheDecides.

### **Campaigns**

#### *Are you okay?*

In 2019, Ben je Oke – a campaign to address the issue of unwanted sexual behaviour during clubbing and going out - was successfully continued, with social media campaigns, attendance at festivals and during student introduction days. The number of music venues participating, and nightlife venues rose to 200. The socials campaign reached the target group 25 million times and 146,000 people shared the 'I'm okay photo filter' on their socials.

#### *Act4Respect – Generation 'So What?'*

Stereotypical standards still too often contribute to physical and online sexual violence. This is why Rutgers and Atria launched the new three-year campaign 'Generation So... What?' on 11 November. In the campaign, young people between the ages of 17 and 23 dealt with stereotypical norms on masculinity, femininity and sexual violence/unwanted sexual behaviour. The campaign is part of the broader Act4Respect project that works towards the prevention of physical, sexual and online violence for and with young people, young adults and policy and practice professionals.

#### **MAIN RESULTS**

#### *She Decides, The Netherlands*

On the occasion of the International Conference on Population and Development (ICPD) +25 we recorded a podcast with the Dutch well-known feminist duo DAMN, Honey (14.2K followers) on several SRHR topics. The podcast episode got over 8,000 streams. The episode reached over 8,000 streams, mostly by women in the age group 18-34 years. In addition, we worked with Vice on a media partnership, consisting of a branded article and polls. The article had more than 7,600 reads, mostly by men in the age group 18-23 years.

#### *Contraception is a shared responsibility*

On World Contraception Day, we launched an Instagram campaign to involve men in contraception, showing what men in a relationship and men with sexual contacts without a relationship could do to take responsibility in preventing unwanted pregnancies. We reached over 177,000 men from 20-35 years. VIDEO

#### 4. Profiling our international work

Whilst many people are familiar with our work in the Netherlands, internationally the space is more crowded. However, each year our expertise and the evidence regarding our impact becomes more well known. We continue to think globally and creatively in impactful and digital ways to profile our international programmes, and the remarkable efforts we are making every day to improve the SRHR of young people around the world. Here is a peak into what we have been up to this year.

##### *Prevention+*

For Prevention+ a Linking and Learning Event was organised: Prevention of Gender Based Violence in rising times of conservatism. The event was held in Rotterdam and brought together partners, religious stakeholder and government representatives from four Prevention+ countries, including Indonesia, Lebanon, Rwanda and Uganda. It explored best practices across these countries, which were developed into case studies for further use, and showcased Rutgers' expertise in working with religious leaders to break down harmful conservative ideologies. In addition, a Prevention+ animation was produced, highlighting the programmes' broad societal reach and impact, which was launched on World Happiness Day and shared broadly online and through partner networks.



##### *Women Deliver Conference*

In addition to organising multiple side events at the Women Deliver conference in Vancouver, Rutgers also set up a fun and interactive booth. The stand offered a stage for our daily programme where partners gave a 30-minute glimpse into our biggest programmes. In addition, we invited visitors to 'come to bed with us' (by taking a picture in our bed photo booth) and to share their thoughts on sexual freedom under the hashtag #mysexdream. This generated a lot of interaction and social sharing globally. One of our young spokespersons covered our participation in the conference with a series of online vlogs, in which she interviewed several speakers on advocacy in times of growing conservatism and opposition.



##### *State of the World Population Report 2019*

In April, Rutgers organised, in cooperation with UNFPA, the launch of the State of the World Population Report 2019. 25 years after the ground-breaking ICPD in Cairo, 30 influencers and young SRHR professionals from different countries were invited to talk about the pursuit of sexual rights and choices for all. Challenges were discussed with representatives from MoFa and UNFPA. Broadly (part of Vice) made a social media report of the event which resulted in 30.5K video views.

## 7.2 Lessons learned

We have made great progress in reaching young audiences and offering appealing content through social media. However, the plan to start revising the online landscape was not met. It remains difficult to focus and free up capacity for larger corporate projects. This also applies to profiling our international work on a corporate level.

A number of our campaigns were rejected on social channels due to strict censorship of content related to sexuality. Because of this, we sometimes had to have videos modified or could not use them at all. We will never be able to prevent this completely, but it seems wise to always set a high standard for ourselves.

## 8 Human Resources

### **Rutgers, The Netherlands**

The HR department continued to develop. HR line management is empowered and works closely with managers and the MT. One HR colleague left and was replaced.

Within our programmes, people are the changemakers and Rutgers' greatest strength is its staff. Rutgers' Empowered Passionate Professionals make it possible for Rutgers to fulfil its strategic goals. They have the expertise, take active responsibility, work effectively in teams and reflect when necessary.

To empower our professionals sufficiently, our department optimized HR tools. The performance cycle was improved and simplified. A staff review was held with the MT, enabling them to monitor the potential and progress within the organization. This contributed to strategic personnel planning and continuity. The job descriptions project is in the second phase and a social plan was drafted and presented to the Works Council and unions. The Employee Satisfaction Survey was rolled out and the new Work in Balance Act was implemented. In addition, rules relating to travel expenses, employment conditions and partner leave were also evaluated.

Last year the Works Council held an election for new candidates and this new team quickly developed into a more strategic partner. All the above subjects were discussed with the director.

### **Rutgers Staff worldwide**

At the end of 2019, Rutgers, including country offices, employed the following FTEs:

- Rutgers Netherlands 94.47 FTE (105)
- **Country Office Indonesia 19.4 FTE (22)**

In 2019, Rutgers employed ten highly skilled migrant staff: eight from Europe and two who obtained the necessary residence and work permits.

### **Employee turnover (Utrecht)**

In 2019, Rutgers had 17 vacancies, two interns and 19 staff members who left mostly due to expiration of their contracts or other work ambitions. We have a permanent contract/temporary contract ratio of 57.14 and 42.86% respectively.

### **Illness and sick leave Rutgers (Utrecht)**

The HR case manager is visible and well known within Rutgers. The SMT meeting (Social Medical Team) assists in the accessibility and cooperation of Health Services. We are also researching new ways of reporting. The awareness of managers has been raised. The sick leave rate was also integrated into the 2020 Year Plan which gives more focus on monitoring.

Rutgers had a sick leave rate of 5.15%; compared to 2018 a decrease of 0.92%. In 2019 we had nine long-term cases (longer than three months). Most employees were successfully re-integrated or are still in the process. In 2018, the reporting frequency was 1.19 compared to 1.21 this year. We are still aiming to achieve a sick leave rate of 4% and reporting frequency of < 1.

### **Training Rutgers (the Netherlands)**

After an evaluation with MT members, Rutgers continued the recurring trainings such as Basic PMC, Persuading & Influencing and Safety. Some were carried out in the original form and others in a more customised version. The Safety Team within Rutgers evaluated its policy which will consequently positively affected the training in 2020. Also, our International department had a pilot training: 'moral judgment'. This proved successful, so it will be given to all colleagues next year. This training also contributed to the Partos audit. In 2019, 50% of the HR budget of 160,000 Eur was spent.



### **Lessons learned**

The HR team is flexible, ambitious and optimistic. We had a great year, but projects required more capacity and time. HR line management is more effective but requires more time of managers so we can still facilitate them. Good planning and prioritizing are still necessary.

### **Risk management**

In the event of losing funding, there might be a re-organisation. Most employee contracts are based on temporary projects and programmes and their contracts will end in 2020-2021.



# 9

## Report of the Supervisory Board

### Introduction

The Supervisory Board oversees the general affairs of Rutgers, develops general organisational strategies, and controls efficient and transparent spending of budgets. Rutgers adheres to CBF (Central Bureau Fundraising) guidelines and the Governance Code for Charities, which stipulate a separation of supervisory and governance responsibilities between Supervisory Board and Executive Director.

### 9.1 Composition of the Supervisory Board

The Supervisory Board appoints its own members for a three-year term, after which members may be reappointed for two more terms. In 2019, Ms Hardon and Mr Dellemann were reappointed for a second term and Ms Loonen was reappointed for a third term.

IPPF regulations state that at least half of the members should be women and two members should be under the age of 25 when elected. With the current composition of the Supervisory Board, Rutgers meets these requirements.

The Supervisory Board now includes the following members (between brackets: year of joining the board and end of term as member):

- **Ms Mirjam de Blécourt**, Chair (June 2018/June 2021, first term)  
Ms de Blécourt is a leading employment lawyer and a partner at Baker McKenzie. She is a spokesperson for #metoo and has been working on diversity and gender equality for years. Mirjam has a lot of experience as a board member for various organisations such as Baker McKenzie Amsterdam, the Royal Concertgebouw Fund, Women on Top and the Female Cancer Foundation.
- **Ms Anita Hardon** (February 2016/February 2022, second term)  
Ms Hardon is a professor at the University of Amsterdam (UvA) in the field of anthropology of health, care and the body. She is a medical anthropologist and researches worldwide health problems.
- **Ms Bea Schouten** (May 2018/May 2021, first term)  
Ms Schouten is a delegate of the Provincial Council of the province Gelderland. She works as a manager at GGD Hart voor Brabant (municipal health service) in the area of prevention and youth healthcare. Ms Schouten acted as the contact for the Works Council in 2019.
- **Ms Julia Bunting** (May 2017/May 2020, first term)  
Ms Bunting is president of the Population Council in New York. She served as a director at the International Planned Parenthood Federation (IPPF), where she led the Federation's programme and technical areas; she was a lead catalyst of the 2012 London Summit on Family Planning.
- **Mr Karel van der Flier** (June 2018/June 2021, first term)  
Mr van der Flier is a business economist and has experience in media, sales and marketing. Mr van der Flier is a member of the Audit Committee of the Supervisory Board.
- **Mr Lars Dellemann** (February 2016/February 2022, second term)  
Mr Dellemann is a journalist and one of the youth members of the Supervisory Board.
- **Ms Lotte Dijkstra** (May 2018/May 2021, first term)  
Ms Dijkstra is the second youth member of the Supervisory Board. She is a medical doctor in a mental health facility and was the Dutch youth ambassador for Sexual Reproductive Health and Rights.
- **Ms Marian Spier** (June 2018/June 2021, first term)  
Ms Spier is a business consultant and entrepreneur. She started TedxWomen to stimulate female entrepreneurship.
- **Ms Nicolette Loonen** (April 2013/April 2022, third term)  
Ms Loonen is an independent financial consultant. She is general managing director of the VERA Community. She was an auditor and consultant at KPMG for 15 years and is founder and chair of Women in Financial Services (WIF). In 2019 Ms Loonen was appointed as a member of the IPPF Global Audit Committee. Ms Loonen is the chair of the Audit Committee of the Rutgers Supervisory Board.

## 9.2 Meetings and decisions

The Supervisory Board had four regular meetings in 2019, in February, May, October and December. The Executive Director also attends the board meetings. Different members of the Management Team were invited to attend each meeting for specific agenda items. Each meeting consists of standard items on the agenda such as adopting annual reports, financial reports, budgets and work plan. Besides these standard agenda items, the agenda of each meeting also contained strategic items such as national and international developments, integrity and discussions on strategy as well as informative presentations on the work of Rutgers on, for instance, international advocacy or national politics.

During the year, the Supervisory Board adopted a number of reports such as the Internal Workplan, the Annual Report (in accordance with CBF guidelines), the remuneration of the Executive Director (in accordance with the Governance Code) and the year plan and budget for 2020.

The meeting in February was dedicated to the strategy of Rutgers. A mid-term evaluation of the current strategy was presented and the path towards a new strategy in 2020 was discussed. Furthermore, the upcoming calls from the Dutch Ministry of Foreign Affairs and the consequences of these calls for the organisation was an important agenda item in 2019, as well as the reform of IPPF. Together with the Executive Director, Ms Loonen and Mr Dellemann attended the global assembly of IPPF where the reform plans for IPPF were adopted.

The Supervisory Board has two standing committees, the Presidium and the Audit Committee. The Presidium consists of Ms de Blécourt and Ms Loonen and the Audit Committee of Ms Loonen and Mr van der Flier. In the meeting of October, the Supervisory Board had its annual self-evaluation and in the meeting of December the Board discussed agenda items for the meetings in 2020.

### Allowance

Members of the Rutgers Supervisory Board receive an expense allowance of €150,- per meeting. Travel and hotel costs for members from abroad are refunded.

### Executive Director

Ton Coenen (1963) has been Executive Director of Rutgers since January 2016. He is chair of Inspire, the European partnership for Sexual Reproductive Health and Rights, and he is a member of the Supervisory Board of VluchtelingenWerk Nederland (Dutch Refugee Council). In 2019, Mr Coenen was a member of the Independent Resource Allocation Commission of IPPF, which reviewed the allocation of resources through IPPF and gave a proposal for reform that was adopted at the IPPF Global Assembly in November 2019. Mr Coenen follows the Collective Labour Agreement of Dutch Mental Health Care Services (CAO GGZ) and received a gross salary in 2019 of € 136,230. The Executive Director is responsible for the functioning of the organisation and has internal as well as external management duties. He has an annual performance review with the members of the presidium.

### Final comments

The Supervisory Board would like to thank all who awarded subsidies and grants to make the work of Rutgers possible and all partner organisations for their continuing support. Rutgers has been very fortunate in receiving so much trust and financial support from the Dutch Ministry of Foreign Affairs, the Ministry of Health, the Dutch Postcode Lottery, The Bill and Melinda Gates Foundation, the Ikea Foundation and other donors.

The Supervisory Board appreciates the work done by staff, management and interns and values their commitment and efforts in improving Sexual and Reproductive Health in the Netherlands and worldwide.

## 9.3 Governance

### Management team

The Executive Director is assisted by a Management Team consisting of managers of all departments. In 2019, meetings took place every three weeks. The members of the management team were:

- Ms Paulien van Haastrecht, Manager National Programmes.
- Ms Ciel Wijsen, Manager Research.
- Ms Marieke Ridder, Manager International Programmes.
- Ms Yvonne Bogaarts, Manager Advocacy.
- Mr Michael Salemink, Manager Finance and Facilities.
- Ms Suzan Damen, Manager Communications.

### Annual workplan and budget

The Management Team adopted an Annual Work Plan and Budget for 2019 which was approved by the Supervisory Board. Every quarter, the annual plan is updated according to the planned results and the indicators set to measure results. This way the Management Team can monitor the progress for reaching the levels required at the end of the year. In the current Annual Report, these aspects can be found in the various programme chapters. The budgets for the reporting year are presented in the financial report.

### External supervision and quality management

Rutgers was audited by external certified auditors, who reported directly to the Executive and Supervisory Boards. The Country Offices were also audited by authorised local accountants.

Rutgers is ISO 9001 certified. In 2019, Rutgers was audited on the ISO 9001:2015 standard and the Partos 9001:2018 standard.

In 2018, IPPF audited Rutgers for their five-year accreditation, and in May 2019 the Governing Council of IPPF approved the accreditation of Rutgers.

### Integrity

In 2018, as part of the joint plan of action on integrity of Dutch NGOs, Partos adopted changes in the Partos Code of Conduct. These same changes were made in the Partos 9001 and the Organisational Risk and Integrity Assessment of the Ministry of Foreign Affairs. Key to these changes is that every organisation should have an integrity system in place, for which implementation started in 2019.

In 2019 Rutgers was ISO 9001 certified with the new Partos 2018 standard which includes a new section on integrity. A code of conduct is in place as well as procedures on safeguarding complaints and whistleblowing procedures. Besides this, an external confidential advisor is available for staff.

However, Rutgers realises that integrity is not only a matter of policies and procedures. Integrity is also determined by the organisational culture. For this reason, all staff will be trained in moral judgement, after which a system of moral deliberation for all staff will be put in place.

### Complaints procedure

This year, a number of Rutgers' partner organisations suspected fraud and/or inappropriate behaviour. These cases were investigated in accordance with the relevant procedures by the Rutgers' complaints committee.

There was a general complaint from a research participant (interviewee) that their personal story regarding a Rutgers' qualitative research would not be handled with care in the way it was planned to publicise. Rutgers' management and the researcher discussed the matter with the complainant by mail, telephone and face to face. The matter was solved and the complainant agreed to work with Rutgers and participate further in the research project. The complaint dossier was then closed.

*Reproductive Health Uganda partner HURINET (amount involved Rutgers € 2,600)*  
Within the RHRN programme, HURINET, one of the partners of RHU, withdrew money from the RHRN account for non-RHRN related activities. HURINET has since paid back this money.

*Choice partner Aliansi Remaja Independen Indonesia (ARI) (Amount concerned euro 8,071)*

Within the Yes I Do programme and the GUSO programme, there was an allegation of fraud and mismanagement at ARI, one of the partners of Choice in Indonesia. After thorough investigation, Choice decided to withdraw the partnership with ARI.

*GUSO partner Straight Talking Foundation (STF) Uganda (amount involved USD 952,60)*

Within the GUSO programme, there was an allegation of fraud against a STF employee about disallowed costs due to insufficient genuine supporting documents. According to the internal fraud procedure of STF, STF management decided to dismiss the employee concerned.

*Allegation of sexual harassment with a person in a partner organization in the Yes I Do alliance*

This concerned an alleged sexual harassment case within a partner organisation contracted via Rutgers Indonesia office within the Yes I Do Alliance. The office executed an in-depth investigation and shared the findings within the Alliance and the MoFA. The contract with the partner organisation was terminated immediately. The local council agreed for Rutgers Indonesia to continue implementation of the work.

*Allegation of sexual harassment with a person who is partly funded by Rutgers*

This concerned an allegation of sexual harassment against a person who was partly funded by Rutgers. An external independent investigation and hearing was carried out. The conclusion was that the accused was guilty of sexual harassment and the board suspended the staff member.

*Allegation of sexual harassment with a partner in the Prevention+ programme*

This concerned an allegation of sexual harassment with a person in a partner organization. An external independent investigation and hearing was carried out. The conclusion was that the accused was not guilty of sexual harassment.

*Fraud case FPAM 2019 (Amount involved euro 0)*

At the beginning of 2019, we were informed by the IPPF Central Office of a case of alleged fraud at one of our implementing partners (FPAM, the IPPF members association of Malawi). After thorough investigation we concluded that there was no material impact on the SRHR programming funded by Rutgers (YIDA and GUSO). Following the investigation, FPAM is following up on the recommendations of the forensic audit and e.g. appointed a new Executive Director and Director of Finance. For that reason, we decided to continue our partnership with FPAM as implementing partner. As mitigating actions, regular check-in calls are held at increased intervals and an additional financial audit visit was conducted January 2020. The investigation did not cause any delay in the implementation of the programme and did not affect the GUSO/YIDA target.



### **Risks and risk management**

Rutgers manages its (financial, organisational, programmatic and reputational) risks on several levels.

The management information system has several indicators relating to the various organisational objectives. Indicators are reviewed on a quarterly basis and adjusted when necessary. Based on up-to-date environmental analyses and recent experiences, strategy and policies are regularly checked and adapted if need be.

In the work of Rutgers, proven scientific methods of intervention development are used. There is a process of ongoing feedback through monitoring and evaluation. Most of the work of Rutgers is monitored and evaluated according to the requirements of the Ministry of Foreign Affairs, the Ministry of Health and specific requirements by non-governmental donors.

There is transparency of finance-related processes and policies. Through a combination of tailor-made management information at corporate, department and programme level, Rutgers manages its financial results. Furthermore, there are policies in place such as the code of conduct, anti-corruption and fraud-prevention and safeguarding.

In 2019, the Risk Management Policy was discussed by the Management Team and updated, after which it was discussed in the Audit Committee of the Supervisory Board. Each year, the Management Team identifies the most important risks. For every risk, a risk manager is appointed who drafts a plan to mitigate a particular risk. The risks are monitored in the quarterly reviews of the Year Plan.

### **Country Office Indonesia**

Rutgers has a Country Office in Indonesia, which is recognised locally as an agency of an international NGO and, as such, is permitted to have staff and manage finances. The office in Indonesia is led by the Country Representative, who is appointed by the Executive Director and reports to the Manager International Programmes. The Country Office applies all Rutgers standard systems and operates through annual budgets allocated to them, including locally raised funds. The accounts were audited by local external certified accountants and were consolidated in the financial statements of Rutgers.

### **Adequate communication with stakeholders**

Rutgers' stakeholders include:

- Donors (institutional and private).
- Employees, Supervisory Board members and employees in the Indonesia office.
- Implementing partner organisations.
- Civil society organisations with similar or complementary objectives.
- National and international governments and policymakers.
- Dutch professionals working with Rutgers' target groups such as teachers, youth workers, medical professionals, etc.
- The general public.

Apart from the specific reports sent to institutional donors, Rutgers offers reporting and accountability in this Annual Report, aimed at institutional donors and stakeholders such as CBF.

Both corporate websites (Rutgers.nl in Dutch and Rutgers.international in English) provide a broad overview of our activities, including news messages. The intranet served as the channel for internal communication.

Staff receive information about overall operational management and strategy from biweekly internal meetings in which colleagues share highlights and special-interest issues. After every Supervisory Board meeting and every Management Team meeting an update on matters discussed in the meeting is sent to all staff by email. All departments have regular meetings.

#### **General Data Protection Regulation (GDPR)**

In 2019, Rutgers continued to work on awareness of this law. In 2019, 34 audits were conducted in various departments on several processes. This has led to more awareness among employees and to a number of improvement measures.

#### **ISO9001 and Partos 9001 self-assessment**

In 2019, Rutgers was audited by Lloyds Register. The focus of the audit was not only on auditing the processes, but also included a review and a preview of the quality system. There were no major or minor non-conformities identified.

# 10 Finance

## Introduction

This chapter details the income, expenditures and financial position of Rutgers in 2019. The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). So, all expenditures of Rutgers are committed to the objectives (International, National and Advocacy), to the generation of income and management and administration. All amounts report in this report are in Euros (€).

For realising the International and Advocacy objectives Rutgers is in the lead of the following consortia (2016-2020) to implement the following programs funded by the Dutch Ministry of Foreign Affairs (MoFa):

- Get Up Speak Out (GUSO) with members Simavi, Aidsfonds, IPPF, dance4life, Choice.
- Prevention+ Alliance with members Promundo US, Sonke.
- Right Here Right Now with members Hivos, dance4life, Choice, Arrow, LACWHN.

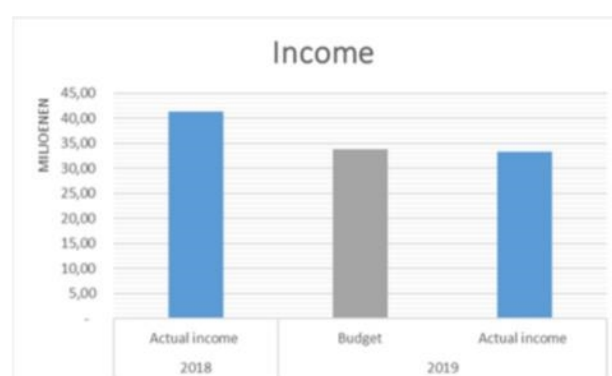
Our role as lead agent is also reflected in the Statement of Income and Expenditure. Because we have a responsibility as lead agent regarding the subsidy provided to the consortium members, we have to show both our own actual expenditures and those of our consortium members in our Statement of Income and Expenditure. As the income and expenditures of consortium members is reported for the same amounts, there is no impact on result or equity of Rutgers.

The audit protocol of MoFa and the RJ650 requests to account for multi-annual partner cost at the stage of signing the contract. This principle does not affect the result but does increase the volume of income and expenditure reported in the year of signing multi-annual partner contracts.

Regarding the National objective Rutgers is in the lead of the consortium (2018-2022), with Atria as a member of the consortium, for the program Act4Respect funded by the Ministry of Education, Culture and Science (OCW).

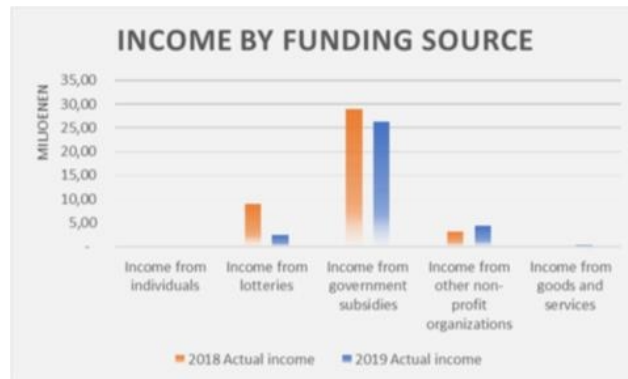
Next to this Rutgers receives since many years an institutional subsidy of the Ministry of Health and a yearly, non- earmarked contribution by the Dutch Postcode Lottery.

## 10.1 Income



In 2019 Rutgers consolidated income amounted to € 33,3 million, € 0,4 million below budget. This income represents a 20% decrease on the 2018 consolidated income of € 41,4 million. The decrease is caused by the effects the RJ650 requests to account for multi-annual partner cost at the stage of signing the contract. Therefore the income of the programmes of Amplify Change and She makes her safe choice has already been represented in the annual report of 2018.

The graphic below shows the actual income by contribution from different sources.



#### Income from Individuals

Income from individuals amounted to € 0,04 million. In 2019 we generated € 0,036 million income for She Decides (recurrent individual donors) and € 0,007 million coming from other private donations.

#### Income from Lottery

Income from Lottery sources (€ 2,42 million) decreases significantly compared to the 2018 amount of € 8,93 million. The Dutch Postcode Lottery contributes a non-earmarked € 0,90 million annually to Rutgers. In 2018 the Dutch Postcode Lottery granted a Dreamfund to Rutgers of € 11,9 million for She Makes Her Safe Choice. In 2019 contracts were signed up to € 1,52 million. This amount is accounted for in income and expenditure due to the Dutch Accounting Standard for Fundraising Institutions (RJ 650).

#### Income from government subsidies

Income received through government subsidies in 2019 amounted to € 26,20 million, representing a decrease from the 2018 income figure of € 28,98 million. Actual income was almost spot on the budget amount of € 26,27 million for the period.

In 2018 Rutgers received funding for the programmes Right Here Right Now, Get up Speak Out, Prevention+ and Yes I Do. These grant incomes for the period 2016-2020 will be subject to approval by MoFA by the end of the contract period.

The funds received from the Dutch Ministry of Health relate to the total expenditures in 2019 (€ 2,21 million). The difference between the annual budget granted in 2019 (€ 2,19) and the actual expenditure is recognized in equalization fund (-€ 0,02 million). The Ministry of Education, Culture and Science (OCW) provided funding (€0.77 million) for the program Act4Respect.

#### Income from other non-profit organisations

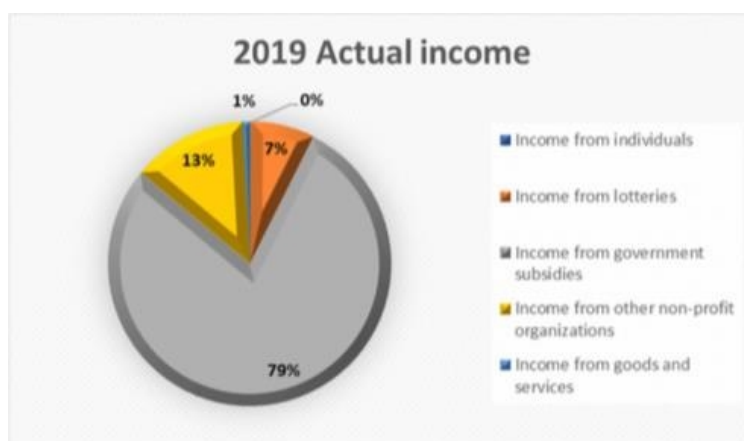
In 2019 income from other non-profit organisations amounted to € 4,37 million. Compared to the 2018 income (€ 3,18 million) an increase of € 1,18 million due to the contracting in 2019 of Amplify Change (For details see paragraph 10.4, section K).

#### Income from goods and services

Income from goods and services amounted to € 0,23 million in 2019. There was no budget drafted for 2019.



The graphic below shows the actual income by contribution in % from different sources.

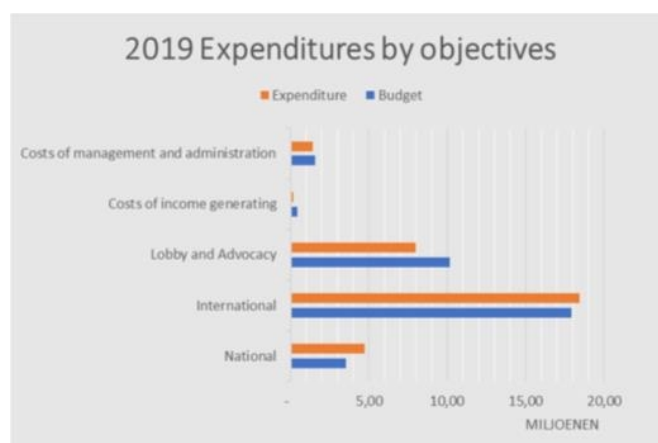


Income from government subsidies continued to dominate the funding structure, contributing 79% of the actual income realised. Income from other non-profit organizations contributed 13% of the budget. The other 8% is contributed by income from lotteries and (7%), individuals (0%) and goods and services (1%).

## 10.2 Expenditure

The total expenditure in 2019 amounted to € 32,74 million, € 0,87 million, just 3% below the 2019 budget. The 2019 expenditure was € 8,70 million lower than the 2018 expenditure of € 41,44 million, a 21% decrease. The decrease in expenditure is mainly caused because of the Dutch Accounting Standard for Fundraising Institutions (RJ 650) which forces to take income and expenditure into account in the year contracts are signed.

The graphic below shows the expenditure based on objectives.



The biggest part of expenditure, € 18,42 million, representing 56% of the expenditure was spent on International programs. Of the total expenditure of € 32,74 million, €31,16 million (95% of the total income) was directly spent on the objectives (National, International and Advocacy) of Rutgers (2018 96%). The total expenditure excluding the grants to consortium members in 2019 amounted to € 19,5 million (2018: € 22,36 million).

### National

Most national activities were carried out by Rutgers' staff. The activities carried out with the institutional subsidy were extensively reported on to the Ministry of Health. The costs in 2019 were € 4,73 million against a budget of € 3,55 million.

### International programmes

Most of the activities were carried out by local partners including our own field office. In addition to this, project expenditures included the costs of activities carried out by Rutgers: guidance, partner relations management, technical assistance/capacity building and monitoring and evaluation. The costs of the country office in Indonesia were part of the respective country portfolios. These country portfolios were partly financed by Rutgers, the Ministry of Foreign Affairs but also by locally raised income. The total expenditure within the international programmes was € 18,42 million. This expenditure was € 0,7 million above the budget amount.

### Lobby and advocacy

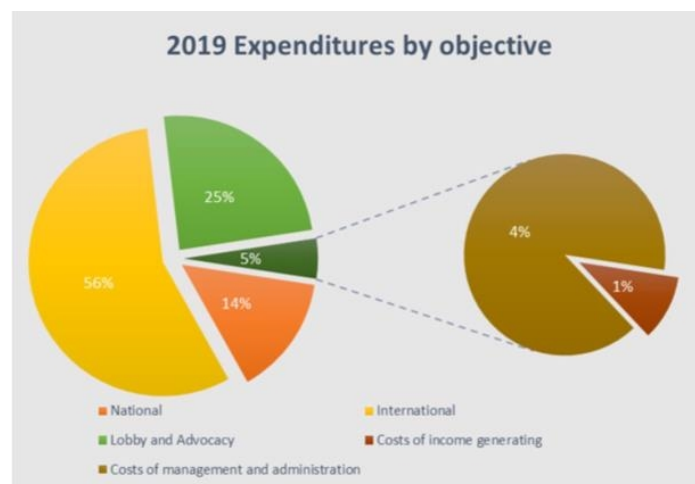
Most of the advocacy activities are carried out by local partners. In Asia, Africa and South America platform organizations implement the biggest programme in the Lobby and Advocacy sector, the RHRN programme. Expenditure was € 8,01 million in 2019, € 2,16 million below 2018 (€ 10,17 million).

### Income generating

The costs of income generating amounted to € 0,17 million in 2019, lower than the budget and below 2018 because of a change in attribution of related staff costs.

### Management and Administration costs

Management and administration costs accounted for € 1,41 million, € 0,15 million below budget and actuals of 2018. This is 4,3% of the total expenditure. This percentage has become more volatile because it is set against total generated income and these became also more volatile because of the Dutch Accounting Standards (RJ650). The target set by Rutgers is a maximum of 10% of the total expenditure. This standard has been determined on the basis of the various factors that influence the organization of Rutgers such as project portfolio, diversity of donors, the scale in which activities are carried out and others. The CBF (Central Bureau on Fundraising) does not prescribe a target. The graphic below shows the expenditure based on contribution in %.



## 10.3 Net result

Rutgers has generated a positive consolidated result of € 0,52 million. This is mainly caused by not spending of all allocated (non-earmarked Dutch Postcode Lottery) funding and the coverage of costs out of appropriated reserves. According to guideline RJ650 incurred costs related to the appropriated reserve can only be charged to the reserve after balancing the income and expenditure.

## Reserves

### Continuity reserve

The continuity reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. The costs of the working organisation represent the staff costs (with a contract of more than one year), the contractual obligations (rent, office equipment lease, etc.) of the offices in Utrecht and Jakarta. The continuity reserve will enable Rutgers to smoothly downsize the organisation if deemed necessary. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allows 1.5 times the annual costs of the working organisation.

In 2019 a contribution of € 0,158 million is made to the continuity reserve. Rutgers aims to build a reserve equal to three to six months of fixed costs, also taking the country offices into account. After this addition the continuity reserve covers 4.86 months of the cost of the working organisation and holds € 2,42 million.

### Appropriated reserves

Adjustment to existing appropriated reserves and new ones add up to an amount of € 1,17 million. These are described in paragraph 10.4, section E2 of the annual financial report.

### Equity and cash position

The cash and cash equivalent items at the end of the financial year stood at € 19,37 million, sufficient to meet obligations. The cash position is 4,96 million lower than last year. Still, the high cash position is caused mainly by the pre financing of the 2019/2020 budget of the programmes financed by the Ministries, Dutch Postcode Lottery and other (foreign) donors.

Rutgers invests surplus cash and cash equivalents in such a way that the principal remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at large Dutch banks which can be withdrawn on short term notice. For She Makes Her Safe Choice Rutgers received the total grant in advance. In 2018 we contracted a US-partner (DKT) and converted at a fixed exchange rate the total contract amount with DKT from Euro to USD. The result is the exclusion of any exchange rate risks and to benefit the programme with the interest on USD deposits (about 1% per year). The interest rate on Euro equals almost 0% on average. There are no securities held by the organisation or the country office. As a result of the policy not to engage in securities there are no non-financial criteria in place with regard to the reserve policy and/or treasury policies.

The country office report in the local currency. Consolidation of the assets and liabilities of the country office leads the recognition of unrealised currency exchange results within equity amounting. Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar account is in place due to grants transferred in dollars.

### Preview 2020

In 2019 Rutgers started to prepare for the new calls by the Ministries for the post 2020 period which resulted in 3 applications. Based on the criteria of the Ministry of Foreign Affairs Rutgers applied 2 times as lead organisation (program RHRN2 and Generation G) and 1 time as consortium partner for a programme (Power to You(th)) with Amref as lead organisation. On May 29th 2020 we were informed by the Ministry of Foreign Affairs that all 3 programmes have been selected as potential strategic partner.

As of March 2020 our work is influenced by the Corona virus. Since it is a worldwide pandemic our partner organisations face the same challenge. They and we are coping with the situation. The programmes showed flexibility to adapt to the new situation and developed creative and innovative ways of implementing activities (i.e. more online). For the Rutgers organisation we notice that employees cannot deliver all their hours due to child care, home schooling, etc. In the countries where we work covid-19 has an enormous impact. Partner organisations are hit hard. Safe abortion services are being scaled down, sexuality education stopped, human rights violated. We expect that the impact of covid-19 will be felt in the near future. And the economic crisis that is expected to come will also impact our work for years to come. The productive hours till April 2020 cover 33% of the planned productive hours where it is expected to be a little more (in 2018 35%). We monitor the development of the productive hours closely and formed an appropriated reserve of € 250,000 to cover the possible financial consequences (less productive hours, adapting the office space for social distancing, etc.) of the virus.

In April Rutgers and dance4life announced an exploration on intense cooperation. The intention of Rutgers and dance4life is to collaborate more intensively in the future, while retaining both brands and their strengths. We expect that both our corporate cultures can further stimulate each other. We will investigate the potential for collaboration in more depth in the coming months and expect to make a final decision shortly after summer of 2020.

In GUSO we are confronted with ineligible costs (€ 58k) with FLEP, a partner of Simavi. A forensic review was performed and discussed with FLEP. As a result of this Simavi terminated the contract with FLEP immediately and asked to refund the ineligible costs directly. The Ministry of Foreign Affairs is informed about this issue.



## Balance

### 10.4 Annual Financial Statements 2019

amounts in euros

#### Assets

		31-12-2019	31-12-2018
<b>Fixed assets</b>			
Intangible fixed assets	A	19,494	26,572
Tangible fixed assets	B	112,086	206,076
		<u>131,580</u>	<u>232,648</u>
<b>Current assets</b>			
Receivables, prepayments and other current assets	C	4,547,537	6,435,107
Cash and cash equivalents	D	19,371,367	24,329,483
		<u>23,918,905</u>	<u>30,764,590</u>
<b>Total</b>		<b><u>24,050,486</u></b>	<b><u>30,997,238</u></b>

#### Liabilities

		31-12-2019	31-12-2018
<b>Reserves and funds</b>			
Continuity reserve	E1	2,417,659	2,259,131
Appropriated reserves	E2+E3	1,170,998	818,572
Reserve exchange rate differences	E4	753	0
Subtotal reserves		<u>3,589,410</u>	<u>3,077,703</u>
Equalisation fund VWS	E5	108,867	129,577
SheDecides fund	E5	142,441	105,508
Reserves and funds		<u>3,840,718</u>	<u>3,312,788</u>
<b>Provisions</b>			
Provision jubilee employees	F1	42,144	36,138
Provision projects	F2	0	0
		<u>42,144</u>	<u>36,138</u>
<b>Current and accrued liabilities</b>	<b>G</b>	<u>20,167,623</u>	<u>27,648,312</u>
<b>Total</b>		<b><u>24,050,486</u></b>	<b><u>30,997,238</u></b>

## Statement of income and expenditure for 2019

Income				
		Actual 2019	Budget 2019	Actual 2018
Income from individuals	H	44,654	-	109,052
Income from companies		-	-	-
Income from lotteries	I	2,423,857	3,380,534	8,933,908
Income from government subsidies	J	26,203,049	26,270,751	28,977,327
Income from other non-profit organisations	K	4,366,822	4,095,803	3,186,149
<b>Total income fundraising</b>		<b>33,038,381</b>	<b>33,747,087</b>	<b>41,206,435</b>
Income from goods and services	L	232,349	-	182,057
Other income	M	-	-	-
<b>Total income</b>		<b>33,270,731</b>	<b>33,747,087</b>	<b>41,388,492</b>
<i>Total income Consortium members excluded</i>		<i>21,620,097</i>	<i>24,741,860</i>	<i>31,218,169</i>

Expenditure				
National	M1	4,733,420	3,547,938	4,209,980
International	M2	18,419,663	17,907,502	24,291,294
Lobby and Advocacy	M3	8,008,658	10,168,134	11,067,253
Directly allocated to objectives	M	31,161,741	31,623,574	39,568,527
<i>Total expenditure Consortium members excluded*</i>		<i>19,511,107</i>	<i>22,368,388</i>	<i>29,398,204</i>
Costs of generating income	O			
Costs of direct fundraising	O1	23,667	105,685	94,535
Costs on income third-party campaigns	O2	18,420	33,121	29,630
Costs on (securing) government grants	O3	124,218	285,111	256,594
Costs of income generating	N	166,305	423,917	380,759
Costs of management and administration	O	1,412,501	1,564,526	1,493,952
<b>Total expenditure</b>		<b>32,740,547</b>	<b>33,612,017</b>	<b>41,443,239</b>
<i>Total expenditure Consortium members excluded*</i>		<i>21,089,913</i>	<i>24,356,831</i>	<i>31,272,916</i>
Interest and exchange result	P	-3,003		224,032
<b>Result</b>		<b>527,178</b>	<b>135,069</b>	<b>169,286</b>

<b>Result appropriation</b>				
Continuity reserve		158,529	135,069	300,969
Appropriated reserve		352,426		250,236
Equalisation fund VWS		-20,710		25,532
SheDecides fund		36,933		-407,452
		<b>527,178</b>	<b>135,069</b>	<b>169,286</b>

\*: Because of the RJ650 we have to present the total program income and costs. The *total income or total expenditure Consortium members excluded* represents the income or costs of Rutgers only.

## Cash Flow Statement for 2019

### Cash flow from operating activities

	2019	2018
Result	527,180	169,286
Depreciation	120,820	118,541
Changes in provision and reserve exchange rate differences	6,759	18,707
Change in working capital (excl. cash and cash equivalents)	-5,593,119	11,158,976
	<b>-4,938,360</b>	<b>11,465,509</b>

### Cash flow from investing activities

<b>Investments in</b>		
Intangible fixed assets	-	-3,817
Tangible fixed assets	-19,758	-36,902
	<b>-19,758</b>	<b>-40,719</b>
<b>Disinvestments in</b>		
Intangible fixed assets	-	754
Tangible fixed assets	-	12,555
	-	13,309
<b>Movement cash and cash equivalents</b>	<b>-4,958,716</b>	<b>11,438,099</b>
Liquid assets at the end of the financial year	19,371,367	24,329,483
Liquid assets at the start of the financial year	24,329,483	12,891,384
<b>Movement cash and cash equivalents</b>	<b>-4,958,115</b>	<b>11,438,099</b>

## **General accounting principles**

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650) published by the Dutch Accounting Standards Board.

### **Use of estimates**

The preparation of the financial statements requires Rutgers' executive director to make judgments, estimates and assumptions that influence the application of accounting principles as well as the reported value of assets, liabilities and income and expenditures.

The accounting principles are based on historical cost. Unless otherwise indicated, assets and liabilities are reported at face value.

The financial statements includes the operations of the country offices in Indonesia.

### **Accounting period**

These financial statements have been drawn up on the basis of an accounting period of one year. The financial year is concurrent with the calendar year.

### **Transactions in foreign currencies**

Transactions denominated in foreign currencies conducted during the reporting period are recognised in the annual accounts at the rate of exchange on the transaction date.

Monetary assets and liabilities denominated in foreign currencies are translated into euros at the rate of exchange ruling at the balance sheet date.

## **Accounting principles for the balance sheet**

### **Intangible fixed assets**

Intangible assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straightline method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

### **Tangible assets**

Tangible assets are carried at costs less straight-line depreciation over their estimated useful lives. The depreciation is calculated as a percentage of the acquisition price according to the straightline method on the basis of the estimated useful life. Depreciation in the first year of an asset's life is calculated on a time-weighted basis.

Software:	20%
Renovation:	20%
Furniture:	20%
Computers:	20%

### **Receivables**

Receivables are stated at face value less a provision for bad and doubtful debts. Receivables denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date. The receivables for projects approved by governments and other external organisations are valued at face value.

### **Cash and cash equivalents**

Cash and cash equivalents are stated at face value. Cash and cash equivalents denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date. Any exchange differences are taken to the statement of income and expenditure.

### **Other assets and liabilities**

These are stated at face value. Other assets and liabilities denominated in foreign currency are translated into euros at the rates of exchange ruling at the balance sheet date.



**Continuity reserve**

This reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. Rutgers aims to build a reserve at a minimum of three months of fixed costs and a maximum of six months. The continuity reserve calculations include the country office. This will enable a downsized organisation. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allow 1.5 times the annual costs of the work organisation.

**Appropriated reserves**

The appropriated reserves are earmarked by the executive director.

**Exchange rate reserve**

Exchange rate differences on transactions concerning the country office are recognised in the state of income and expenditure except for exchange rate results from country offices net investments. They are classified as equity within the exchange rate reserve. In case of disposal of a country office, the cumulative balance of the exchange differences in equity relating to that country office will be recognised in the state of income and expenditure.

**Breakdown of current program- and projects end of year position**

Rutgers' funds to large extent consist of project or programme related subsidies. Programmes are mostly multi-annual and are implemented within a consortium. In order to provide insight in the end of year position, the balance positions related the current projects and programmes are presented under section C 'grants to be received' and section G. 'grants received in advance'. In order to provide insights in the end of year position of the programmes and projects, a breakdown per project/programme is included in section R.

**Employee benefits/pensions**

Rutgers is registered with the Zorg & Welzijn Pension Fund, formerly called PGGM. The plan is based on an average salary arrangement. Rutgers has no other obligation than to pay the yearly pension premium to the pension fund and no other risk other than future increases in premiums.

*Income is recognized in the year to which it relates.*

#### **Income from individuals**

Donations and contributions are recorded in the year in which they are received.

#### **Income from government subsidies**

Government subsidies are recognised based on the actual costs related to the progress of the implementation of the grant, with the maximum of the approved budget. The income is allocated based on the realised indirect and direct project costs, implying that this income is only reflected if and when the related costs have been made.

Rutgers is lead agent in several programmes financed by the Ministry of Foreign Affairs. Our role as lead agent is also reflected in the Statement of Income and Expenditure by including the actual income and expenditure of consortium members in our Statement of Income and Expenditure. As the income and expenditure of the consortium members is reported for the same amounts, there is no impact on result or equity of Rutgers.

#### **Expenditure**

Stakeholders require insights into the level of the costs of fundraising organisations. The notes provide a breakdown of these costs in accordance with model C of the RJ -650 guidelines.

Costs are allocated to the following categories:

- Objectives of Rutgers (National, International and Lobby & Advocacy).
- Costs of generating income.
- Management and administration.

The direct programme costs are allocated to the specific project/programme. The indirect costs are allocated using allocation keys. These allocation keys are based on hours worked by staff and the use of resources and services. The management and administration costs are calculated in accordance with the guideline published by the Fundraising Institutions Association (Goede Doelen Nederland, voormalig VFI). They include costs for the Board of directors, the Supervisory Board, the financial accounting function, the general secretariats, the project controllers and all costs indirectly allocated thereto, to the extent that these cannot be allocated directly to the goals and generation of income.

#### **Off balance commitments**

	<b>End date contract</b>	<b>Obligation 2019</b>
Rent agreement office space	31-5-2025	908,208
Scan/print/fax unit	31-12-2020	4,200
		<b>912,408</b>

The amount represents the contract costs for the coming years (2019-2025).

#### **Bank guarantees**

A bank guarantee was given on the 1st of April 2016 for the total amount of € 66,764 to NSI HNK B.V. for the rent of the building.

#### **Lead agent Ministry of Foreign Affairs partnerships**

Rutgers is lead agent in several programmes financed by the Ministry of Foreign Affairs. The programmes are Right Here Right Now (Strategic Partnerships "Dialogue and Dissent"), Get up Speak out (Partnerships SRGR) and Prevention+ (Funding Leadership and Opportunities for Women (FLOW)). Because we have a responsibility as a lead agent regarding the subsidy provided to the Alliance members, we have to include the funds disbursed to our Alliance members in the Statement of Income and Expenditure. Because we have a responsibility as a lead agent regarding the subsidy provided to the alliance members, we have to show both the funds disbursed to our alliance members and the relevant subsidies in our Statement of Income and Expenditure. As costs and revenue are equal on balance there is no influence on result or equity of Rutgers.

## A. Intangible fixed assets

	2019	2018
<b>Acquisition value</b>		
Balance 1 January	329,269	326,206
Acquisitions	-	3,817
Disinvestments	-	-754
Balance 31 December	329,269	329,269
<b>Depreciation</b>		
Balance 1 January	302,698	296,438
Depreciation	7,077	7,014
Disinvestments	-	-754
Balance 31 December 2019	309,775	302,698
<b>Book value 31 December 2019</b>	<b>19,494</b>	<b>26,571</b>

The above-mentioned intangible fixed assets refer to software, which are maintained for operational use and depreciation is based on the expected useful period of five years,

## B. Tangible fixed assets

The development in the tangible fixed assets can be represented as follows:

	Renovation	Furniture & equipment	Hardware	2019	2018
<b>Acquisition value</b>					
Balance 1 January 2019	308,499	301,486	273,784	883,771	883,292
Acquisitions	-	-	19,758	19,758	36,902
Disposals/desinvestments	-	-	-	-	-36,423
Balance 31 December 2019	308,499	301,486	293,542	903,527	883,771
<b>Depreciation</b>					
Balance 1 January 2019	210,829	252,408	214,459	677,695	590,036
Depreciation	58,786	31,354	23,603	113,743	111,527
Disposals/desinvestments	-	-	-	-	-23,868
Balance 31 December 2019	269,615	283,763	238,062	791,439	677,695
<b>Book value 31 December 2019</b>	<b>38,884</b>	<b>17,723</b>	<b>55,480</b>	<b>112,088</b>	<b>206,076</b>

The depreciation of the above presented tangible fixed assets is based on the expected useful period of five years.

## C. Receivables, pre-payments and other assets

	31-12-2019	31-12-2018
Debtors	373,176	6,049
Grants to be received	2,090,171	3,329,459
Provision bad debtors	-509	-509
Advances consortium members	1,848,169	2,800,018
Receivable amounts	3,165	41,737
Tax	2,544	16,692
Prepaid expenses	201,987	223,566
Other	28,834	18,094
	<b>4,547,537</b>	<b>6,435,107</b>

Receivables have a maximum term of one year. Grants to be received relate to finished and current projects and programmes. A breakdown is included in annex Breakdown of current programmes.

Advances consortium members consist of paid advances exceeding the actual expenditures.

## D. Cash and cash equivalents

	31-12-2019	31-12-2018
Bank current accounts	2,463,449	1,007,488
Bank current accounts foreign currency	2,073,972	371,979
Bank deposits	11,155,238	17,178,523
Bank deposits foreign currency	3,676,683	5,770,476
Cash resources	2,026	1,018
	<b>19,371,367</b>	<b>24,329,483</b>

The interest rate on the deposits varies and is low, nearly 0%, on the EUR deposits and 1 to 2% on the USD deposits. The duration varies from 1 to 6 months.

The high bank balance is a result of the pre-financing of programs by the Ministry of Foreign Affairs, The Dutch Postcode Lottery and other donors.



## E. Reserves

	31-12-2019	31-12-2018
<b>E1. Continuity reserve</b>		
Situation as of 1 January	2,259,131	1,958,161
Result appropriation	158,529	300,969
<b>Situation as of 31 December</b>	<b>2,417,659</b>	<b>2,259,131</b>

As per the end of 2019, the continuity reserve enables the organisation to cover 4,86 months of the work organisation. To cover the aim of 6 months, a continuity reserve of 2,98 million euros is required. The costs of the work organisation represents the staff costs (with a contract of more than one year), the contractual obligations (rent, office equipment lease etc.) of the offices in Utrecht and Jakarta.

	31-12-2019	31-12-2018
<b>E2. Appropriated reserve</b>		
Refugee crises project	-	24,000
Video content for social media channels	30,000	30,000
SRHR in the picture		60,000
SRHR Digital	55,955	100,000
Stop inappropriate sexual behavior in The Netherlands		50,000
Sex under the age of 25 in secondary education	-	12,035
Redesign online landscape	198,664	150,000
Prepare for the future	175,000	175,000
Research on Francophone countries in Africa	-	30,000
Replace and upgrade information systems	175,000	97,000
Resource Mobilisation	27,332	30,000
Innovation and upscaling of programme activities	84,537	60,537
Corona consequences	250,000	
Projects	174,510	-
<b>Situation as of 31 December</b>	<b>1,170,998</b>	<b>818,572</b>

Rutgers allocates funds to initiate innovative and additional projects. Project period can last for two years. At the end of the year the board decides which projects will continue the next year and add the responding amount to the appropriated reserve.

	31-12-2019	31-12-2018
<b>E3. Reserve exchange rate differences</b>		
Situation as of 1 January	-	-27,303
Withdrawals	-	28,141
Additions/withdrawals	753	-838
<b>Situation as of 31 December</b>	<b>753</b>	<b>0</b>

Differences are caused by the different exchange rates used for balance sheet positions and for the profit and loss items for the Country Office. For the balance sheet items we use the exchange rate on the 31st of December and for the profit and loss items we use the average rate of the year.

	31-12-2019	31-12-2018
<b>E4. Equalization fund VWS</b>		
Situation as of 1 January	129,577	104,045
Under-/overspending subsidy	-20,710	25,532
<b>Situation as of 31 December</b>	<b>108,867</b>	<b>129,577</b>

Based on paragraph 6 articles 34 up to 36 of the framework VWS-grants, the differences between the annual amount granted and the actual expenditures are recognized under this reserve.

	31-12-2019	31-12-2018
<b>E5. SheDecides fund</b>		
Situation as of 1 January	105,508	512,960
Use	-	-500,000
Addition	36,933	92,548
<b>Situation as of 31 December</b>	<b>142,441</b>	<b>105,508</b>

In January 2017 Minister Ploumen launched the SheDecides Global Fundraising Initiative in order to compensate organisations world wide who were affected by the Mexico City Policy. Rutgers has taken on the role to collect the private donations and transfer those donations to affected organisations.

## F. Provisions

	31-12-2019	31-12-2018
<b>F1. Provision for jubilee employees</b>		
Situation as of 1 January	36,138	40,087
Changes during the year	6,006	-3,949
<b>Situation as of 31 December</b>	<b>42,144</b>	<b>36,138</b>

The jubilee provision was formed to cover jubilee benefit. In the calculation the possibility of early departure of employees is included. According to article 11, Gratification in chapter 7, Job and pay of the CAO, an employee is entitled to a single gratification at 12,5, 25 and 40 years service.

	31-12-2019	31-12-2018
<b>F2. Provision transitions staff</b>		
Situation as of 1 January	0	4,648
Changes during the year	0	-4,648
<b>Situation as of 31 December</b>	<b>0</b>	<b>0</b>

The law 'Werk en Zekerheid' obliges Rutgers to compensate employees with a temporary position when their contract period ends. This compensation is called transition compensation. From 2017 onwards only the transitions that have been contracted per the end of the year are included.

## G. Current and accrued liabilities

	31-12-2019	31-12-2018
Subsidies received in advance	6,712,152	12,401,364
Contract obligations	11,475,928	13,469,986
Liabilities consortium members	268,917	12,793
Creditors	571,433	552,883
Contributions for national insurance, income tax and pensions	403,883	371,910
Holiday provision	665,850	557,209
Accrued liabilities	69,460	282,166
	<b>20,167,622</b>	<b>27,648,311</b>

Subsidies received in advance are specified in annex Breakdown of current programmes. Liabilities consortium members consist of expenditures exceeding the advances.

#### H. Income from individuals

	Actual 2019	Budget 2019	Actual 2018
Private donations SheDecides	36,933	-	92,548
Private donations	7,721	-	16,504
Other income	-	-	-
<b>Total</b>	<b>44,654</b>	<b>-</b>	<b>109,052</b>

#### I. Income from Lotteries

	Actual 2019	Budget 2019	Actual 2018
Dutch Postcode Lottery Dreamfund	1,523,243	-	8,039,406
Dutch Postcode Lottery	900,000	900,000	900,000
Dutch Postcode Lottery "Gewoon Ongesteld"	-	-	-6,513
Income from other Lotteries	614	-	1,014
<b>Total</b>	<b>2,423,857</b>	<b>900,000</b>	<b>8,933,908</b>

In 2018 the Dutch Postcode Lottery granted a one-off grant of € 11,900,000 for the programme She Makes Her Safe Choice (a four-year programme). In the income is only a part accounted for since not all implementing partners have been contracted for the whole period. The difference between the grant of € 11,900,000 and the contracted amount is part of our liquidity position as stated in D. Cash and cash equivalents.



## J. Income Government subsidies

	Actual 2019	Budget 2019	Actual 2018
Dutch Ministry of Foreign Affairs GUSO programme	5,699,332	4,299,579	4,039,748
Dutch Ministry of Foreign Affairs (alliance members GUSO)	5,291,764	4,184,540	5,684,712
Dutch Ministry of Public Health (annual institutional grant)	2,187,784	2,136,635	2,136,535
Dutch Ministry of Foreign Affairs RHRN programme	1,269,513	5,321,506	7,940,181
Dutch Ministry of Foreign Affairs (alliance members RHRN)	4,396,544	3,255,178	2,458,152
Dutch Ministry of Foreign Affairs YID programme	1,196,522	1,169,798	1,281,098
Dutch Ministry of Foreign Affairs (alliance members Prevention+)	1,712,003	1,565,509	1,738,735
Dutch Ministry of Foreign Affairs Prevention + programme	1,938,413	1,947,670	1,659,395
Dance4Life GUSO programme	220,851		
Dutch Ministry of Public Health (projectgrants)	534,863	671,110	88,529
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	424,005	461,945	490,457
Dutch Ministry of Education, Culture and Science (alliance member Act4Respect)	250,323	249,959	288,724
Dutch Ministry of Education, Culture and Science (OCW) Storytelling Intersekse	48,777	-	288,724
Dutch Ministry of Education, Culture and Science (OCW) AGOM	205,572	157,670	108,558
ZonMw	101,074	66,600	157,173
United Nations Population Fund (UNFPA)	75,961	69,020	70,674
NUFFIC/Niche	97,243	172,880	194,794
Other income from government grants	552,505	541,152	639,861
	<b>26,203,049</b>	<b>26,270,751</b>	<b>28,977,327</b>

Income from the government subsidies include all grants from various government departments and agencies. In 2016 Rutgers entered agreements with the Ministry of Foreign Affairs in relation to the programme:

- SRHR Partnership Fund "Get Up Speak Out". This programme is being implemented through a consortium that consists of: Rutgers (lead), Simavi, Aidsfonds, IPPF, dance4life and CHOICE for youth & sexuality. The contract amount is € 39,590,000 for the period 2016-2020.
- Strategic Partnership "Right Here, Right Now". This programme is being implemented through a consortium that consists of: Rutgers (lead), Hivos, dance4life, CHOICE for youth & sexuality, Arrow, IPPF AR and LACWHN. The contract amount is € 34,667,680 for the period of 2016-2020.
- Funding Leadership and Opportunities for Women "Prevention+" Men and Women Ending Gender-Based Violence. This programme is being implemented through a consortium that consists of: Rutgers (lead), Promundo and Sonke. The contract amount is € 15,000,000 for the period of 2016-2020.
- Partnership Fund "Act4Respect". This programme is being implemented through a consortium that consists of: Rutgers (lead) and Atria. The contract amount is € 3,000,000 for the period 2018-2022.

The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2019 (€ 2,208,494). The difference between the annual budget granted in 2019 (€ 2,187,784) and the actual expenditure is recognized in equalisation fund (€ 20,826).

## K. Income from other non-profit organisations

	Actual 2019	Budget 2019	Actual 2018
Bill & Melinda Gates Foundation	662,551	540,529	1,263,191
Mannion Daniels Limited (for Amplify Change)	2,463,572	1,889,365	665,072
Care Nederland	406,737	507,361	346,502
IKEA Foundation	220,477	172,084	168,817
St. Nefkens	144,865	177,007	165,795
NJI	20,791	7,200	101,494
Diorapthe Foundation	-	285,000	71,000
IPPF EN	99,923	99,381	117,006
IPPF (CSE Institute)	-9,017		-
IPPF (GAC/CoE)	58,144		-
IPPF London	2,400		-
IPPF/WHR	6,061		-
EKN Mali	16,696	334,095	124,130
EKN Bangladesh	-	16,090	-
Pharos	-		77,853
NOC*NSF	58,441		1,170
Other income	215,183	67,690	84,119
<b>Total</b>	<b>4,366,822</b>	<b>4,095,803</b>	<b>3,186,149</b>

The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2019 (€ 2,208,494). The difference between the annual budget granted in 2019 (€ 2,187,784) and the actual expenditure is recognized in equalisation fund (€ 20,710).

## L. Income from goods and services and other income

	Actual 2019	Budget 2019	Actual 2018
Income webshop	159,481		157,606
Expenditure webshop	-167,070	-	-173,050
Result webshop	-7,589		-15,444
Other income	232,349		182,057
	<b>232,349</b>	<b>-</b>	<b>182,057</b>

The other income consists of revenues from training and workshops.

## M. Expenditure directly allocated to objectives

	Actual 2019	Budget 2019	Actual 2018
M1 National	4,733,420	3,547,938	4,209,980
M2 International	18,419,663	17,907,502	24,291,294
M3 Advocacy/communication	8,008,658	10,168,134	11,067,253
<b>Total costs</b>	<b>31,161,741</b>	<b>31,623,574</b>	<b>39,568,527</b>

An explanation of the activities relating to education/awareness-raising, structural aid and project portfolio has been included in the Rutgers Annual Report.

### Spending percentage

Below, the proportion of the total expenditure on the objective(s) to the total income has been represented as a percent for the relevant years:

	Actual 2019	Budget 2019	Actual 2018
Total direct expenditures for the objectives	31,161,741	31,623,574	39,568,527
Total income	33,038,381	33,747,087	41,206,435
Spending percentage	94%	94%	96%

Below, the proportion of the total expenditure on the objective(s) to the total expenditure has been represented as a percent for the relevant years:

	Actual 2019	Budget 2019	Actual 2018
Total direct expenditures for the objectives	31,161,741	31,623,574	39,568,527
Total expenditure	32,740,547	33,612,017	41,443,239
Spending percentage	95%	94%	95%

## N. Costs of income generating

	Actual 2019	Budget 2019	Actual 2018
Raising funds	166,305	423,917	380,759

Below, the proportion of the fundraising costs to the total income fundraising has been represented as a percent for the relevant years:

Total income fundraising	33,038,381	33,747,087	41,206,435
Total fundraising costs	166,305	423,917	380,759
Cost percentage fundraising	1%	1%	1%

## O. Costs of Management and administration

	Actual 2019	Budget 2019	Actual 2018
Management and administrative costs	1,412,501	1,564,526	1,493,952
Total expenditure	32,740,547	33,612,017	41,443,239
Management and administration percentage	4,3%	4,7%	3,6%

The departments indicated below have been broadly assigned to these main activities:

Departments	Objective	Fundraising	Management & administration	FTE
Board & management	40%	20%	40%	2,3
General affairs & Secretary	25%	8%	67%	7,8
Human Resources	0%	0%	100%	2,3
Finance & Control	65%	0%	35%	6,7
Communication	44%	1%	55%	12,0
Fundraising	0%	100%	0%	1,6
Advocacy	99%	1%		10,2
National	100%	0%		28,9
International (including Country Office Indonesia)	99%	1%		38,4
				<b>110,1</b>

The column Objective represents the activities of the programmes on National, International and Advocacy level.

### Number of staff

During 2019, the average number of staff based in Utrecht amounted to 90,7 FTE (2018 88 FTE) and in Jakarta 19,4 FTE (2018: 14,8 FTE).

## P. Income from interest and exchange result

	Actual 2019	Budget 2019	Actual 2018
Interest	-745	-	3,237
Exchange result	-2,258	-	220,795
Bad debt	-	-	-
	<b>-3,003</b>	<b>-</b>	<b>224,032</b>

Rutgers receives advances in US dollars. The reported exchange rate result is partly due to the revaluation of the US dollar balance against the exchange rate as per the end of the year.

**Explanatory  
notes to  
model W**

	Actual 2019	Budget 2019	Actual 2018
<b>Staff costs</b>			
Wages and salaries	5,369,737	6,644,924	5,229,982
Social security costs	898,064	-	828,323
Pension	485,962	-	470,753
Sickness absence insurance	-	199,348	155,360
Sickpay insurance refunds	-143,349	-50,000	-211,507
Hired personnel	176,001	65,000	290,282
Commuting Allowance	158,418	122,443	129,359
Training and conferences	72,507	166,350	113,677
Occupational health & safety costs	22,269	20,000	14,146
Recruitment costs	356	26,500	35,004
Other office costs	14,539	15,000	14,653
Other staff costs	87,659	65,134	32,211
	<b>7,142,164</b>	<b>7,274,699</b>	<b>7,102,243</b>
<b>Accommodation costs</b>			
Rent	240,229	273,980	271,219
Maintenance costs	36,639	56,500	37,366
Other accommodation costs	25,542	30,639	25,417
	<b>302,411</b>	<b>361,119</b>	<b>334,002</b>
<b>Office and general expenses</b>			
Supervisory Board costs	6,972	10,000	6,600
ICT costs	259,244	227,719	276,349
Project support office costs	172,165	225,540	172,257
Advice - and administration costs	171,452	185,976	132,287
Other general expenses	37,093	176,500	28,414
	<b>646,926</b>	<b>825,735</b>	<b>615,906</b>
<b>Depreciation, interest and bankcosts</b>			
Depreciation	119,263	118,600	117,583
Interest, exchange rate and bankcosts	12,403	8,000	11,455
	<b>131,665</b>	<b>126,600</b>	<b>129,038</b>
<b>Total</b>	<b>8,223,165</b>	<b>8,588,153</b>	<b>8,181,189</b>



## Remuneration Board

Job title  
Period in 2019  
Scope employment (in fte)  
**WNT-maximum international development**

**A.J.J. Coenen**

**Executive Director**

1/1 - 31/12

1.0

**181,000 per year**

### Remuneration

Remuneration  
Taxable expense allowance  
Benefits payable on term  
*Subtotal*  
-/- Amounts unduly paid

124,745

0

11,485

136,230

-

**Total remuneration 2019**

**136,230**

Justification if exceeding

n.a.

### Figures 2018

Period in 2018  
Scope employment (in fte)

1/1 - 31/12

1

### Remuneration 2018

Remuneration  
Taxable expense allowance  
Benefits payable on term

122,859

0

11,281

**Total remuneration 2018**

**134,140**

**Individueel WNT-maximum 2018**

**174,000 per year**

\*WNT = Wet Normering Topinkomens; Law on the criteria for top incomes

Rutgers adheres to the advisory schemes for the Remuneration of Directors of Charity Organizations (Association of Fundraising Organizations, Goede Doelen Nederland), the code Code of Good Charity Governance (Code goed bestuur goede doele) and the law on the criteria for Top incomes (Wet Normering Topinkomens, WNT). The Supervisory Board sets the remuneration policy for the Director. This remuneration policy is reviewed periodically.

The BSD-score was calculated on 475 and approved by the Supervisory Board. Resulting in a maximum remuneration of €138,020 per July 2019.

Over 2019 Rutgers complies with all the relevant remuneration schemes. Over 2019 the remuneration of our Director, mr. Ton Coenen, does not exceed the maximum.

### Remuneration Supervisory Board

The supervisory board receives a remuneration of € 150 per meeting. There were four meetings in 2019. For members who don't live in the Netherlands, the travel costs are reimbursed.

The total remuneration of the Supervisory Board in 2019 was € 3,450.

The individual WNT-maximum is € 27,150 (chair) and € 18,100 (members).

### The members in 2019 were:

M. de Blécourt (Mirjam) CHAIR as of June 2018

J.M. Bunting (Julia) as of May 2017

L. Delleman (Lars) as of February 2016

L. Dijkstra (Lotte) as of May 2018

K. van der Flier (Karel) as of June 2018

A. Hardon (Anita) as of February 2016

N.C.G. Loonen- Van Es (Nicolette) as of April 2013

B. Schouten (Bea) as of May 2018

M. Spier (Marian) as of June 2018

## Breakdown of current program- and projects end of year position

	2019		2018	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN		(1,129,535)	835,427	-
Dutch Ministry of Foreign Affairs GUSO		(1,023,938)	-	(3,624,266)
Dutch Ministry of Foreign Affairs Yes I Do		(427,636)	-	(547,163)
Dutch Ministry of Foreign Affairs PP		(598,217)	-	(847,699)
Dutch Ministry of Education (Act4Respect)		(242,513)	-	(284,140)
Bill & Melinda Gates Foundation (Explore4Action)	75,989		242,497	-
IKEA Foundation		(11,397)	669,782	-
Amplify Change (SST)		(56,791)	-	(7,456)
Amplify Change (MEGA)	521,485		2,125	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice		(2,466,676)	-	(3,860,594)
Dutch Postcode Lottery	900,000		900,000	-
Other	592,697	(755,447)	679,629	(3,230,046)
	<b>2,090,171</b>	<b>(6,712,152)</b>	<b>3,329,460</b>	<b>(12,401,364)</b>
<b>Total project balance</b>	<b>-4,621,981</b>		<b>-9,071,904</b>	

**W.  
Explanatory  
notes to  
allocation of  
expenditure**

**Specification and cost allocation to appropriation**

Appropriation  Expenditure	Objective		
	National	International	Advocacy/ communication
Programme spending	1,329,319	9,100,762	2,436,667
Subsidies and contributions	250,323	7,003,767	4,396,544
Staff costs	2,786,045	2,055,458	907,604
Accommodation costs	117,589	86,675	39,403
Office and general expenses	198,867	135,145	211,547
Depreciation, interest and bankcosts	51,277	37,856	16,894
<b>Total</b>	<b>4,733,420</b>	<b>18,419,663</b>	<b>8,008,658</b>

Raising funds	Management and administration	Total 2019	Budget 2019	Total 2018
	-	12,866,748	25,011,541	25,390,714
	-	11,650,634	-	7,871,336
138,185	1,254,872	7,142,164	7,274,699	7,102,243
5,827	52,916	302,411	361,119	334,002
19,750	81,618	646,926	854,374	615,906
2,543	23,096	131,665	110,284	129,038
<b>166,305</b>	<b>1,412,501</b>	<b>32,740,547</b>	<b>33,612,017</b>	<b>41,443,239</b>

# 11

## List financial donors

Rutgers would like to thank all organisations that in recent years have made a financial contribution or donation to the programmes of Rutgers:

- Amplify Change
- Bernard van Leer
- Bill & Melinda Gates Foundation
- Bundeszentrale für gesundheitliche Aufklärung (BZgA)
- CARE Nederland
- Embassy of the Kingdom of the Netherlands Bangladesh
- Embassy of the Kingdom of the Netherlands Benin
- Embassy of the Kingdom of the Netherlands Burundi
- Embassy of the Kingdom of the Netherlands Mali
- FWOS
- HALT
- Ikea Foundation
- Intrahealth International Inc
- IPPF European Network
- Leger des Heils
- Ministerie van Buitenlandse Zaken (Ministry of Foreign Affairs)
- Ministerie van Onderwijs, Cultuur en Sport (OCW) (Ministry of Education)
- Ministerie van Sociale Zaken en Werkgelegenheid
- Ministerie van Volksgezondheid, Welzijn en Sport (VWS) (Ministry of Health)
- Ministry for Trade and Development Coop.
- Movisie
- Nationale Postcode Loterij
- Nederlands Jeugdinstituut
- Nefkens Stichting Ontwikkelingshulp
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- NOC\*NSF
- Primrose
- Private donations Rutgers
- Private donations SheDecides
- RIVM
- Stg Projectenbureau PG&V NL
- Trimbos
- United Nations Population Fund (UNFPA)
- WODC
- Women Inc
- WOTRO
- ZonMw



# 12 Independent Auditor's Report

dubois + co  
REGISTERACCOUNTANTS

## INDEPENDENT AUDITOR'S REPORT

To: the Supervisory Board and the Board of Stichting Rutgers in Utrecht,  
The Netherlands.

### A. Report on the audit of the financial statements 2019 included in the annual report

#### Our opinion

We have audited the financial statements 2019 of Stichting Rutgers based in Utrecht.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Rutgers as at 31 December 2019 and of its result for 2019 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the Standards for Remuneration Act (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the statement of income and expenditure for 2019; 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 Rutgers 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.

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KvK nummer 34374865

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**Compliance with rule against overlapping pursuant to the WNT not audited**

In accordance with the Audit Protocol under the Standards for Remuneration Act ("WNT"), we have not audited the rule against overlapping as referred to in Section 1.6a of the WNT and Section 5(1)(j) of the WNT Implementing Regulations. This means that we have not audited whether an executive senior official exceeds the norm as a result of any positions as executive senior official at other institutions subject to the WNT, and whether the explanation required in this context is correct and complete.

**B. Report on the other information included in the annual report**

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

- The board's report (chapter 1 – 10)
- List of donors (chapter 11);
- Budget 2020 (chapter 13);
- List of publications (chapter 14); and
- List of abbreviations (chapter 15).

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 substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

**C. Description of responsibilities regarding the financial statements**

**Responsibilities of the Board and the Supervisory Board for the financial statements**

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board, and the Policy rules implementation of the Standards for Remuneration Act (WNT). Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so. The board 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 monitoring the financial reporting process of the organization.

**Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment 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 detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error 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 these 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 skepticism throughout the audit, in accordance with Dutch Standards on Auditing, as well as the Policy rules implementation WNT, including the Audit Protocol WNT, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, 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 error, 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 company's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- 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 company'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 a company to cease 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 those charged with governance 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.

Amsterdam, 7 July 2020

Dubois & Co. Registeraccountants

ValidSigned door A.P. Buteijn RA  
op 07-07-2020

A.P. Buteijn RA







Everyone has the right to universal access to sexual and reproductive health information, education and services, including contraceptives and safe abortion

# 13

## Budget 2020

(inclusive Country office in Indonesia)

### Income

Advocacy	10,134,717
Communication	45,057
International	13,503,707
National	3,900,871
Research	157,715
Management	804,762
	<b>28,546,829</b>

### Expenditure direct project costs

Advocacy	8,400,233
International	9,538,812
National	970,849
Management	384,296
	<b>19,294,190</b>

### Net Income

Advocacy	1,734,484
Communication	45,057
International	3,965,157
National	2,930,022
Research	157,715
Management	420,466
	<b>9,252,901</b>

### Organisation costs

Salaries	7,064,193
Staff education, ww travel & sick leave provision	436,605
Other personnel costs	367,550
<i>Subtotal Salaries and other personnel costs</i>	<b>7,868,348</b>
Depreciation	70,612
Computer/ICT costs	249,550
Office and accommodation costs	490,500
Advise- and administration costs	187,150
Other material costs	276,875
	<b>9,143,034</b>

### Result

**109,867**



Rutgers

For sexual and  
reproductive health  
and rights



Cultural norms and values and gender stereotypes have a great impact on healthy sexuality

# 14

## List of publications

### Author(s), Title, Publication/Book/Congress

#### Peer reviewed article

- Cense, M. (2019) Rethinking sexual agency: proposing a multicomponent model based on young people's life stories, *Sex Education*, 19:3, 247-262.
- Cense, M. (2019) Navigating a bumpy road. Developing sexuality education that supports young people's sexual agency, *Sex Education*, 19:3, 263-276.
- Cense, M. & R. Ruud Ganzevoort (2019). The storyscapes of teenage pregnancy. On morality, embodiment, and narrative agency, *Journal of Youth Studies*, 22:4, 568-583.
- Ditzhuijzen, J. van (2019). Common risk factors for abortion and suicide attempts (comment). *Lancet Psychiatry*, 6(12): 972-973.
- Heijne, J., Van Aar, F., Meijer, S., De Graaf, H., & Van Benthem, B. Placing sexually transmitted infection surveillance data in perspective by using national probability sample surveys. *European Journal of Public Health*, accepted 2019.
- Nikkelen, S., Oosten, A. van, & Van den Borne, M. Sexuality Education in the Digital Era: Intrinsic and Extrinsic Predictors of Online Sexual Information Seeking among Youth". *Journal of Sex Research* Pages 189-199 | Published online: 24 May 2019.
- Vanwesenbeeck, I., Janssen, M.L. & Wijers, M. Duizenden slachtoffers van seksuele exploitatie: feit of frame? *Tijdschrift voor Seksuologie*, 43,p. 104-113, 2019.
- Vanwesenbeeck, I. E-learning Hulp en zorg aan sekswerkers. *Tijdschrift voor Seksuologie*, 43, p. 184, 2019.
- Vanwesenbeeck, I. Lichaam sekswerker is niet haar handelswaar. *Volkscrant*, 2019.
- Vanwesenbeeck, I. Tegen de vrouwen. De wereldwijde strijd van rechtsisten en jihadisten tegen de emancipatie. *Tijdschrift voor Seksuologie*, 43, p.114, 2019.

#### National publications

- **Non peer reviewed articles**

- Berlo, Willy van, Ineke Mouthaan, Ellen Laan, Stefan Bogaerts. Maak seksualiteit bespreekbaar. *GZ-psychologie*, 5, pp 23-27.
- Neef, Milleke de, Douwe Verkuyl, Ineke van der Vlugt, Ingvil van de Lisdonk. Medische geschiktheidscriteria voor anticonceptie. *Rutgers en FOM*, 2019.
- Ohlrichs, Yuri. Recensie: Chavez Perez, I. (2019) Respect. Een gids in seks en liefde voor jongens van nu. *Tijdschrift voor Seksuologie*, 2 118.
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- Vries, Mark Leon de, Ursela van Dijk, Amy Mantu-Adu, Ineke van der Vlugt. E-learning Nu Niet Zwanger (definitieve versie).
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## Publications International Research Department

- **(research) report or  
chapter in book**

- **Manuals or guidelines**

- **Contributions to  
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expertmeetings**

## Peer reviewed article

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- **Training**

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Ploem, Rachel. NVSS – Man en Zorg, Presentation on Engaging Men in Care, sharing international experiences at National Congress on Sexology – ‘Was Will der Mann’, 2019.

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Bonjour M. Training on Sexual Pleasure. IFMSA SRHR International pre-conference.

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Bonjour M., Musavyi, J.M. Training for bloggers and journalists on open communication about adolescent sexuality. Joint Programme Menyumenyeshe, Burundi.

Maris, S. & Frans, E. Training Vlaggensysteem Europa. BZgA (Keulen).

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**Rutgers**

For sexual and  
reproductive health  
and rights



A world where everyone can decide what to do with their body, with their life and with their future. Without question.

## 15 List of abbreviations

CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CPD	Commission on Population and Development
CR	Country Representative
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
CSW	Commission on Status of Women
FGM	Female Genital Mutilation
FLOW	Funding Leadership Opportunities for Women
FM	Forced Migration
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst
GGZ	Dutch Mental Health Care Service
GP	General Practitioners
GTA	Gender Transformative Approach
GUSO	Get Up Speak Out (SRHR Consortium Programme)
HIV	Human Immunodeficiency Virus
HLPF	High Level Political Forum
IAWG	International Advocacy Working Group
ICFP	International Conference on Family Planning
IPPF	International Planned Parenthood Federation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
LOPS	Landelijk Overleg van Poliklinieken Seksuologie
LOT	Landelijk Overleg Thema-instituten
MAP	Meaningful Adult Participation
MENA	Middle East and Northern Africa
MP	Member of Parliament
MR	Menstrual Regulation
MRM	MR by Medicine
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MVA	Manual Vacuum Aspirator
MYP	Meaningful Youth Participation
NGO	Non-Governmental Organisation
NHG	Nederlands Huisartsen Genootschap
NICHE	Netherlands Initiative for Capacity Development in Higher Education
NPL	Nederlandse Postcode Loterij (Dutch Postcode Lottery)
ODA	Official Development Assistance
PME(L)	Planning, Monitoring, Evaluation (and Learning)
PSTG	Platforms Seksuologische Teams GGZ
RHRN	Right Here Right Now (Dialogue and dissent programme 2016-2020)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
RMU	Resource Mobilisation Unit
SDG	Sustainable Development Goals
SGBV	Sexual and Gender-Based Violence
SHVB	Seksualiteits Hulpverlening Verstandelijk Beperkten
SOGI	Sexual Orientation and Gender Identity
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infection
SST	Standing Strong Together
TVET	Technical and Vocational Education and Training
UNFPA	United Nations Population Fund
UPR	Universal Periodic Review
WHO	World Health Organisation
WSA	Whole School Approach
WSWM	World Starts With Me (CSE curriculum)
YEP	Youth Empowerment Programme (SRHR Programme 2017-2020)
YFS	Youth-friendly services
YID	Yes I Do (SRHR Consortium programme 2016-2020)

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