



**Empowering young people towards happy and healthy lives**



**Rutgers**

For sexual and  
reproductive health  
and rights



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

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COVID-19 had a huge negative impact on sexual health worldwide. Despite the challenges Rutgers was also successful. We invite you to learn about our results and challenges in this Annual Report of 2020.

- COVID-19 made 2020 a challenging year and had an enormous impact on the work of Rutgers, both worldwide and in the Netherlands. The impact on the sexual and reproductive health and rights of especially young people was very negative. Enormous flexibility was required, both internally and in all the partner organisations. This resulted in more online interaction and output.
- 2020 was an intense year for our international work: Get Up Speak Out (GUSO), Prevention+, Right Here Right Now (RHRN) and Hello I Am came to an end. We were highly successful in acquiring three new partnerships with the Ministry of Foreign Affairs for the five years to come: Right Here Right Now2, Generation G and Power to Youth.

- 4.2 million young people were reached with CSE and 144 million people were reached with SRHR campaigning (GUSO).
- 25,6 million people were reached in Indonesia, Rwanda, Uganda and Lebanon on the topic of gender-based violence and gender justice (Prevention+).

## Dissemination of (research) outputs:

- In 2020, Rutgers published 6 peer-reviewed articles in scientific journals and another 10 articles are under review.
- 67 papers, articles, book chapters and reports were published outside of scientific journals.
- Rutgers' staff made more than 45 contributions to conferences, webinars, workshops and expert meetings.

- A large social media campaign reached an audience of over 3.7 million people to realise more progressive policies on CSE, safe and legal abortion, and LGBTI rights. Campaigning in Uganda was focused on expanding parental support and support from religious leaders for increased access to sexuality education (Standing Strong Together).
- Over 7 million people were reached by the Hello Check radio show with themes such as men's contribution to household chores during lockdown and the pandemic-related increase in child marriages (Hello I Am).

- More attention for the prevention of sexual violence is needed. #tothier was launched to call on the Dutch government to pay more attention to the prevention of sexual violence.

- The Right Here Right Now partnership contributed to advocacy successes in eight countries
- RHRN Global Youth Festival was created for 300 RHRN partners across the globe that joined our daily plenary sessions, workshops and booths. Every day, 200 participants joined online.
- An online resource database: over 120 tools and resources have been developed by all partners and are available in French, English and Spanish for SRHR activist.

## The research on sexual health in the Netherlands:

- The research on sexual health in times of corona showed that 40% of young people have dated less often than before COVID-19 and that there is more flirting online.
- An increase in impact online: 6.2 million people visited Sense.info and 572,332 visited [www.seksualiteit.nl](http://www.seksualiteit.nl).
- #ZegErWatVan against victim blaming reached over 2 million young people (cooperation Rutgers and Atria).
- Almost 600 professionals were trained (Make a Move and Girls' Talk).
- The Friends of Rutgers network welcomed 40 more friends, and 18 social Change Agents started as a peer influencer.
- Rutgers Dialogue – over 2,000 people viewed the livestream, which discussed the need for new political work on SRHR in the next Dutch government.
- Rutgers social media followers number over 20,000.



# 1

## Introduction & Outlook

**The COVID-19 pandemic has transformed the world. We have seen problems related to Sexual and Reproductive Health and Rights grow due to the pandemic. Homeschooling has made sexuality education more difficult to implement. In many countries where we work, access to services regarding contraceptives and safe abortion has become more difficult. Rights of LGBTI have been violated more. Sexual violence against women has increased.**

The pandemic has also taught us how resilient and flexible we can be. Working from home has been the norm now for more than a year. The staff has done an amazing job in adjusting to the new reality.

The pandemic has taught us that we can rely even further on our partners in countries. And that we have good communication systems to connect without all the travelling we were used to. We can reach large groups of partners in a virtual meeting very effectively. And several programmes can be done virtually.

The pandemic has proven the challenges of not being able to meet. Stress levels are high after hours of virtual meetings. The human connection is essential for team work. The pleasure and success in our work depends partly on relating to other people. And if we encounter problems in our international work but can't visit or connect personally – the problems are harder to solve.

We are on the verge of a different way of working because of the learnings of the pandemic: more via virtual programmes, more virtual meetings, less travel, more working from home. The office will become more a place to meet colleagues than a place to sit behind one's desk.

2020 was a challenging year for Rutgers, in addition to the COVID-19 pandemic. Two thirds of our funding came to an end – something we knew was going to happen, since the programmes funded by the Ministry of Foreign Affairs were ending. We invested a lot of work in the acquisition of new partnerships. We were very successful and managed to acquire three new partnerships for a total amount of 125 million euros for the next five years. We will be able to make a substantial contribution to improving the sexual health and rights of young people, especially through Right Here Right Now and Power to You(th). And we will also be working more on gender-just societies by our gender-focused work in the Generation G programme.

We managed to continue most of our national work despite the challenges. Of course we switched more to virtual ways of working; still, we managed to engage many people. We conducted specific research on the impact of COVID-19 on young people.

Each department and programme has identified lessons learned. Being flexible and able to adjust to changing circumstances (COVID, opposition) and to be flexible in partnerships in order to maximize results are some of the commonly shared lessons learned. And to trust our own and our partners resilience.

A major endeavour has been the merger with Dance4life. We started the process during the first weeks of the pandemic. And despite the fact that we could hardly meet, we managed to finalise it in 2021. The merger strengthens our potential to have impact on young people. And it increases our fundraising portfolio. For the merger to be effective, we will invest in integration in 2021.

All of our work is dependent on the partners we work with. This is true nationally and internationally. We are proud to have such a rich group of partners we can work with and learn from.

With the combination of our national work, the new international programmes and the merger, we are in a very strong position to contribute further to the lives of many regarding their sexual and reproductive health and rights in 2021.



Ton Coenen  
Executive director



Mirjam de Blécourt  
Chair Supervisory Board

## 2 Rutgers' strategy map 2016-2020

**Empowering young people towards happy and healthy lives is Rutgers' strategy for 2016-2020.** Our aim is to contribute to improving Sexual and Reproductive Health and Rights by focusing on young people.

The Rutgers' strategy for 2016-2020 has been developed through extensive consultation, both internally with the staff at the Rutgers head office and the country office, as well as externally with key donors, alliance members, research institutes and implementing partners.

The strategy map shows all the aspects that together form our focus for the coming years.

It starts with the vision that reflects how we envisage our ideal world of tomorrow.

At the bottom the mission is stated. The mission summarizes what Rutgers does in striving to reach its vision.

The four outcomes presented under the vision clarify what is needed in order to make this vision a reality. These outcomes are changes in the world that many stakeholders are contributing to, including Rutgers.

The eleven objectives in the centre of the map indicate the specific areas of focus in the day-to-day work of Rutgers: the deliverables, areas of excellence, areas to be strengthened in the organization and how this will be achieved.

The drivers of our work are presented below the objectives. These form the basis of both our objectives and long-term outcomes.



## Empowering young people towards happy and healthy lives

**Vision statement** — People are free to make sexual and reproductive choices, respecting the rights of others, in supportive societies.

More young people, in and out of school, receive comprehensive sexuality education

More people have access to improved, needs-based sexual and reproductive health information and services

Civil society is a leading actor in achieving sexual and reproductive health and rights in more countries

More governments provide greater support for sexual and reproductive rights

### Our priorities

- Contraception
- Safe abortion
- Sexual violence
- Population dynamics

Capacitate partners to implement & scale up quality interventions

Provide reliable information to public & professionals

Strengthen civil society organisations & networks

Advocate for implementation of progressive norms

Translating evidence into practice and back

Communicating in a cutting-edge and youth-friendly way

Connecting and being connected

Diversify funding

Act focused, fast, flexible

Collaborate better between departments & offices

Empower passionate professionals

### Our values

- Inclusive
- Gender equality
- Positive approach
- Activist
- Sustainable
- Openness
- Together

Urgency

Restrictive norms

Power dynamics

**Mission statement** — We empower people through education and improve access to information and services. We strengthen professionals, organisations and societies. We connect research, implementation and advocacy.

### 3 Data Core Indicators 2020

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 2020 by bringing together the results from all our national and international programmes.

#### Data Core Indicators 2020

1.	Number of young people (until 30) provided with Comprehensive Sexuality Education as part of Rutgers' programmes	566,855
2.	Number of SRH services provided to young people (until 30) as part of Rutgers' programmes	1,726,831
3.	Number of people reached with SRHR messages and information*	269,613,512
4.	Number of CSO's strengthened in SRHR programming	127
5.	Number of professionals trained in SRHR	18,328
6.	Number of external publications and presentations that contribute to the SRHR knowledge base	160
7.	Number of allies/stakeholders/influencers who actively support our SRHR work	707
8.	Number of occasions in which youth and civil society organizations have participated in policy decision making processes that affect their lives	72
9.	Number of positive changes in (implementation) of laws & policies on SRHR	47
10.	Number of regional and international agreements that maintain or strengthen progressive language on SRHR	9

\* Indicator 3 should be interpreted with caution. It is calculated by summing up the reach of all kinds of different activities and channels of information provision. A person may be reached multiple times by different channels and therefore included more than once in this figure. Due to this double counting, the indicator therefore does not represent unique individuals.



We advocate for adoption of progressive norms



## 4 Advocacy

### 4.1 Advocacy in the Netherlands and Europe

In 2020, Rutgers worked hard to keep SRHR on the agenda by continuing our advocacy work, adapting it to the new circumstances and organising a number of events. Collaboration with civil society organisations and networks remains key. Below just a few of the highlights.

#### **Round table ICPD+25 and Beijing+25**

Early 2020, a successful round table was organised in collaboration with partners, looking back at the ICPD+25 process and looking forward to the Beijing+25 process. Rutgers co-chaired the meeting and provided content on both processes, and close collaboration was foreseen between the Dutch Ministry of Foreign Affairs and the Ministry of Education around upcoming multilateral processes. Due to the pandemic however, these processes were suspended and changed into online processes.

#### **Launch of the State of World Population Report 2020**

The UNFPA State of World Population Report 2020 "Against My Will" was launched during an Instagram live session with young activists from Lebanon, Kenya and Netherlands, UNFP HQ and the Director-General of International Cooperation of the Ministry of Foreign Affairs, who voiced strong support for SRHR in general and in this COVID-19 era in particular.

#### **Working with parliamentarians**

Rutgers provided inputs to parliamentarians on a number of occasions, including a briefing on the consequences of COVID-19 for SRHR, and the budgetary discussions on the budget for 2021. For World Contraception Day, four Members of Parliament made a short video message about their take on the importance of family planning. An online event was organised with two Members of Parliament from the All-Party Parliamentary Group and civil society to talk about the Dutch commitment to SRHR and HIV/AIDS in times of COVID-19.

#### **EU level**

Rutgers continued monitoring and providing input on a number of processes taking place at EU level, including the EU-Africa strategy, the multi-annual financial framework (MFF) and the Gender Action Plan. The final EU-Africa strategy contains strong wording on SRHR and family planning, and SRHR is included in the MFF. Also, a strong Gender Action Plan was adopted, which, however, did not lead to new Council conclusions. Nevertheless, this will not impede implementation in EU partner countries.

#### **Domestic**

In 2020 preparations started for the parliamentary elections in March 2021. Advocacy efforts were undertaken towards the election committees to include both SRHR, as a priority within development cooperation, and sexual violence in the election programmes of political parties. Preparations took place for the launch of a voting compass on sexuality in early 2021. The Johannes Rutgers dialogue with 8 political youth organisations (PYO) resulted in a lively debate about our main advocacy topics. The relationship that was built with these PYOs formed the basis for further collaboration in the campaign to stop sexual violence (#TotHier). This campaign, which included a petition page, was launched in November with support from civil society and influencers. It resulted in various actions, including parliamentary questions.

For the first time in 15 years, the Dutch law on abortion was evaluated. This evaluation included recommendations for further improvements. Rutgers wrote an evidence-based response underpinning the recommendations, resulting in media attention and input for political debates. This debate will be continued in 2021.

In collaboration with academics, Rutgers advocated against the proposed changes in the law on sexual crimes, especially the suggested distinction between sex against someone's will and 'real' rape, providing input both in writing as well as at a technical briefing in parliament. It resulted in a majority in parliament for removing this distinction, and a commitment to revise the law by the Minister of Justice.

Together with COC, Rutgers pleaded for the inclusion of sexual diversity and sexual health in citizenship education. Our input resulted in various motions in parliament which were adopted, including the concretisation of sexual diversity and health objectives in the curriculum.

#### *Lessons learned*

In the Netherlands, getting signatures for the campaign against sexual violence turned out to be more difficult than expected. A petition carries the risk of obtaining few signatures, giving the false impression that there is little support for the issue. Additional activities were implemented to reach the target set.

## **4.2 International advocacy**

### **Right Here Right Now programme (RHRN)**

Total budget: € 34,667,680

Budget 2020: € 7,687,119

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



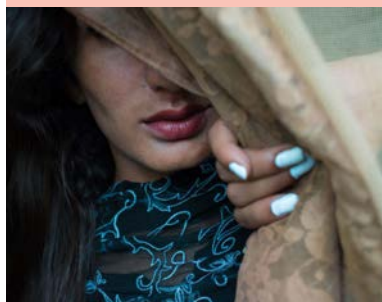
**RIGHT HERE  
RIGHT NOW**

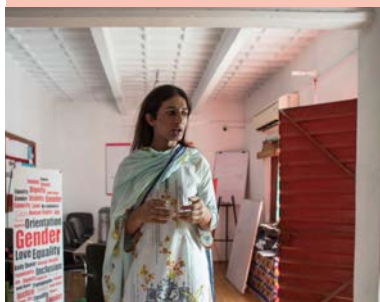
*RHRN is a five-year programme and global strategic partnership that is active in ten countries in Africa, Asia and Latin America, and the Caribbean subregion. It envisions a world where all young people, including girls, young women and young LGBT, enjoy improved access to comprehensive sexuality education and to youth-friendly health services, including safe abortion, through enhanced and concerted advocacy at (sub)national, regional and international level. It consists of Rutgers, ARROW, CHOICE for Youth and Sexuality, dance4life, Hivos, IPPF AR, LACWHN and the Dutch Ministry of Foreign Affairs.*

Due to the COVID-19 pandemic, civic space shrank and the resilience of our partners was tested. Our RHRN advocacy platforms and members adapted, were innovative, and continued to pursue advocacy results in 2020. At the country level, results included the launch of the guidelines for the implementation of Adolescents' Sexual and Reproductive Health and Rights within Nairobi County (Kenya), the issuing of the Safe Motherhood and Reproductive Health Rights Regulation in Nepal, and the first steps taken to revise the Penal Code Act by the Uganda Law Reform Commission to allow access to safe and legal abortion in cases of rape.

Rutgers contributed to increased space at the Human Rights Council for marginalised groups by supporting young advocates that wrote and read statements, and advocated for progressive language in relevant resolutions at the HRC, such as the resolution on Discrimination against Women and Girls. The support given to the Pakistan platform resulted in strong recommendations of the CEDAW committee to Pakistan on CSE and safe abortion, amongst other things. Furthermore, Rutgers was active around the Commission on the Status of Women and Rutgers was a member in the governmental delegation to the Commission on Population and Development.

In 2020, activities strongly focused on the sustainability of the approaches, strategies and outcomes of our five years of implementation and learnings. More than 200 RHRN partners and high-level speakers across the globe joined an online Global Youth Festival and discussed achievements, lessons and recommendations on how to advance a progressive, feminist and youth-





inclusive SRHR agenda beyond our five-year programme. We also developed an online resource database ([rhrntools.rutgers.international](http://rhrntools.rutgers.international)), where over 120 tools and resources developed by our partners are available in French, English and Spanish for SRHR activists after the end of the programme.

Two operational research projects were completed in 2020. The first focused on how Meaningful and Inclusive Youth Participation (MIYP) has been put into practice within the RHRN partnership in Nepal and Honduras. Over the years, the voice of young people and the responsibilities they held in the platforms increased. Despite progress, negotiations about space and autonomy for young people continue ongoing, especially since adult-centred attitudes are often deeply rooted and unconscious behaviour, and anchored in the structures of adult-led organisations. The second study focused on the inclusion of SOGIE in the SRHR partnership and SRHR advocacy agenda. Incorporation of SOGIE in the joint platform agendas has been a challenging process. Value clarification and reaching consensus about language and messages have been key and contributed to changes in values, transformation of attitudes and strengthened capacity for SOGIE advocacy among staff of platform members.

Three documentaries with compelling stories from young activists from Kenya, Indonesia and Guyana were produced in collaboration with VICE, reaching a young Dutch audience with 576,425 video views and 23,917 article reads.

#### *Lessons learned*

At global level, data was collected in our six-country COVID-19 study, in collaboration with GUSO, on the barriers to young people's access to SRHR information and services. Its conclusions reveal that rectifying injustice and inequity, clearly the root cause of many health problems even before the arrival of COVID-19, particularly among vulnerable groups, should be as much an integral part of the pandemic response as addressing SRH service quality and delivery.

Rich learnings from our operational research reports on youth and SOGI inclusion were widely disseminated. All these learnings of RHRN were also strongly embedded in a RHRN2 proposal (2021-2025) which was granted.

#### *Risks & mitigations*

In many countries, Ministries of Health were (partially) closed or dealing with COVID-19 only, while SRHR issues were de-prioritised. Civic space shrank as a result of COVID-19, both at the international and national level. The silver lining, however, is that we were innovative and able to adapt to online capacities and a digital way of working.

#### **Standing Strong Together**

Total budget: € 2,000,000

Budget 2020: € 844,377

2-year programme with no-cost extension of 4 months

Donor: Amplify Change

*The long-term objective of SST was to contribute to realising more progressive policies on CSE, safe and legal abortion, and LGBTI rights in 4 selected countries; Uganda, Senegal, Democratic Republic of Congo (DRC) and Indonesia. A key component of the programme consisted of building and implementing national-level campaigns that reflect shared values and belief systems to gain more public support for these progressive policies.*

2020 was the year of finalising research and message testing, and the actual campaigning and advocacy work. All capacity-strengthening activities were successfully moved online. Campaign content was produced by country partners including at least one youth-led CSO per country. The key programme



target to reach 1,000,000 people was exceeded by far: in total more than 6,000,000 people in three countries were reached with newly developed and tested messages. For Senegal, activities were outsourced to enable the making of a web series, which will be launched online from March 2021 onwards and is expected to reach a large audience in Senegal and the wider region.

In Indonesia, partners organised media briefings for journalists, which led to journalists starting to write more critically about the different harmful articles and laws that were up for review in parliament. A large social media campaign with two newly developed personas (based on the research) reached an audience of over 3.7 million people. Campaigning in Uganda was focused on expanding parental support and support from religious leaders for increased access to sexuality education. The country partners succeeded in creating a discussion on sexuality education between parents and religious as well as other authorities through radio and television talk shows and through organising the People's Parliament (six episodes in three districts, broadcast on national television and available on YouTube). The campaign's reach on social media was more than 1.5 million, while strategic connections were established with the religious leaders council through the programme.



In DRC, SST partners campaigned on the need for full implementation of the Maputo Protocol, in particular article 14. 2.c on abortion. In two provinces, SST was able to create local coalitions of organisations to spread their messages and obtained support from local legal and medical authorities and decision-makers for expanding sensibilisation on the Maputo Protocol. Through social media more than half a million people were reached, and many more were reached by sensitisation activities that took place in markets, schools and universities.

At the international level, four online linking and learning meetings were organised to share campaign tactics and strategies. Four shorter research briefs will be published in early 2021, based on the four extensive country research reports. Research findings and experiences were shared with RHRN platform members, other relevant stakeholders and at the RHRN Global Youth Festival.

#### *Challenges and Lessons Learned*

In Standing Strong Together, setting up values-based research in the different countries and with different local research partners was not easy, especially from a distance. However, eventually the research on values and on specific audiences did support partners in refining messages and linking them to the values and belief systems of their target audiences.

Partners also learned that conducting research can become an advocacy tool in itself if the research encourages audiences to reflect on something they did not have an explicit opinion on before the research (such as sexuality education or abortion laws and policies).

Since it took a long time to get national campaigns really started, there was not sufficient time to link national campaigns to international advocacy mechanisms. With a longer time span, this ambition of the programme could have been realised more successfully.

### **4.3 Challenges & Lessons learned**

Overall, we see that the start of the COVID-19 pandemic caused the scale-down and postponement of activities. Although activities quickly moved to online spaces and the work continued, we also noticed a decrease in civic space, both in partner countries and in multilateral processes. Advocacy efforts were undertaken to protect civic space and support partners as much as possible.

## 5 International programmes

### 5.1 Introduction

For many of us working internationally, 2020 was a challenging year. However, the flexibility of partner organisations, staff members and donors enabled us to rapidly adapt programmes. More and more online work took place. When programmes ended, it felt sad not to be able to see partner organisations in real life and to round off our work together. 2020 was also the year of the development of new programmes for the MoFA round of proposals, with a very positive outcome for Rutgers' international programmes department. We were awarded two programmes as lead agency, namely RHRN2 and Generation G, and, together with Amref as lead organisation, the Power to Youth programme. Factors contributing to this success were dedicated staff from partner organisations and Rutgers alike, working hard, reflecting, great discussions, and being open to different ideas, cultures, genders and ages. This achievement was a real joint effort. Apart from programmes that ended or started, the continuation of She Makes Her Safe Choice and its expansion to West Africa was also promising.

### 5.2 Programmes

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

Total budget: € 39,590,000

Budget 2020: € 3,545,212

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



*Get Up Speak Out (GUSO) was 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 was implemented in Ethiopia, Ghana, Indonesia, Kenya, Malawi, Pakistan and Uganda. The change the Consortium envisaged was that all young people, especially girls and young women, are empowered to realise their SRHR in societies that take a positive stance towards young people's sexuality.*

For GUSO, 2020 was the last year of implementation in which partners made special efforts to hand over sustainable structures, while at the same time highlighting and disseminating impact achieved over the last 5 years and evidence of effective approaches. Although COVID-19 changed a lot in the last year of the programme, many results were realised, and most targets of the programme were met or often exceeded. Overall, 4.2 million young people were reached with CSE, 40% of young people participated meaningfully in decision-making processes, 144 million people were reached with SRHR campaigns and (social) media and almost 7 million SRH services were provided to young people during the programme.

In 2020, 280 SRHR professionals strengthened their capacity on applying Gender Transformative Approach (GTA) to their work via direct online workshops hosted by Rutgers staff. Two research reports and accompanying evidence briefs on the application of GTA to CSE and on the application of GTA to Youth-friendly services (YFS) were published and widely disseminated.

#### *Lessons learned*

Results and lessons learned have been captured in various products, such as an updated facilitators' guide on '[Working on SRHR in times of opposition](#)'. All products, research papers, stories of impact etcetera have been brought together in an online exhibition space, with specific 'rooms' with results per country and can be found via [www.getupspeakout.org/exhibition](http://www.getupspeakout.org/exhibition).



## PREVENTION+



### *Risks & Mitigation*

GUSO activities were, of course, marked by challenges related to COVID-19. In the second half of 2020, a COVID-19 study looking at the impact of the pandemic on the SRHR of young people in Ghana, Indonesia, Kenya, Nepal, Uganda & Zimbabwe was carried out among over 3,500 young people.

### **Prevention+**

Total Budget: € 15,000,000

Budget 2020: € 2,995,338

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

*Prevention+ was a five-year programme that addressed 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.* Prevention+ was implemented in Indonesia, Rwanda, Uganda and Lebanon. The programme strategy aimed to scale up evidence-based and 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. The Prevention+ Consortium included Rutgers, Promundo and Sonke, with MenEngage Global as a technical partner, and in close collaboration with partners within the respective countries.

Prevention+ proved to be a highly successful programme. All targets were met. For example, Prevention+ reached approximately 25.5 million people with public campaigning on the topic of GBV and gender justice, and over 140,000 persons were involved in discussions, support, and/or counselling groups focused on healthy relationships, prevention/ ending of SGBV and gender justice. The final evaluation found a positive impact across all four socio-ecological levels (individual, community, institutional and government level) in all countries. Clear progress has been made towards violence-free and gender-just relations and communities, and Prevention+ was successful in collaborating with governments, public sector institutions, the media and CSOs.

Despite the overall success of the programme, 2020 has not been an easy final year. The COVID-19 pandemic posed several challenges to the Prevention+ programme in all countries. In Lebanon, a political revolution, a severe economic crisis and the explosion in Beirut were factors in addition to COVID-19 that highly impacted the work of partners as well as the personal lives of their members and the lived realities of the impact groups.

As mentioned above, the programme came officially to an end at the end of 2020. Country activities were completed and the consolidated End Term Review (ETR) and Final Evaluation were finalised.

### *Lessons learned*

Overall, Prevention+ has proved to be a successful programme to advance a gender transformative agenda in the programme countries. One of the key lessons and takeaways that contributed to these positive outcomes is:

- Partnerships with progressive religious leaders and institutions were a critical component of many country programmes. Engaging religious leaders in preventing GBV helped to counter the religious dogma and conservatism that confine women to domestic roles, and while doing this they became role models in the practice of men's involvement in supporting gender equality and GBV prevention at the local/community level.

### *Risks & mitigations*

Effective approaches to mitigate the impact of the COVID-19 pandemic were:

- Optimisation of online platforms as a substitute for face-to-face activities.
- Direct actions to support vulnerable groups affected by COVID-19, such as (young) women and girls in refugee camps.





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

Total budget: € 5,671,342

Budget 2020: € 972,330

Donor: Ministry of Foreign Affairs

*YES I Do was 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 strived 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 targeted six countries: Ethiopia, Kenya, Malawi, Mozambique, Zambia and Indonesia. YIDA stopped working in Pakistan due to the shrinking space for civil society.*



For YIDA, 2020 was the last year of implementation. YIDA activities were, of course, marked by challenges related to COVID-19. Thanks to the partners' extraordinary commitment, they were able to catch up on pending work in the second half of 2020 and eventually achieved many of the programme's goals. In the midst of the pandemic, French-based KeyAid Consulting started and successfully completed data collection and analysis for the external YIDA evaluation. The final evaluation report, as well as a comic strip that will convey the YIDA messages and results in the best way for young people, will be published in March 2021.

#### *Lessons learned*

The importance of leveraging technological advancements to cope with challenges posed by unprecedented circumstances, such as movement restrictions. Although physical presence may still be very important for most of the community-based activities, the COVID-19 experience opened our eyes to the possibilities offered by the virtual world. This also accounts for engagement with local radio stations and 'village runs' that helped reach a bigger audience of young people and communities with information.

#### *Risk & Risk mitigation*

In addition to the pandemic, increasing conservatism remains a risk for some partners, for instance in Indonesia.

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

Total budget: € 11,900,000

Budget 2020: € 3,335,018

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 2020, the She Makes Her Safe Choice programme continued to be implemented at global level and in Ethiopia and Kenya in collaboration with several in-country civil society partners, and we started activities in four targeted countries in Francophone West Africa.*



1,054 providers trained on Medical Abortion pills, Manual Vacuum Aspirator and contraceptive options



47,208 Couple Years Protection generated from contraceptives



Over 2.9 million people reached by BCC campaigns

Overall, the programme was well on track with its Supply, Awareness Creation and Support components, even though COVID-19 had a considerable impact on the programme and necessitated adaptations of strategies and ways of operating, such as the use of online forms of communication. Good progress has been made in achieving the expected impact, including the prevention of 149,000 unintended pregnancies in Ethiopia, Kenya and West Africa. Besides, at global level > 3.6 million unsafe abortions were prevented, resulting in the prevention of >10,000 maternal deaths. These positive results can be



explained by registration, distribution and marketing of contraceptives and safe abortion methods, as well as training of pharmacists and providers to deliver high-quality safe abortion care. Through Behaviour Change Communication (BCC) and social marketing campaigns on TV, radio and online, large numbers of people were reached. In the Support component, advocacy at all levels slowed down due to COVID-19. However, through social media, webinars 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, for example through a documentary which was produced and launched in December 2020 to raise awareness on the devastating effects of unsafe abortion in Kenya.

#### *Lessons learned*

In 2020 we expanded our geographic focus to Francophone West Africa, building on the lessons learned and experiences gained in Ethiopia and Kenya during the first two years of the programme. The programme activities in Francophone West Africa are for a shorter duration - two years - and on a smaller scale compared to the activities in Ethiopia and Kenya, due to a more limited budget. We selected four countries (Benin, Cameroon, Burkina Faso and Togo) for product distribution. In Benin and Cameroon, this is combined with activities to create awareness and support, for example community outreach and online campaigns, mHealth, qualitative research, and targeted advocacy efforts.

#### *Risks and risk mitigation*

Government-enforced COVID-19 restrictions, especially in the first half of 2020, led to limitations for women and girls in accessing contraceptives, safe abortion and health services. In response, an increase in self-care and the use of telemedicine was seen, such as Medical Abortion. Notably, the use of technology has been expedited for reaching out to clients (e.g. hotlines, social media, websites and phone calls), as well as to service providers (for example for trainings), and for local advocacy activities.



#### **Hello I Am**

Total Budget: € 3,476,540

Budget 2020: € 326,279

Donor: IKEA foundation

*Hello I Am was a four-year programme aimed at reducing rates of child marriage, school drop-out and teenage pregnancy in Bangladesh through a combination of large-scale edutainment and community interventions.*

In the final year of Hello I Am, implementing partners in Bangladesh were quick to adapt; as of May 2020 online meetings with parents and adolescents resumed, Facebook messenger groups were utilised for mobilisation, and small group activities were continued with physical distancing measures. BBC Media Action continued broadcasting its Hello Check radio show until October 2020, finalised with its 139th episode. They adapted their edutainment radio programming to reflect issues relating to COVID-19, while keeping broader gender issues in mind, such as a discussion on men contributing to household chores during lockdown, and the pandemic-related increase of child marriage risks. An estimated 7.24 million people were reached through the radio shows. BBC Media Action also trained more than 150 production staff from 18 community radio stations on youth-friendly radio programme design. As a result of the training, 16 stations started producing adolescent and youth-focused weekly edutainment programmes covering child marriage, girls' education, and gender equality.

At the community level, in the past four years HIA reached 6,803 adolescents through adolescent courtyard sessions, providing life skills, knowledge on SRHR and child marriage, and skills in communicating with parents. In

parallel, HIA involved 6,690 adults in parents' courtyard sessions, focusing on challenging harmful social norms that prevail at individual and community level. Over 36,000 young people and over 15,000 adults were also reached through community outreach activities including street drama, 'best father' campaigns and community fairs. Beyond the numbers, HIA has become a connecting force in the communities, acting as a 'glue' that holds stakeholders together.

#### *Lessons learned*

- Continue to support flexible, responsive funding arrangements that allow communities to define how funds are used in response to shifts in the environment or needs; consider women's fund models as a possible blueprint for this in future.
- Edutainment is still a new concept for both the NGO sector and media. Considering its impact on target beneficiaries, long-term media campaigns as well as capacity strengthening of the field actors are required to make it popular among both donors and media partners.

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

Total Budget: € 5,832,543

Budget 2020: € 1,164,225

Donor: IPPF & Global Affairs Canada

At the start of 2020, Rutgers kicked off its role as Programme Management Unit (PMU) of the Centres of Excellence (CoE) programme, creating clarity around the project deliverables, providing technical assistance and facilitating knowledge exchange between the implementing partners: 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, three Member Associations (MAs) of IPPF.

Rutgers facilitated the development and endorsement of a common vision for the programme. To further disseminate the added value of the Centres of Excellence at global and regional levels, an animation in three languages is about to be launched. Case studies are being developed covering relevant topics for the CSE field, such as the role of CSOs in the upscaling of CSE and the use of digital platforms for CSE delivery.

With a total of 349 healthcare service providers trained and 410,619 SRH services provided to young people at the end of 2020, the CoE hosts have met over 90% of the services target and 70% of the target for training health staff. ATBEF engaged with the Ministries of Education and Health to deliver in-school and out-of-school CSE, as well with local NGOs. CIES developed two regional e-learning courses in partnership with other MAs in South America, while FHOK received formal approval to deliver a CSE curriculum at a number of schools and universities around the country. This first year, the partners have produced a number of high-quality knowledge products that will strengthen their position to provide technical assistance in the countries and at regional level. In the next phase, regional knowledge exchange networks will be established to increase their capacity to support others and generate knowledge. This will be the focus of their activities for 2021.

New momentum was created when in 2020 the need for two new regional Centre hosts in Latin America and the Caribbean and Anglophone Africa arose. Two experienced new partners were identified, Planned Parenthood Association of Ghana (PPAG) and Profamilia Colombia, which are set to reignite and firmly ground the fundamental regional exchange structures in 2021.





### 5.3 Francophone programme & projects

#### Burundi joint programme 'Menyumenyeshe'

Total Budget: € 1,934,952

Budget 2020: € 652,819

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 was the technical advisor on SRHR, including CSE, to the consortium and its partners, and was the lead in Monitoring and Evaluation and Operational Research.*



Technical advice was for example provided to support the implementation of the "Whole School Approach". This 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<sup>1</sup>. Representatives of key actors (including young people) from schools have jointly analysed the sexual and reproductive health situation of adolescents and young people and developed plans for their schools. Rutgers facilitated the formulation of lessons learned from the pilot that was implemented in 2019 in 20 schools, to support the scaling up to additional schools in 2020.

The lead role in Monitoring and Evaluation included the provision of technical support to the preparation and realisation of the programme's endline. Besides, a Rapid appraisal was conducted, which focused on the extent to which young people in four communities in four provinces were applying the skills they acquired through the programme to promote and protect their SRHR. The study team mainly consisted of young researchers.

Furthermore, an outcome synthesis report for the 5 years of the programme was developed, which gave an overview of the changes achieved at outcome level, combining findings from different sources. This included for example findings from the Rapid Appraisals, as well as from a mixed-methods study carried out by Rutgers, Makerere University, CARE International in Burundi and the University of Amsterdam, with funding from the Netherlands Organisation for Scientific Research - Science for Global Development (NWO-WOTRO), to assess the effectiveness of the programme's CSE component.

### 5.4 Indonesia Country office

Sociocultural, economic, legal and COVID-19 developments during 2020  
In general, the country's situation in 2020 was greatly influenced by the COVID-19 pandemic—most of the programmes were postponed due to government-imposed large-scale social restrictions. Moreover, the government allocated major financial resources to pandemic responses. This affected several earlier local government budgetary commitments for the upscaling of CSE interventions.

The pandemic also significantly affected the health system. Youth-friendly services at the public health centre (Puskesmas) were suspended following government pandemic-related changes in health protocols. Pandemic responses and shifts in priorities in other sectors affected follow-up and delays in data collection in the E4A research programme.

Despite the above, Rutgers Indonesia:

- obtained approval from the Ministry of Education for the CSE module for students with disabilities.
- secured the Ratification of judicial guidelines for women and children in the criminal justice system.
- developed an online learning management system for CSE, and
- NTB government regulation on child marriage prevention.

### **Indonesia Programme Achievement 2020**

Rutgers and partners quickly adapted to the pandemic situation. We adapted some activities through online and multiple sessions, diverted the closure of the programme offline and online, involved more public figures in attracting wider attention, increased the production of modules, guidelines, stories of change, and invested more in an online counselling programme for young people and women.

Increased Gender Transformative Approach Expertise: 77 trainers reported the GTA had sharpened their approach at programme implementation level and within their organisation. Another 486 persons (women: 385; men:101) participated in capacity building and training on SRHR, YFS, reproductive health for children with disability and SGBV conducted by Rutgers Indonesia and partners. Through these people trained, 17,844 young people were reached with information and education programmes.

The stronger resource mobilisation and knowledge management in 2020 have made Rutgers Indonesia more trusted and a reference for SRHR and SGBV knowledge in Indonesia. In 2020, in the midst of COVID-19, several private sectors, national governments and regional networks collaborated with Rutgers Indonesia to conduct small joint projects such as CSE at junior high schools, regional conferences or developing government modules and toolkits. Rutgers Indonesia has also established an online learning platform for CSE modules, SETARA, for grade 7 and 8. This platform will significantly affect the programme design in positive ways, while risks can be monitored.


## **5.5 Resource mobilisation**

For resource mobilisation, the year 2020 was dominated by the development of 2021-2025 grant proposals for the Netherlands Ministry of Foreign Affairs.

For a continuation of Rutgers' SRHR lobby and advocacy efforts, the Right Here Right Now 2 (RHRN-2) programme was developed by a consortium consisting of AMPF (Morocco), ARROW (Malaysia), Bandhu (Bangladesh), CHOICE (Netherlands), RHU (Uganda) and RNW Media (Netherlands). The strategic objective of RHRN-2 is for young people in all their diversity to enjoy their sexual and reproductive health and rights in gender-just societies and to be able to make their choices free from stigma, discrimination and violence. The programme will be implemented in Bangladesh, Burundi, Ethiopia, Indonesia, Kenya, Morocco, Nepal, Tunisia and Uganda.

An extension of our sexual and gender based violence programme (Generation G) was submitted for funding by a consortium consisting of Promundo (USA), Sonke (South Africa) and Abaad (Lebanon). Strategically, the programme is to create societies that are gender-just and violence-free with and for young men and women in their full diversity through the highly promising gender-transformative approach (GTA) to address the root causes of gender inequality and GBV at the individual, community, institutional and policy levels. The programme will be implemented in Indonesia, Jordan, Lebanon, Morocco, Rwanda, South Africa and Uganda.

In addition to these Rutgers-led consortia, Rutgers participated in the Power to You(th) programme which will be implemented by AMREF (the lead



organisation), Sonke (South Afrika) and Rutgers. This programme aims to meaningfully include adolescent girls and young women from underserved communities in all decision-making regarding harmful practices (HPs), SGBV and unintended pregnancies and to claim their rights, address inequalities, challenge social norms and advocate for inclusive decision-making. The programme will be implemented in Bangladesh, Ethiopia, Ghana, Indonesia, Kenya, Malawi, Senegal, South Sudan and Uganda.

In December 2020, Rutgers received the formal approval from the Ministry for the RHRN-2 programme (total budget € 57,460,365 – Rutgers budget € 11,741,312) and the Generation G programme (total budget € 25,065,792 – Rutgers budget € 7,617,244). The AMREF-led Power to Youth programme was approved for a total amount € 43,468,194, of which € 11,000,166 has been allocated to Rutgers and our partners.

The signing of the letters of agreement with the Ministry marked the exceptionally positive conclusion of a process that was complex, intensive and lengthy due to COVID-19 related restrictions.



## 6 National programmes

**Our national work is structured by multiannual theories of change and contributes specifically to two important outcomes:**

- More young people, in and outside school, receive comprehensive sexuality education
- More people have access to improved, needs-based sexual and reproductive information and services.

### 6.1 Introduction

Our work is divided into five interdisciplinary programmes, in accordance with Rutgers' strategy. Two of these programmes are rather general, one focusing on Comprehensive Sexuality Education (CSE) and the other one focusing on Care and Information. Two other programmes focus on specific themes within sexual health: Sexual Violence and Contraception and Abortion. A fifth programme was added to the department mid-2020: Knowledge Development. The results of this programme are described in the chapter about research. To realise evidence-based high-quality intervention development and implementation, National Programmes works closely with Research Coordination and the Communications Department.

#### Important developments

COVID-19 turned out to be a major factor in our work in 2020: programmes shifted their work to more online interaction and outputs, in order to continue our work and to respond to the actual situation of young people, professionals and their work settings (schools, healthcare). Furthermore, work continued within existing policy frameworks and alliances. The 'National Action Plan for STIs, HIV and sexual health' serves as a framework for our work on sexual health in the Netherlands. It lasts till the end of 2021 and has been reviewed early 2020. Progress has been made, but extra attention is needed to create structural improvements. Especially the topics CSE, prevention of sexual violence and prevention of unintended pregnancy are important topics and extremely relevant for Rutgers and we play a proactive role in making progress in these domains. Concrete developments were the evaluation of the Abortion Act and the campaign to create more attention for prevention of sexual violence (#tothier). Rutgers was one of the partners involved in a 7-step plan launched in September 2018 by the Ministry to prevent unintended pregnancy. In relation to this plan, Rutgers started two projects to support CSE in schools in 2020 and was successful in acquiring funding for two research proposals.

The two alliances with the Ministry of Education, Culture and Science (Emancipation) reached their midterm. Midterm reviews were done and we used the learnings to optimise the second half of these five-year programmes. Rutgers is the lead in the alliance 'Act4Respect', in cooperation with Atria. In addition, Rutgers is a partner in the alliance 'Gezondheidszorg op maat' (Tailor-made 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. Funding was granted by the Ministry of Health, Welfare and Sports via the Centre for Infectious Diseases at RIVM. Important additional funding was granted by the Ministry of Education, Culture and Science and by ZonMw.

We worked closely with other thematic health institutes (LOT) on young people, professionals and public communications, and with GGD GHOR in relation to CSE and Healthy Schools. Close collaboration with STI Netherlands (SANL) in relation to young people (12-25 years) continued. We cooperated with Fiom and SANL on the prevention of unplanned (teenage) pregnancy and there was regular contact with Movisie relating to gender, LHBTI, and the prevention of GBV.

There were strategic meetings with Sensoa, our Belgian counterpart. We continued our ongoing partnership with SANL concerning young people aged 12-25 and we held strategic meetings with SANL on lobby and policy relating to our national work.

## 6.2 Programmes

### Programme Comprehensive Sexuality Education

Total budget: € 2,991,500

Budget 2020: € 951,635

Donor: RIVM/Ministry of Health (VWS) – GGD GHOR/Gezonde school

*The Programme Comprehensive Sexuality Education is an ongoing programme with a theory of change for the period 2019-2022. Reaching out to young people with attractive and reliable information online is an important part of the programme.*

The Sense website was improved in 2020 and the number of unique visitors increased again to 6.2 million per year (an increase of over 100% compared to 2019)! This was partly due to a campaign around sexual health supported by the Ministry. The online Pubergids reached 446,000 page views. Like in 2019, this year four new educational films were developed for the CanYouFixIt tool. To support parents our booklets on sexual upbringing were updated. Also, content on the platform opvoeden.nl was renewed.

In 2020, we worked on a roadmap aimed at setting up a task force and deploying key and peer influencers. A task force of 18 committed Change Agents was formed. We tried to connect to existing initiatives (e.g. Ben je oké) and focused on subjects that receive little or no attention within education (discrimination - sexual and gender diversity; inequality/crossing boundaries - pleasurable, consensual sex, sex in the media) in order to counterbalance risky social health norms. A start was made with making an inventory of the activities the Change Agents would like to take up themselves, and of activities the Change Agents could carry out in relation to campaigns, advocacy and acting as spokespersons (if necessary in partnership with Rutgers). The Change Agents have provided input for the Rutgers dialogue, the campaign 'Generation Yes... and?' and the lobby around #tothier.



Due to COVID-19, comprehensive sexuality education in schools was supported in adjusted ways, with more emphasis on online lessons. It was still possible to reach professionals in education and municipal health services. But in practice there was less attention for CSE in this challenging period for schools. Implementation was boosted by the Week of Spring Fever, in cooperation with Healthy Schools, and awards for schools during the Week of Spring Fever and Week of Love around the theme 'Love Online'. The online platform on CSE – seksuelelevorming.nl – reached 248,000 professionals – an increase of 14% in comparison to 2019. We also ensured that our most prominent interventions for schools were (re)registered and recognised by the RIVM/Centre for Healthy Living. There was extra attention for promoting comprehensive sexuality education in schools in cooperation with GGD GHOR, RIVM, SANL and School & Veiligheid (Schools & Safety); training-of-trainers was developed in the form of e-learning and was rated 8 out of 10.

The main goal of this programme is putting a continuous curriculum for comprehensive sexuality education on the agenda. Therefore, we invested specifically in input on sexuality education for Curriculum.nu; this process was delayed, results are expected in 2021.

#### *Lessons learned*

Because of COVID-19 we have learned to work online as a default situation. We have converted face-to-face trainings into virtual real-time trainings or blended versions at an accelerated pace. We have reached many professionals with e-learning and training-of-trainers, especially professionals of Municipal Health Services. These professionals are important intermediaries for (healthy) schools.

### *Risks & mitigations*

In projects where implementation in schools is necessary we see that our work is faltering. There is not always an online alternative. Schools need time to recover from lockdown periods, and prioritise other issues than CSE/sexual health activities. We have made CSE easier during the 'Week of Love' and 'Week van de Lentekriebels' by providing online solutions. An interesting pathway is to further invest in CSE out of school.

### **Programme Care & Information**

Total budget: € 3,063,273

Budget 2020: € 693,101

Main donors: RIVM/Ministry of Health (VWS) – Ministry of Education (OCW)/Directory Emancipation

*The Programme Care and Information is an ongoing programme with a theory of change for the period 2019-2022. 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 572,000 visitors in 2020, 44% more than the year before.

In 2020 we reached over 500 professionals via face-to-face, blended and online trainings, positively evaluated by the participants (guidelines, blended learning, Sense Doe Dag etcetera). We also invested in support of the Sense regional structure, which is connected to the Municipal Health Services throughout the country. RIVM/Centre for Healthy Living supports a network of Healthy Childcare Centres, Rutgers trained coordinators of this network on the theme of sexual development; this was very well received. The website seksindepraktijk.nl reached 155,000 visitors, 61% more than the year before.

This programme has quite some additional projects. A guideline for sexual development has been developed for Youth Care; and we are still working on the development of another guideline 'Changing sexuality' for nurses and care providers. We acquired funding for a second phase of our specific project for sexuality and intimacy in nursing homes (SIVIL). The Alliance Tailored Healthcare (AGOM) made good progress. As a spin-off of the campaign Komteentmensbijdedokter, new podcasts were developed. Needs assessments were conducted, as well as expert meetings with a reach of 100 professionals and workshops for 400 medical students. For social and care professionals a tool on gender and sexual diversity was developed (launch in 2021). Also several factsheets and articles were prepared (to be published in 2021).

### *Lessons learned*

Gender is an important topic in this programme and we see that there is growing attention for this theme, especially among (aspiring) young professionals, including attention for transgender and intersex persons. During the lockdown and other limiting regulations, some professionals ran out of their regular workload and were happy with our e-learning and webinar opportunities. In this programme too we have accelerated the pace at which we switched to online learning. Part of capacity building still cannot be done online. Especially practical professionals working with vulnerable young people (or elderly people) prefer face-to-face trainings.

### *Risks & mitigations*

In this programme it turned out to be possible to continue our work very well, and we even see positive side effects (professionals having time for e-learning and webinars, popularity of podcasts). Practical care settings (youth care/care





for the elderly) need time to recover from lockdown periods, and prioritise other issues than sexuality, relations and intimacy. Last year our supportive work mainly shifted to what could be done online.

### **Programme Sexual Violence**

Total budget: € 3,230,405

Budget 2020: € 1,010,439

Main donors: RIVM/Ministry of Health (VWS) - Ministry of Education (OCW)/ Directorate of Emancipation

*The Programme Sexual Violence is an ongoing programme with a theory of change for the period 2019-2022. Several activities are aimed at strengthening our work on prevention of sexual violence: we work on campaigns and capacity building of professionals, and we lobby for more political and policy attention to prevent sexual violence.*

Due to the pandemic, there were great concerns about sexual and domestic violence at the beginning of the lockdown. We worked together with RIVM on sexual health information provision in relation to corona. We developed lessons (including drawings) for children about sexual abuse in relation to corona on sexuality.nl. Online information about sexual violence was updated on our websites and a lot of up-to-date information about sexual violence was shared on social media.

Capacity building of professionals is important within this programme, especially training professionals in the use of our counselling programmes MakeaMove and Girls' Talk. Almost 244 professionals were trained (face-to-face, blended or e-learning). Interventions were improved with new additional audio-visual materials: 4 new interactive Can You Fix It stories (in an educational game environment) were developed, including 2 on sexual harassment.

Getting prevention of sexual violence on the national, local and public agenda is not an easy task. On the national level we delivered input on the so-called 'Zedenwet', both in the online consultation and on a technical level. A positive result was that rape will be considered rape, even if the victim is not able to actively disagree. Moreover, we worked on a campaign to create more political attention to the subject of prevention of sexual violence. This campaign is well received (#tothier). Many partners and influencers support this campaign actively. Rutgers will continue with this campaign till the elections of 2021.

Rutgers has initiated a working group with a number of parties in order to improve the prevention of sexual violence in municipalities. Because there is a growing number of initiatives regarding prevention in municipalities, we work together and support these initiatives, for example the network of Safe Cities (Veilige Steden).

We also worked on prevention of gender-based violence in a separate alliance programme called Act4Respect, together with Atria – financed by the Ministry of Education. A midterm review was carried out; the most important conclusion was that we are at a stage where we can move from development and experiments to wider implementation. At the end of last year, Act4Respect launched the campaign GeneratieJa..En?!, a norm-based campaign to combat gender-based violence. This year we renewed the campaign messages in a more focused way: on the subject of victim blaming and targeting MBO students (Victim Blaming: #ZegErWatVan). Our expert meetings and (online) conference on victim blaming was very well received. We reached 600 participants with the latter (compared to 100 participants at a live conference the year before). An add-on intervention on the prevention of partner violence



(Happy2gether) was developed; in 2021 we will pilot this intervention in combination with several interventions on sexual empowerment/prevention of sexual violence.

#### *Lessons learned*

Our work on victim blaming and partner violence was very well received by both young people and professionals. This made our campaign and conference successful, with participants from the entire country. Lobby in cooperation with other NGOs has led to an important result: no distinction between rape in different circumstances. Sexual violence has become more and more the subject of public debate, but that does not mean automatically that a coherent national policy is in place.

#### *Risks & mitigations*

In interventions and research for which implementation is necessary we faced difficulties due to COVID-19. This was obviously the case with the intervention strategy within the Act4Respect alliance, where we were planning to carry out operational research on our updated interventions. Luckily, there was enough opportunity to shift unused capacity to those strategies of the programme where online working was possible and even more successful than in the period before the pandemic.

### **Programme Contraception and Abortion**

Total budget: € 2,265,385

Budget 2020: € 488,256

Main donors: RIVM/Ministry of Health (VWS) – GGD GHOR/NuNietZwanger

The Programme Contraception and Abortion is an ongoing programme with a theory of change for the period 2019-2022. This programme strengthened its work on the topic of (tailored) contraception: reliable online information, capacity building and specific information for vulnerable (immigrant) groups, and policy support for municipalities were key aspects. The availability of contraceptives and support by abortion clinics were not noticeably limited or hindered by the pandemic.

The information about the pill and condoms, contraception, pregnancy and abortion is accessed regularly on Sense.info. This resulted in around 2 million visitors searching for these subjects. The online morning-after test was visited and conducted 55,000 times (twice as much as the year before). Anticonceptievoorjou.nl was visited 88,000 times (a 60% increase compared to 2019). More than 250,000 young people were reached via social media with information about contraception.

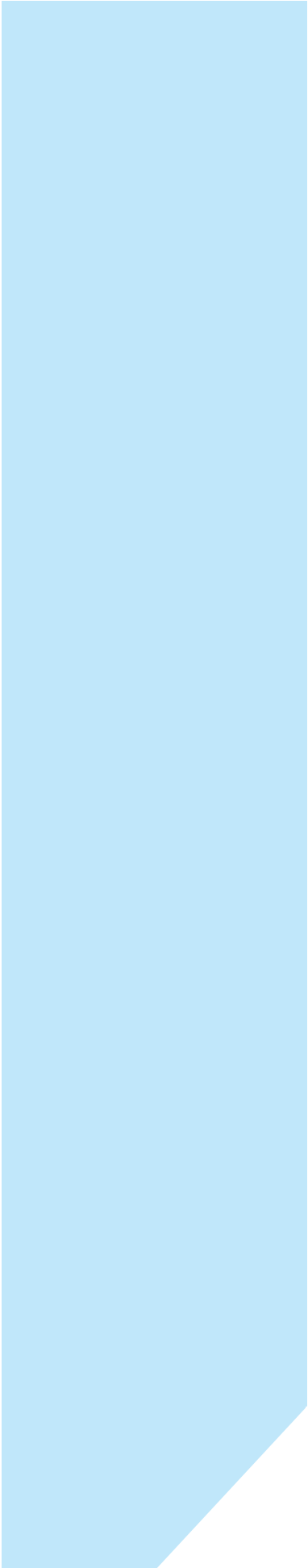
In order to improve our reach of vulnerable and immigrant groups, interviews were held with 20 frontline professionals about unintentional pregnancy. Around 300 professionals received training on contraception, family planning and culturally sensitive working.

The multilingual site Zanzu.nl is appreciated but its functionalities are not yet optimally used. The use of Zanzu.nl increased: we reached 983,000 visitors in 2020 (increase of over 70% compared to 2019). In collaboration with GGD GHOR, we invested in the implementation of Now Not Pregnant and development of supportive tools, including an e-learning course. Almost 1,000 professionals followed these e-learning courses. Average grade: 8 (out of 10).

#### *Lessons learned*

Abortion became more important to this programme than in the period before (partly due to the evaluation of the abortion law). This is a reason to evaluate the ToC of this programme. There was an increase in the visitors of programme-related information and a higher number of professionals





who received (online) training. E-learning linked to the Now Not Pregnant programme already reached 1,000 professionals, which is crucial for the uptake of the method. From an advocacy perspective, we closely monitor the access to contraception and abortion care; luckily the availability was not limited in this period.

*Risks & mitigations*

Zanzu is an important multilingual website on sexual and reproductive health in 16 languages. It is a complex website, originally developed by partners in Belgium and Germany. The system needs to be completely renewed in 2022, which will require a substantial budget if we want to keep on promoting this website in the Dutch context. We have not managed to find a budget for this website yet.

## 7 Research

Research within Rutgers is focused on practically relevant research. Operational Research (or in Dutch 'interventiegebonden onderzoek') is research that is strongly intertwined with intervention activities. It focuses on the insights needed to develop or implement interventions. Planning, Monitoring, Evaluation, and Learning (PMEL) activities are meant to document the progress, achievements and lessons learned of a programme (as described in the ToC). They provide concrete input to steer and improve programme implementation, they contribute to the learning culture of Rutgers and its partner organisations, and give valuable recommendations for new programmes and interventions.

### 7.1 Research in National programmes

When it comes to PMEL, in 2020, each of the national programmes developed programme-specific monitoring indicators. Each programme has set targets for these indicators and reporting will take place twice a year. Various small scale operational research projects were conducted as part of the national programmes. In addition to operational research, a few additional studies were done. One example is the Explorative study of the prevention of unintended pregnancies in Zaanstad (a municipality in North-Holland). This study – in collaboration with Pharos – aimed to understand the needs of professionals and residents in relation to preventing unintended pregnancies. The report showed interpretations of unintended pregnancies differed between professionals and residents. This study has been used to formulate a proposal for more extensive research, which was successfully submitted to the donor for funding.

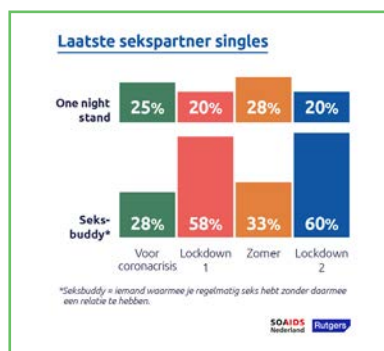
#### Programme Knowledge Development (Kennisontwikkeling)

Total budget: € 1,666,000

Budget 2020: € 364,260

Main donor: RIVM/Ministry of Health (VWS)

One of the five national programmes is a research-focused programme. This programme focuses mostly on monitoring sexual health and the registration of sexual healthcare.



#### Monitoring Sexual Health in the corona year

Due to the corona crisis, monitoring the impact of COVID-19 on sexual health and access to sexual healthcare became an unexpected priority in 2020. In May and June, two national studies were conducted on the impact of (measures associated with) COVID-19 on sexual health: one among 5,218 young people and one among 1,002 adults. The results were widely covered by the media and further disseminated in research reports, fact sheets, scientific articles and during presentations. In the last three weeks of December, the survey among young people was repeated (and 5,182 responded), in order to gain insight into the developments in the impact of the ongoing corona crisis. 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.

#### 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 residential youth care institutions was started. Because of recruitment difficulties, the period of data collection was extended into 2020. Ultimately, 153 young people living at 13 different youth care institutions participated. The results show that young people who live in youth care institutions are at greater risk for STIs, unplanned pregnancy and sexual victimisation, yet we also see positive differences with young people who do not live in youth care. Girls who live within youth care, for example, think more progressively about sexuality; they do not apply the double standards that young people living outside of youth care do. The results of the study were analysed and described in a report, including recommendations for interventions, policy and further research.



### **Development of the IKAS questionnaire**

Intersex people can face serious stigmatisation and discrimination in our society. In order to gain insight into what is known about the term intersex and peoples' attitudes towards intersex people, a new questionnaire was developed. This questionnaire was used to carry out a baseline measurement among over 2000 respondents who were members of an ISO-certified panel in both the Netherlands and Flanders. Based on item and scale analyses, a shortened and final questionnaire was prepared: the 'Intersex Knowledge and Attitudes Survey' (IKAS). This questionnaire contained four knowledge items, a definition, and eight attitude items (which together formed a highly reliable scale). The results show that only one in three people know the meaning of intersex. The attitudes towards intersex people are relatively positive, but could be improved. Especially people who have a strong binary attitude to gender have a less positive attitude towards intersex. The final report was presented during a webinar, where minister Van Engelshoven (The Netherlands) and minister Somers (Flanders) reflected on the results.

### **Registrations of sexual healthcare**

Rutgers has been conducting registrations of sexual healthcare in different settings, such as hospitals (LOPS), mental healthcare (PSTG), and institutions for people with intellectual disabilities (SIG-(L)VB). In 2020, we finalised the analyses and reports of these three healthcare registrations. A scientific paper on ethnic differences in sexual complaints, based on 20 years of LOPS registration data, was published in the Journal of Sexual Medicine.

### **Collaborations with academic research partners**

Despite the impossibility of travelling and meeting physically, we intensified relations with the other members of the COST action European Sexual Medicine Network (ESMN), by collaborating on a European study of the impact of COVID-19. Based on this study, we submitted a joint academic paper to a special issue of the Archives of Sexual Behavior and are working on a paper on the qualitative data in this study.

## **7.2 Research in International programmes**

In 2020, several large international programmes ended and therefore final evaluations were conducted to analyse to what extent the programmes' intended outcomes had been achieved and to document the successes and lessons learned. This information is reported in Chapter 5 International Programmes. Moreover, several operational research projects were finalised.

As part of the Get Up, Speak Out programme, eight operational research projects were completed in 2020. For example, on dealing with opposition in Ethiopia, Indonesia and Uganda (for the report see: [Dealing with Opposition OR Summary.pdf](https://getupspeakout.org/) (getupspeakout.org)). In Ghana and Kenya, a study was done on applying a sex-positive approach to CSE, which led to a scientific article (['I tell them that sex is sweet at the right time' – A qualitative review of 'pleasure gaps and opportunities' in sexuality education programmes in Ghana and Kenya](#)).

Also, using funding from RHRN and GUSO, Rutgers led a study on the impact of COVID-19 on the SRHR of young people in six countries: Ghana, Indonesia, Kenya, Nepal, Uganda and Zimbabwe. Via online surveys on mobile phones, 2,693 young people in total were reached and 29 focus group discussions were held. The report and two scientific articles will be published in 2021. In addition to these operational research projects, this chapter highlights one research-focused programme.

## Explore4Action

Total budget: € 2,930,234

Budget 2020: € 272,107

Donor: Bill and Melinda Gates Foundation

*Explore4Action (E4A) is a pioneering research and advocacy programme investigating adolescents' experiences of gender socialisation and sexuality development in Indonesia and how this is affected by the Comprehensive Sexuality Education (CSE) programme Setara.*

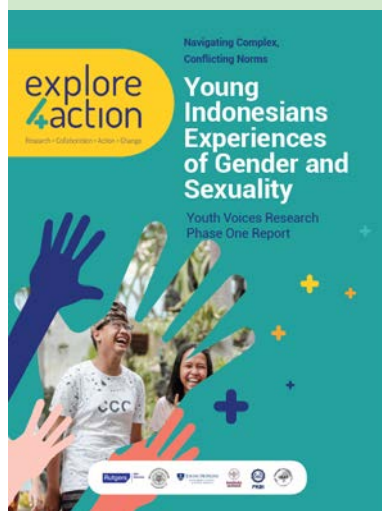
E4A uses the Global Early Adolescent Survey (GEAS) to evaluate the impact of Setara. Qualitative research is used to contextualise and understand findings from the GEAS, and Implementation Research assesses the quality of Setara delivery and how this influences its effect and possibilities for scale-up. Findings are shared with local and national stakeholders, in order to push the agenda for ASRHR. Young people are engaged as researchers and advocates throughout the process.

In 2020, we planned to collect the second wave of longitudinal GEAS data which will be crucial in demonstrating the impact of Setara. Due to school closures because of the COVID-19 pandemic, data collection was delayed. However, our partners Johns Hopkins University (JHU) and University of Yogyakarta (UGM) were able to develop an additional online study on the impact of COVID-19 with a subsample of GEAS respondents. We also developed a theoretical model for healthy and positive sexuality development and adolescent sexual wellbeing. In 2020 we used this model to analyse the results of GEAS wave 1 in Indonesia and submitted academic papers to present the model and results. Wave 2 of the GEAS will take place in early 2021.

In 2020, we published final reports from both phases of the qualitative research Youth Voices Research, which provides valuable context to the GEAS findings. The first phase (available [here](#)) focused on 18-25-year-olds who were able to look back on their experiences growing up. The second (available [here](#)) focused on 12-13-year-olds who had taken part in GEAS wave 1, allowing us to dig deeper into quantitative findings of the GEAS. The reports underline how young people navigate complex and often conflicting messages about gender and sexuality and that deeply embedded gender norms disadvantage both boys and girls in different ways. Strong taboos about sex and sexuality mean young Indonesians often have low sexual and reproductive health knowledge, which is cited as a contributing factor in too common accounts of sexual violence, rape and abuse, often in childhood.

In 2020 we also finalised Implementation Research data collection. We studied factors that influence acceptability and support for Setara from community and government stakeholders; conducted a qualitative (QulP) evaluation after one year of Setara implementation; and documented the degree of fidelity to the programme and the factors that influence this. The full reports can be found at: [Explore4Action - Resources | Rutgers](#). Health economists from Karolinska Institute also started a study to estimate the cost of delivering SETARA and its budgetary impact for local governments. The study will inform a budget planning tool for government stakeholders and CSOs as they scale up and implement Setara.

The E4A team made the most of less time travelling by working on a number of academic and web publications and dissemination of results. A total of eight academic papers were submitted to peer-reviewed journals, including three authored by young researchers. Three young researchers also presented results of the Setara impact evaluation (QulP) at a national SRHR conference, winning a prize for abstract presentation. The team used E4A data to develop policy briefs



for five key Indonesian government departments, which were used as a basis for five online policy dialogues with government aiming to refocus attention on Adolescent SRHR amidst the COVID-19 pandemic, and to make a strong case for CSE in Indonesia. Rutgers WPF Indonesia also used the research results to inform a social media campaign, reaching thousands of young people, aiming to raise awareness about adolescent mental and sexual health, referring to resources and services for more information and help, and raising awareness of the importance of CSE.

### 7.3 Dissemination of (research) outputs

It is important to make our research outputs available to SRHR professionals, policymakers, and the public. In 2020, Rutgers published 6 peer-reviewed articles in scientific journals and another 10 articles are under review. Furthermore, 67 papers, articles, book chapters and reports were published outside scientific journals. On top of this, Rutgers' staff made more than 45 contributions to conferences, webinars, workshops and expert meetings. An overview of the output of Rutgers can be found in Chapter 15 "List of publications".

### 7.4 Lessons learned & Strengths and potential of Rutgers' research

In 2020, COVID-19 posed significant challenges for research. For example, in many countries, data collection had been planned in schools, which were closed due to COVID-19. Face-to-face interviews were not always possible. A significant proportion of data collection was initially postponed, but later adapted, i.e. face-to-face interviews were replaced by phone or online interviews. This makes it more difficult to build rapport with interviewees and to talk about more sensitive issues. However, in most cases, we were able to complete the studies planned.

In 2020, a scoping of the potential of Rutgers' research was conducted. Interviews with staff and external stakeholders provided insights into the strengths, weaknesses and opportunities of our research and PMEL activities. The report showed that our unique selling point is the practically relevant research, combining research and interventions, and having both expertise in conducting high-quality research and an understanding of the field and programmes. Especially the national research is strong in monitor research (e.g. Sex<25), whereas PMEL is more developed within the international programmes. The report has led to four main areas of improvement:

1. Stronger profiling of our research.
2. Resource mobilisation for research.
3. More strategic and structural collaboration with key universities and research institutes.
4. Strengthening the quality of our work through e.g. peer support, investment in standard operating procedures, and working from a cross-programmatic research agenda.

In 2020, a research agenda for both the national and international work was developed. In 2021, these agendas will be operationalised in practice. Where relevant, national and international research will be linked, e.g. around comprehensive sexuality education.

## 8 Communication

### Rutgers in the media

Rutgers was well represented in the media in the second half of 2020. We were consulted several times a week on topics related to sexuality by the media.

From July 2020 onwards, Rutgers was cited 363 times in online articles and 111 times in print media (newspapers). Online media generated 363 articles, representing a media value of € 3,028,349. Print media represents a media value of €1,279,135.

### 8.1 Communications policy

The overall communications objective is to create awareness of SRHR issues, to make the urgency visible and to make Rutgers well-known as a renowned expert centre and expert partner in the field of SRHR. We aim to be a demand-driven organisation capable of quickly and adequately responding to changes in society. This was more true than ever in 2020.

We further developed a more clear and appealing positioning for the general public and young people. We started with the development of a new identity and the renewal of the web landscape, with more focus and a clear sender, an enormous project to bring over twenty websites back to only five. In 2021 the new identity and the online landscape will be launched.

As was true for the entire organisation, 2020 was also a challenging year for the communications department. Some activities could be continued without any problem and others were given an online form. From March onwards everything - including the media - was dominated by corona and there was little room to create awareness of SRHR issues. However, in the second half of 2020 the media were able to find Rutgers again.

#### Online

The following number of people visited Rutgers' websites in 2020:

Unique website visits	2020	2019	up/down by
rutgers.nl	146,876	125,021	+14%
rutgers.international	84,250	76,202	+9%
shop.rutgers.nl	57,347	93,958	-40%
seksuelelevorming.nl	248,260	212,764	+14%
seksualiteit.nl	572,332	386,667	+46%
seksindepraktijk.nl	155,319	94,076	+60%
anticonceptievoorjou.nl	88,400	60,778	+45%
sense.info	6,269,298	3,036,215	+102%
Zanzu.nl	962,000	567,983	+69%

Rutgers' social media channels are increasingly in the picture: its social media (Facebook, Twitter, LinkedIn, Instagram) capital consists of 23,470 followers. At the end of 2018, Rutgers added Instagram to its social channels and grew to 4585 followers.

#### Internal communications

Internal communications is more important than ever in corona time.

Employees of Rutgers were informed through intranet, the biweekly stand ups and direct mails from the executive director to stay connected. Internal communications proved its importance and will get more priority in the coming years.

### 8.2 Events, projects and publications

#### Research on sex in corona time

On 6 July, the results of the studies on sexual health in times of corona were published, conducted among young people aged up to 25 and adults. One in five singles turned out to have sex, but now more often with a 'sex buddy' than with casual partners. 40% of young people have dates less often than before COVID-19 and there is more flirting online. The research results generated a lot of media attention in media such as NOS Radio1, RTL News, Hart van Nederland and online media. Social media also covered the research, for instance NOS Stories, Vice and Spuiten en Slikken.





### Shared responsibility for contraception

Rutgers used World Contraception Day (26 September) to call attention to shared responsibility between men and women. More involvement of male partners can contribute to the prevention of unintended pregnancy. The results of a survey showed that three quarters of young adults believe that both men and women are equally responsible for contraception. Rutgers conducted an awareness campaign among young men on Instagram and NOS Radio 1 and RTL News paid attention to the research.

### Events

#### The Rutgers Dialogoog

On October 6, the online Rutgers Dialogue took place, chaired by Tim Hofman (presenter with Dutch broadcasting association BNNVARA). Political youth organisations discussed about SRHR topics. There is broad agreement that more attention for the prevention of sexual violence is needed and also that internationally the Netherlands has a role to play in drawing attention to sexual rights. Over 2,000 people viewed the livestream of the event. A poll showed that 80% of young people believe that compulsory lessons should be given at school about recognising and respecting boundaries. And 74% believe that a new government should invest more in preventing sexual violence. Among others AD, Parool, NOS op drie, RTV Utrecht and Spuiten en Slikken paid attention.

#### More woman-friendly abortion law

Rutgers supports the recommendations of the evaluation report of the Termination of Pregnancy Act (Wafz) and advocates abolishing the mandatory 5-day reflection period in the decision to have an abortion and a clearer role for the general practitioner. Rutgers also supports the provision of the abortion pill by general practitioners. In addition to an outreach through its own social media channels, Rutgers published an opinion article in NRC, and RTLnieuws.nl paid attention to the issue.

#### Friends of Rutgers' drink

The annual Friends of Rutgers' event turned this year from a dinner to a corona-proof online get-together and adding 40-45 new influencers. The theme of the online get-together was 'Comprehensive Sexuality Education'. The Friends of Rutgers network now consists of more than 100 powerful forces and voices, mostly online influencers and well-known SRHR professionals.

### Campaigns

#### Ben je oké?/Are you okay?

In February 2020, Ben je oké? kicked off very successfully with the carnival hit Ben je oké? With this song, Rutgers called attention to unwanted sexual behaviour when going out. The song reached all national TV and radio stations, providing the results wanted. From mid-March 2020 onwards, nightlife came to a standstill. Festivals and pop venues were closed for much of the year. The campaign was converted into a small summer campaign with a focus on the places where young people spend time together and took place largely online. In total, the campaign was shown 3.6 million times on Instagram, Facebook and Snapchat, reaching 1.25 million accounts of young people aged 18 to 24.

#### SheDecides - The Netherlands

Rutgers collaborated with Creative Women Collective to organise SheDecides Day (2 March). The theme was "A #NewNormal". Issues concerning access to abortion and contraception were discussed, as well as the double standard in relation to pleasure. SheDecides and The TittyMag launched a campaign video in September. The video featured supporters of SheDecides, Friends of Rutgers



and other influencers who are committed to and speak out for the preservation of free choice. On Instagram the video generated 336,980 views.

### #ZegErWatVan against victim blaming

Rutgers and Atria launched a youth campaign against victim blaming. This phenomenon that blames victims for sexual or physical violence is hurtful, harmful and persistent. And it must stop. Therefore, there was an appeal to say something about it when you see victim blaming with #ZegErWatVan. To draw attention to this, 6 November 2020 was declared a one-off skirt day. A skirt should never be a reason to blame a victim of sexual harassment. DJ Frank van der Lende (3FM) wore a skirt that day. In total, the campaign expressions were viewed 5 million times by young people from over 2.2 million accounts.

### Campaign #tothier

In late November, the #tothier campaign was launched to call on the government to draw a line and pay more attention to the prevention of sexual violence. Rutgers therefore calls on everyone to sign the petition so that fewer people become victims of sexual violence. Geraldine Kemper (RTL4), Barry Paf (100% NL) and Anouk Maas (Dance4Life ambassador), among others, support the action. In less than a week, the petition was signed 3,000 times and the target of 10,000 signatures has been reached in the meantime.

### International communications

At the start of 2020 we launched Stories of Impact, photo stories from across the various international programmes. The stories were first shown at a pop-up exhibition at Youseum in Amsterdam attended by representatives of the 'Vrienden van Rutgers' network, who shared the images and stories with their audience.

An animation about sexual health in English, French and Spanish was launched during the COVID-19 pandemic in the spring of 2020 and shared by partners in various regions. Rutgers also created an overview page with more information and links to highlight the impact of COVID-19 on SRHR.

The Right Here Right Now partnership worked together with international media agency VICE to reach the young Dutch audience. Three animated documentaries were created that showed the need for advocacy for SRHR by young people. These animations reached 576,425 video views and 23,917 article reads.

As the Get Up Speak Out programme (see Chapter 5) came to a close, an online event was held to celebrate the programme's key successes and share learning: an online exhibition was launched to show the results per country and a magazine with highlights was created. 70 people participated in the opening session, and on average 40 people participated per event.

For She Makes Her Safe Choice, a documentary was launched at the RHNK conference in Kenya. In July the midterm results were presented and the programme also created an animation about the impact of COVID-19 on safe abortion in Kenya.

The Gender Transformative Taskforce produced three remaining modules for the GTA toolkit that will be used in all new MoFA programmes. For the launch of each new manual a webinar was organised; for example, there were 234 applicants for one of the webinars.

The Hello, I Am programme programme in Bangladesh (see Chapter 5) produced 6 impact video stories portraying various actors and innovative

interventions of the programme, in close cooperation with BBC Media Action. These videos reached 67,200 so far. In close cooperation with Red Orange, 8 Changemaker photo stories were produced. Both photo stories and impact videos will be showcased and promoted early 2021.

For UNFPA, we organised the State of the World Population launch in The Netherlands. We organised an Insta Live event with the Dutch youth ambassador for SRHR and Kitty van der Heijden, the Director General for International Cooperation, Ministry of Foreign Affairs of the Netherlands as guest speakers, amongst others.

For Countdown2030 we organised a mini social campaign in the scope of #BecauseSheCounts. The campaign was launched on 26 September, World Contraceptive Day, targeting Dutch policymakers and the Dutch general public. For this campaign we had video statements by 4 Dutch MPs stating the importance of universal access to contraceptives.

### 8.3 Lessons learned

COVID-19 made 2020 a special year and we needed a lot of creativity and flexibility. But it also showed that so much was still possible. It was a challenge to organise the Rutgers Dialogue online. Not only because of the big live event, but also because the project team was working from home. But it also gave us new opportunities. We reached many more people than before through the live stream and social media.

SheDecides was confronted with the amount of 'nudity' in a video. Social media are mostly American and they are very strict about content related to sexuality. Because of this, we had to have videos modified. It is not possible to prevent this completely, but we have to be aware of it all the time.

Another lesson learned is to use inclusive words in both image and text so that they are consistent. This will prevent discussions.

We absolutely made great progress in reaching young audiences and offering appealing content through social media. In practice it still remains difficult to focus and free up capacity for larger corporate projects and profiling our international work on a corporate level. At the same time there was little interest by media for our international work.

## 9 Human Resources

### **Rutgers, The Netherlands**

The year 2020 can be described as an intensive and tense year for the organisation and our employees. COVID-19 obviously had a major impact on the organisation and demanded a lot of resilience. The facilitation of working from home was successfully implemented. The importance of caring for each other, good communication and staying connected was explicitly recognised because of remote working.

In 2020, HR worked closely with management on organisation-wide projects, such as the job descriptions project, the merger with Dance4Life, implementation of new international programmes and strengthening programmatic work.

The new (generic) job profiles have been implemented, with the possibility for employees to lodge an objection with the Internal Objections Committee. All objections were dealt with in 2020 and the recommendations for changes made by the IBC were adopted by the director.

After exploring options for intense cooperation between Dance4Life and Rutgers and the final decision to merge, the HR departments of both organisations have made great efforts to harmonise the terms of employment and the commencement of employment as of 1-1-2021. This process was successfully completed within the set time frame.

The staffing of the new international programmes was successfully completed in 2020. Due to the size of these programmes, it was a puzzle to make the match between required capacity and quality.

Because many contract extensions were linked to the funding of the international programmes, this caused uncertainty among employees in the international department.

In 2018, a new organisational structure was introduced within Rutgers. This new organisational structure was based on programmatic working, combining specialised departments such as communication, advocacy, finance and research with a strong focus on programmatic working in the implementation of the programmes. In 2020, it was decided to make small adjustments to the structure to further strengthen programmatic working.

In 2020, two internal working groups were started: the working group Employee Satisfaction Survey and the working group Inclusivity. The task of the working group Employee Satisfaction Survey was to develop an action plan based on the points of improvement that emerged from the employee satisfaction survey. The aim of the working group Inclusivity was to develop a vision and action plan on how Rutgers can improve the inclusivity of the organisation in Utrecht. Both plans were successfully submitted to the MT in 2020 and enthusiastically received.

### **Rutgers Staff worldwide**

The average number of staff of Rutgers in 2020, including country offices:

- Rutgers Netherlands 88,3 FTE (2019: 89,8 FTE).
- Country Office Indonesia 19,6 FTE (2019: 19,4 FTE).

In 2020, Rutgers employed nine highly skilled migrant staff: seven from Europe and two from outside Europe who obtained the necessary residence and work permits.



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

In 2020, Rutgers had 17 vacancies. 8 interns and 23 staff members ended their employment, mostly due to expiration of their temporary contract or other work ambitions. The permanent contract/temporary contract ratio is 54.74 and 45.26% respectively.

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

HR is monitoring (frequent) illness with responsible managers. There is close cooperation between management and HR in the supervision of absenteeism. Sick leave is reported to the MT and the works council (OR) on a monthly basis. The sick leave rate was also integrated into the 2020 Year Plan, which gives more attention to monitoring.

Rutgers had a sick leave rate of 5.4%; an increase of 0.25% compared to 2019. In 2020 we had ten long-term cases (longer than three months). Most employees were successfully re-integrated or are still in the process of re-integrating. In 2019, the reporting frequency was 1.21 compared to 1.1 this year. We are still aiming to achieve a lower sick leave rate and a reporting frequency of < 1.

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

After an evaluation with MT members, Rutgers continued the recurring trainings such as Persuading & Influencing, Moral Judgement and Family Management CMT. In addition, individual training sessions were attended. Most of these trainings were online, due to the lockdown restrictions. In 2020, 41% of the training budget of 160,000 Euro was spent.

### **Lessons learned**

The HR team has shown great commitment to making the HR operation successful alongside organisation-wide projects, such as the job descriptions project, the merger with Dance4Life, implementation of new international programmes and strengthening programmatic work. Good planning and prioritising will remain important in the coming year.

### **Risk management**

By successfully acquiring the large programmes from the Ministry of Foreign Affairs (MoFA) funding, the funding for the international department for the next five years has largely been realised. As a result, the employment contracts of many colleagues could be extended and it will also create vacancies. The programmes of the national department continue and new programmes have been acquired. The programmes of D4L are partly financed by private funding, of which a part has yet to be secured. To connect both organisations after the merger, it is necessary to create a common culture. This was also identified during the exploration of the merger and will be taken up in 2021 by the (internal) Culture Club, with the support of external consultants.

# 10

## 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.

### 10.1 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 2020, Ms Bunting was reappointed for her second term and Ms Hardon ended her work as a member of the Supervisory Board.

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 this requirements.

As of the end of 2020, the Supervisory Board includes the following members (between brackets: year of joining the board and end of this term as member). On 2 January new members will join the Supervisory Board because of the merger with Dance4Life.

- **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 one of the women who have spoken out publicly on #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 Bea Schouten** (May 2018/May 2021, first term)  
Ms Schouten works in healthcare, originally as a nurse but now as a manager at GGD Hart voor Brabant in the area of prevention and youth healthcare. In addition, she is a member of the provincial council of Gelderland where she worked earlier as a representative. Ms Schouten acted as the contact for the Works Council in 2020.
- **Ms Julia Bunting** (May 2017/May 2023, second 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 brings his 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 and 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 for VERA Community, she was an auditor and consultant at KPMG for 15 years, and she 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.

## 10.2 Meetings and decisions

The Supervisory Board had four regular meetings in 2020, in February, June, October and December. An extra meeting was convened because of the coming merger with Dance4Life. Except for the meeting in February, all meetings were held digitally because of COVID-19. The Executive Director attends the Board meetings and at each meeting different members of the Management Team were invited to attend for certain agenda items. Each meeting consists of standard items on the agenda such as adopting annual reports, financial reports, budgets and work plans. Besides these standard agenda items, at each meeting the agenda also contained strategic items such as national and international developments, integrity and discussions on strategy as well as informative presentations about the work of Rutgers, for instance about international advocacy or national politics.

During the year, the Supervisory Board adopted a number of reports such as the Internal Work Plan, 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 2021.

The meeting in February was mostly dedicated to the strategy of Rutgers. A draft of the new strategy was presented and discussed. Furthermore, the results of the Employee Satisfaction Survey were discussed within the Supervisory Board. Black Lives Matter also raised discussions within the Supervisory Board, which led to an investigation into the work and heritage of Johannes Rutgers, after whom Rutgers is named, and the formation of a working group of employees<sup>1</sup>

But most importantly, the merger with Dance4Life was on the agenda of each meeting. A temporary commission was formed with a member from the Dance4Life Supervisory Board and Ms Dijkstra from the Rutgers Supervisory Board. This commission met monthly to discuss the progress of the merger in conversations with the Executive Directors of both organisations. In the meeting of December, the formal decision was taken to merge with Dance4Life.

The Supervisory Board has two standing committees, the Presidium and the Audit Committee. The Presidium consists of Ms de Blécourt and Ms Loonen, 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 a member of the Supervisory Board of VluchtelingenWerk Nederland (Dutch Refugee Council). Mr Coenen follows the Collective Labour Agreement of Dutch Mental Health Care Services (CAO GGZ) and received a gross salary in 2020 of € 128,863,77.

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 for making 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 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.

## **10.3 Governance**

### **Management team**

The Executive Director is assisted by a Management Team consisting of managers of all departments. In 2020, meetings took place every three weeks. The members of the management team were:

- Ms Paulien van Haastrecht, Manager National Programmes.
- Ms Marieke Ridder, Manager International Programmes.
- Ms Yvonne Bogaarts, Manager Advocacy.
- Mr Michael Saleminck, Manager Finance and Facilities.
- Ms Ciel Wijsen, Manager Research (till March 2020).
- Ms Suzan Damen, Manager Communications (till May 2020).
- Ms Florine Lengkeek, Interim Manager Communications (as of July 2020).

### **Annual workplan and budget**

The Management Team adopted an Annual Work Plan and Budget for 2020 which was approved by the Supervisory Board. Every quarter, this annual plan is monitored by the MT, based on the planned results and the indicators set to measure these results. This way the Management Team can monitor the progress towards reaching the levels that will be required at the end of the year. In this 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 Office was also audited by authorised local accountants.

Rutgers is ISO 9001 certified. In 2020, Rutgers was audited on the ISO 9001:2015 standard and the Partos 9001:2018 standard for recertification for 3 years. The entirety of processes and systems were reviewed from start to finish and our continued commitment to continuous improvement was examined. There were no major or minor non-conformities identified and therefore an extension of the certificate for 3 years was issued.

In 2020, the GDPR was also part of the internal audits conducted on various processes. This has led to increased awareness among employees and a number of improvement measures.

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 have been 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, implementation of which started in 2019.

In 2020 Rutgers was certified to ISO 9001 with the new Partos 2018 standard, which includes the new integrity part. A code of conduct is in place, as well as procedures on safeguarding, complaints and whistleblowing. In addition, an external confidential adviser is available for staff.

Rutgers realises that integrity is, however, not only a matter of policies and procedures. Integrity is also determined by the organisational culture. For this reason, all staff is trained in moral judgement, and in 2021 a system of moral deliberation for all staff will be put in place.

### **Complaints procedure**

In 2020 there were suspicions of fraud and/or inappropriate behavior on 7 cases (in 2019 there were 11). These cases were investigated by the Rutgers Complaints Committee according to the appropriate procedures. There was 1 complaint about Rutgers' working methods in the period 1979-1980, 1 complaint about a possible hack from a Rutgers account at a supplier, 1 about portrait rights outside the contract period and 4 possible fraud issues with our partners. Of these, for 1 complaint no evidence of fraud was found but an amount of 58,000 euros was insufficiently accounted for. This amount has been refunded. For 1 complaint the investigation is still ongoing, but it has already been found that 9,000 euros were insufficiently accounted for, this amount has been repaid. For the remaining 2 complaints, the investigation is still ongoing. In all cases the donor was informed and/or involved with regard to the complaints and the follow-up process.

### **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. Through key performance indicators we monitor our work on a quarterly basis allowing us to steer our work where needed. Based on up-to-date environmental analyses and recent experiences, the 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 and the Ministry of Health and specific requirements of non-governmental donors.

Finance-related processes and policies are transparent. Through a combination of tailored-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 2020, the functioning of the Risk Management system was evaluated by the Management Team and updated. Each year, the Management Team identifies the most important risks. For every risk, a risk manager is appointed who will come with a plan to mitigate this 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 it, 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 policy makers.
- 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 provides 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 serves as the channel for internal communication.

Staff receives information about overall operational management and strategy at biweekly internal meetings in which colleagues share highlights and special-interest issues. After every Supervisory Board meeting, an update is given to staff and after every Management Team meeting, a meeting is held with all staff to update them on the matters discussed in the Management Team meeting. Furthermore, it is possible for staff to attend the Management Team meetings as an observer. All departments have regular meetings.

**Rutgers**

For sexual and  
reproductive health  
and rights



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

# 11 Finance

## Introduction

This chapter details the income, expenditures and financial position of Rutgers in 2020. 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 programmes 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 (RHRN) with members Hivos, Dance4Life, Choice, Arrow, IPPFAR, 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.

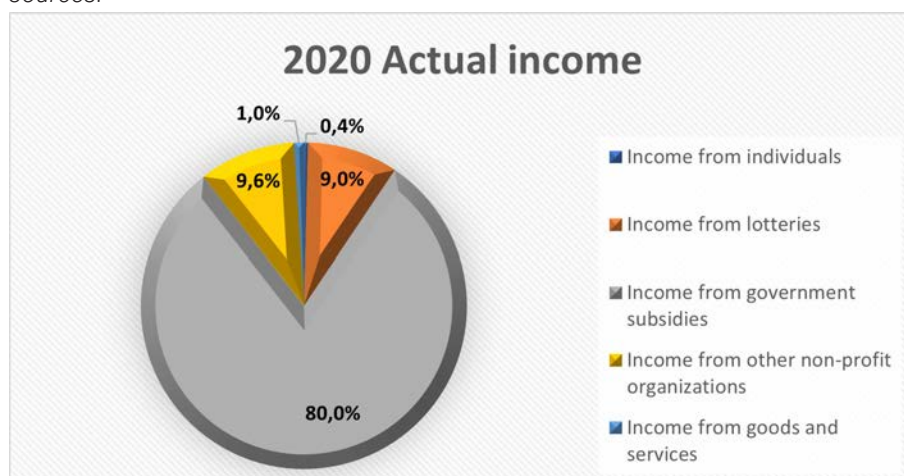
Regarding the National objective Rutgers is in the lead of the consortium (2018-2022), with Atria as a member of the consortium, for the programme Act4Respect funded by the Ministry of Education, Culture and Science (OCW).

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.

## 11.1 Income

In 2020 Rutgers consolidated income amounted to € 25,03 million, € 3,70 million below budget. This consolidated income is a 25,8% decrease on the 2019 consolidated income of € 33,3 million.

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





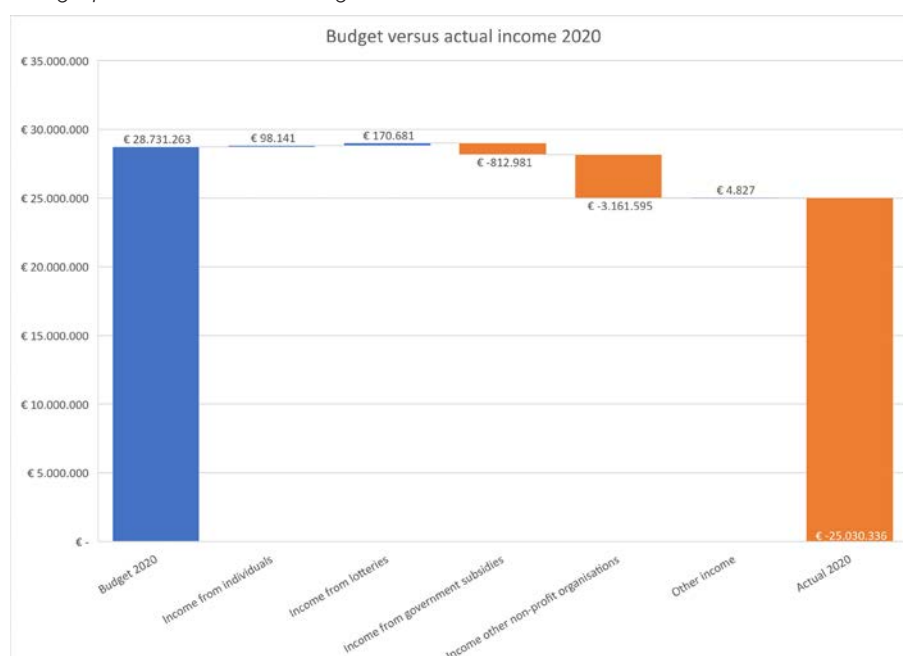
Income from government subsidies is 80,0% of the actual income realised. Income from other non-profit organisations contributed 9,6% of the budget and income from lotteries and (9,0%), individuals (0,4%) and goods and services (1%).

The decrease in consolidated income compared to 2019 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 MoFa (RHRN, GUSO, Prevention+), Amplify Change and She makes her safe choice has already been represented in the annual report of 2018 and 2019.

The consolidated income compared to budget 2020 is behind because of flaws in the approved budget. In the budget income for projects was taken in, which should not have been taken in because:

- It was already taken in in other years (She makes her safe choice).
- Budget for consortium partners of GUSO wasn't taken in fully.
- For RHRN and IKEA the budget taken in was the initially agreed budget at the start of these programmes instead of the budget according to the Dutch Accounting Standard for Fundraising Institution (Richtlijn RJ650).

*The graphic below shows budget versus actual income 2020.*



### Income from Individuals

Income from individuals amounted to € 0,1 million. In 2020 we still generated € 0,06 million income for She Decides (recurrent individual donors) and € 0,04 million coming from other private donations and other income.

### Income from Lottery

Income from Lottery sources are € 2,26 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 2020 actuals costs accounted for were up to €1,36 million.

### Income from government subsidies

Income received through government subsidies in 2020 amounted to € 20,04 million, a decrease of € 6,17 million from the 2019 income figure. Reasons are the contracting done in 2019 and reflected in the annual report of 2019 and no new contracting because of the approaching end of the MoFa programmes.

The funds received as institutional grant from the Dutch Ministry of Health (€ 2,31 million) relate to the total expenditures in 2020 (€ 2,19 million). The difference between the annual budget granted in 2020 and the actual expenditure is recognized in equalization fund (€ 0,12 million). The Ministry of Education, Culture and Science (OCW) provided funding (€ 0,65 million) for the programme Act4Respect.

#### Income from other non-profit organisations

In 2020 income from other non-profit organisations amounted to € 2,40 million. Compared to the 2019 income decreased with € 1,97 million. Main reason is the decrease at Amplify Change since multiple year contracts have been accounted for in 2019. For the programmes with IPPF as funder we saw a slow start due to reprogramming due to restructuring of IPPF Central Office and replacing involved two member associates. The income from Bill & Melinda Gates Foundation is lower because of COVID-19 constraints in Indonesia which made it not possible to implement activities.

#### Income from goods and services

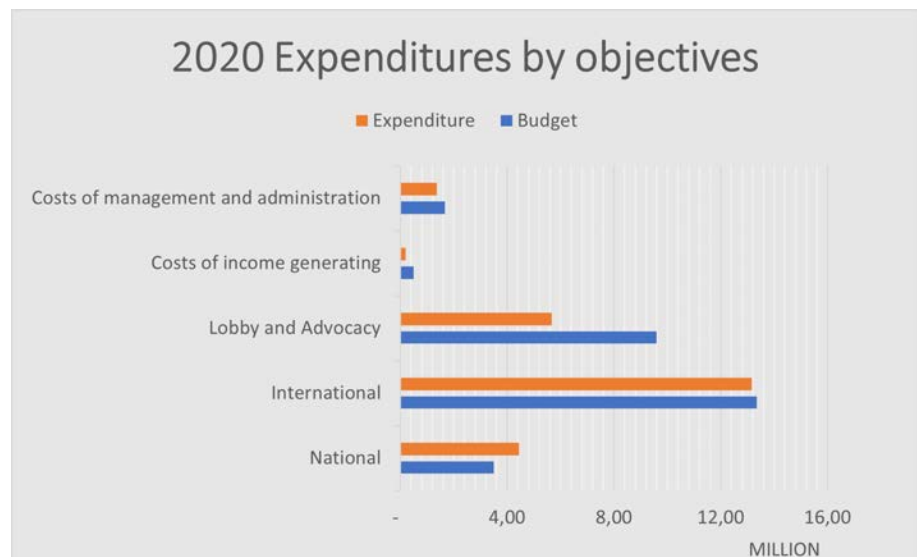
Income from goods and services, other income amounted to € 0,24 million in 2020 as a result of revenues from training and workshops.

## 11.2 Expenditure

The total expenditure in 2020 amounted to € 24,85 million, € 3,75 million below the 2020 budget for the same flaws in the budget as described in the paragraph 11.1 Income.

The 2020 expenditure was € 7,89 million lower than the 2019 expenditure, a 24,1% 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 and the ending of the MoFa programmes in the International and Advocacy departments.

*The graphic below shows the expenditure based on objectives.*



The total expenditure is € 24,85 million of which € 23,28 million was directly spent on the objectives (National, International and Advocacy) of Rutgers. The total expenditure excluding the grants to consortium members in 2020 amounted to € 13,35 million (2019: € 19,51 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 2020 were € 4,44 million against a budget of € 3,50 million. During 2020 additional budget was successfully acquired.

### International

Most of the activities were carried out by local partners including our own country 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 € 13,16 million. This expenditure was almost on the budgeted amount (€ 13,35 million).

### 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 on Lobby and Advocacy was € 5,67 million in 2020, € 2,34 million below 2019.

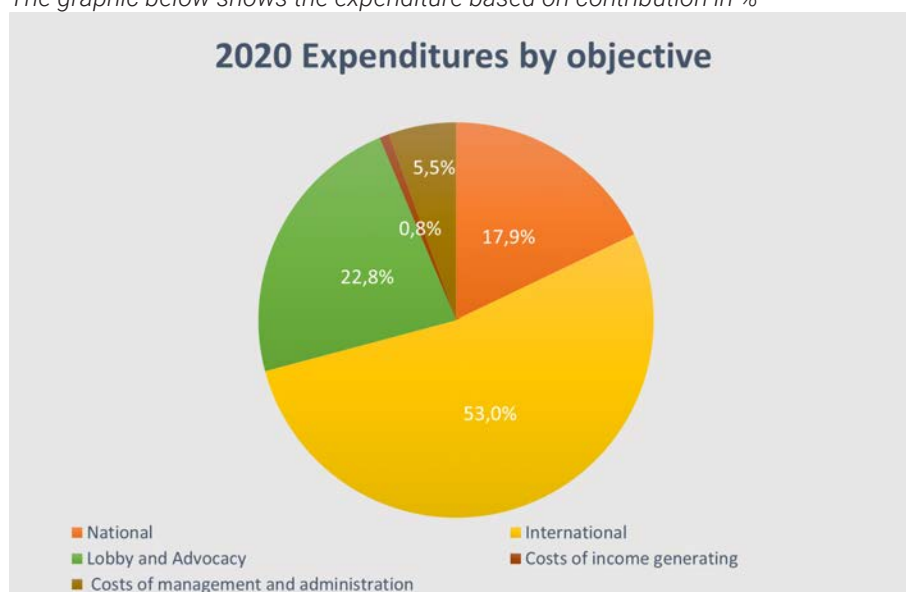
### Income generating

The costs of income generating amounted to € 0,20 million in 2020, lower than the budget since the related staff is accounted for in the International department.

### Management and Administration costs

Management and administration costs accounted for € 1,37 million, € 0,30 million below budget and slightly below the actuals of 2019. This is 5,5% 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 organisation 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 %*



### 11.3 Net result

Rutgers has generated a negative consolidated result of € -0,03 million. Rutgers Indonesia contributed € 0,03 million and Rutgers Netherlands had a negative contribution of € 0,01 million because of incurred exchange rate losses on the US Dollar.

#### Productivity in hours

For 2020 we planned 86,474 productive hours and realised 81.679 productive hours (94,5%). The main causes of not running on planning are sickness and friction in capacity because of employees leaving. The non-realisation of these 4,795 productive hours represents € 450k - € 500k of not realised income and would have added to the result.

### 11.4 Balance sheet

The balance sheet shows our assets and liabilities. In this paragraph the main specifics will be commented. In the titles the reference is stated of the annual financial report.

#### Assets

##### Tangible assets (Reference B)

In 2020 investments were made in hardware for replacement of hardware (laptops and mobile phones), to facilitate better working from home due to COVID-19 and to lift our information security more up to standard (multi factor authentication).

##### Receivables, prepayment and other assets and Cash and cash equivalents (Reference C and D)

The grants to be received reflects the funds we have to receive from donors. The bank currents accounts 2020 are much higher than 2019 because of the advance payment by the Ministry of Foreign Affairs for the RHRN2 programme, running from 2021-2025.

There has been a shift between Bank current accounts foreign currency and Bank deposits foreign currency. This concerns our USD accounts. Since no interest is paid on deposits anymore there was no urge to hold a deposit. The total balance of these two account changed due to transfers to our partners.

#### Liabilities

##### Reserves and funds (Reference E and G)

##### Continuity reserve (reference E1)

The continuity reserve is meant to guarantee the organisation's continuity, to cover risks and provide working capital. The costs of the working organization 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 2020 a contribution of € 0,18 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 5,75 months of the cost of the working organisation and holds € 2,59 million.



**Appropriated reserves (reference E2)**

According to the Dutch Accounting Standard for Fundraising Institution (Richtlijn RJ650) incurred costs related to the appropriated reserve can only be charged to the reserve after balancing the income and expenditure.

The incurred costs of 2020 amounted to € 0,32 million and are charged to the appropriated reserves. The Director decided to lift the appropriation of the following appropriated reserves:

- Video content for social media channels (- € 30k).
- SRHR digital (- € 56k).
- Prepare for the future (- € 175k).
- Resource mobilisation (-€ 27k).
- Projects (- € 175k).

The funds involved are reallocated. On the other hand the Director decides to the projects:

- Body talk (+ € 160k).
- Replace and upgrade information systems (+ € 90k).
- Innovation (+ € 300k). The name of this reserve will be changed in Innovation.

The appropriated reserves for redesign online landscape and COVID-19 consequences stays unchanged.

**Equalisation fund VWS (Reference E5)**

This holds funds not spend yet out of the granted institutional grants of the Ministry of Public Health. In 2020 we added € 0,12 million to this fund because not all funds could be spend in 2020, mainly because of COVID-19.

**She Decides fund (Reference E5)**

For the She Decides fund donations are being received and were spent in 2020. After spending still donations came in and will be spend in 2021.

**Provision partner obligations (Reference F2)**

This provision was formed to cover the amount which could possibly not be refunded by some partners.

**Current and accrued liabilities (Reference G)**

In the subsidies received in advance the receipt of the RHRN2 budget for 2021 is reflected. The lower contract obligations in 2020 are the result of the ending of the MoFa programmes.

**Income from interest and exchange rate result (Reference P)**

The negative exchange rate result is high due to a slowly decreasing of the exchange rate of Euro against US Dollars during the year. Despite we hedged a part of the US-Dollar position (for the programme She makes her safe choice) we incurred the reported exchange rate loss. The decrease of the exchange rate accelerated dramatically in December 2020 (exchange rate 1-1-2020 EUR/USD = € 1,19 and per 31-12-2021 = € 1,22). Over the year 2020 the EUR/USD rate changed negatively with € 0,11.

**Explanatory notes to model W (Reference P)**

Hired personnel costs are much higher than budgeted. This is caused by the need for replacement of employees who were absent due to sickness and upscaling of staff in departments where the work pressure was too high because of ending old and starting up new MoFa programmes. As far as hired people worked on programmes their costs are covered in these programmes. Rent was higher because of renting additional workspace for the development of new MoFa programmes as well as the settlement with the landlord of costs from 2019.

ICT-costs are higher since we decided to execute the transformation of our IT-infrastructure earlier (this was planned for 2021) to be more prepared for home working, assure the continuity of IT-infrastructure and avoid confluence with merger D4L, starting up new programmes etc.

### **Equity and cash position**

The cash and cash equivalent items at the end of the financial year stood at € 17,37 million, sufficient to meet the obligations and includes the pre financing of the 2021 budget of the new MoFa programme RHRN2, which will run from 2021-2025.

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. Mid 2020 the payment of interest on USD deposit was halted, in fact lowered to null percent. Since then the USD funds are booked in the USD checking account.

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 interest rate on Euro account is negative (-0,5%) with an ongoing lowering of the threshold. The negative interest costs related to the received funds for programmes are charged to these programmes.

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 reports 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 2021**

In 2021 the new MoFA programmes are started up and the ended MoFa programmes (RHRN, GUSO, Prevention+ and YID) are closed. The new MoFa programmes are:

- RHRN2 – Rutgers as lead.
- GenerationG – Rutgers as lead.
- Power to You(th) – Rutgers as consortium partner, Amref as consortium lead.

As of March 2020 our work is influenced by the COVID-19 virus and unfortunately still is, but Rutgers and its partners found ways to cope as good as possible with this situation.

The merger with Dance4Life became effective per 1 January 2021. The integration on all aspects of work is on its way and to be finished in 2021.

## 11.5 Annual Financial Statements 2020

amounts in euros

## Assets

		31-12-2020	31-12-2019
<b>Fixed assets</b>			
Intangible fixed assets	A	12,417	19,494
Tangible fixed assets	B	167,438	112,086
		179,855	131,580
<b>Current assets</b>			
Receivables, prepayments and other current assets	C	3,678,425	4,547,537
Cash and cash equivalents	D	17,374,259	19,371,367
		21,052,685	23,918,905
<b>Total</b>		<b>21,232,540</b>	<b>24,050,486</b>

## Liabilities

		31-12-2020	31-12-2019
<b>Reserves and funds</b>			
	<b>E</b>		
Continuity reserve	E1	2,594,249	2,417,659
Appropriated reserves	E2+E3	946,025	1,170,998
Reserve exchange rate differences	E4	-1,949	753
Subtotal reserves		3,538,325	3,589,410
Equalisation fund VWS	E5	229,187	108,867
SheDecides fund	E5	42,675	142,441
Reserves and funds		3,810,187	3,840,718
<b>Provisions</b>			
	<b>F</b>		
Provision jubilee employees	F1	41,865	42,144
Provision partner obligations	F2	48,000	0
		89,865	42,144
<b>Current and accrued liabilities</b>	<b>G</b>	17,332,488	20,167,623
<b>Total</b>		<b>21,232,540</b>	<b>24,050,486</b>

## Statement of income and expenditure for 2020

Income			Actual 2020	Budget 2020	Actual 2019
Income from individuals	H		98,141	-	44,654
Income from companies			-	-	-
Income from lotteries	I		2,257,416	2,086,735	2,423,857
Income from government subsidies	J		20,036,427	20,849,408	26,203,049
Income from other non-profit organisations	K		2,399,706	5,561,301	4,366,822
<b>Total income fundraising</b>			<b>24,791,690</b>	<b>28,497,443</b>	<b>33,038,381</b>
Income from goods and services	L		238,646	233,820	232,349
Other income	M		-	-	-
<b>Total income</b>			<b>25,030,336</b>	<b>28,731,263</b>	<b>33,270,731</b>
<i>Total income Consortium members excluded</i>			<i>15,095,843</i>	<i>20,042,357</i>	<i>21,620,097</i>

Expenditure					
National	M1		4,444,513	3,498,083	4,733,420
International	M2		13,164,169	13,351,989	18,419,663
Lobby and Advocacy	M3		5,671,230	9,585,808	8,008,658
Directly allocated to objectives	M		23,279,911	26,435,880	31,161,741
<i>Total expenditure Consortium members excluded*</i>			<i>13,345,418</i>	<i>17,746,974</i>	<i>19,511,107</i>
Costs of direct fundraising	O1		30,289	121,448	23,667
Costs on income third-party campaigns	O2		24,431	41,902	18,420
Costs on (securing) government grants	O3		147,131	327,012	124,218
Costs of income generating	N		201,851	490,361	166,305
Costs of management and administration	O		1,371,187	1,672,367	1,412,501
<b>Total expenditure</b>			<b>24,852,949</b>	<b>28,598,608</b>	<b>32,740,547</b>
<i>Total expenditure Consortium members excluded*</i>			<i>14,918,456</i>	<i>19,909,702</i>	<i>21,089,913</i>
Interest and exchange result	P		-204,505	-	-3,003
<b>Result</b>			<b>-27,119</b>	<b>132,654</b>	<b>527,178</b>
<b>Result appropriation</b>					
Continuity reserve			177,298	132,654	158,529
Appropriated reserve			-224,974	-	352,426
Equalisation fund VWS			120,320	-	-20,710
SheDecides fund			-99,763	-	36,933
			<b>-27,119</b>	<b>132,654</b>	<b>527,178</b>

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



## Cash Flow Statement for 2020

### Cash flow from operating activities

	2020	2019
Result	-27,119	527,180
Depreciation	76,763	120,820
Changes in provision and reserve exchange rate differences	44,309	6,759
Change in working capital (excl. cash and cash equivalents)	-1,966,023	-5,593,119
	<b>-1,872,070</b>	<b>-4,938,360</b>

### Cash flow from investing activities

<b>Investments in</b>		
Intangible fixed assets	-	-
Tangible fixed assets	-125,104	-19,758
	<b>-125,104</b>	<b>-19,758</b>
<b>Disinvestments in</b>		
Intangible fixed assets	-	-
Tangible fixed assets	67	-
	<b>67</b>	<b>-</b>
<b>Movement cash and cash equivalents</b>	<b>-1,997,107</b>	<b>-4,958,117</b>
Liquid assets at the end of the financial year	17,374,259	19,371,367
Liquid assets at the start of the financial year	19,371,367	24,329,484
<b>Movement cash and cash equivalents</b>	<b>-1,997,107</b>	<b>-4,958,117</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 Rutger's 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 office 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%
Hardware	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 office 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 programme- and projects end of year position**

Rutgers' funds to large extent consist of project or program 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 (PFZW), 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.

## Accounting policies for the statement of income and expenditure

*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

	End date contract	Obligation 2020
Rent agreement office space	31-5-2025	702,576
Scan/print/fax unit	31-12-2021	4,200
		<b>706,776</b>

The amount represents the contract costs for the coming years (2021-2025).

### 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

	2020	2019
<b>Acquisition value</b>		
Balance 1 January	329,269	329,269
Acquisitions	-	-
Disinvestments	-	-
Balance 31 December	329,269	329,269
<b>Depreciation</b>		
Balance 1 January	309,775	302,698
Depreciation	7,077	7,077
Disinvestments	-	-
Balance 31 December 2020	316,852	309,775
<b>Book value 31 December 2020</b>	<b>12,417</b>	<b>19,494</b>

The 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	2020	2019
<b>Acquisition value</b>					
Balance 1 January 2020	308,499	301,486	293,542	903,527	883,771
Acquisitions	-	-	125,104	125,104	19,758
Disposals/desinvestments	-	-99	-3,432	-3,531	-
Balance 31 December 2020	308,499	301,387	415,214	1,025,100	903,527
<b>Depreciation</b>					
Balance 1 January 2020	269,615	283,763	238,062	791,439	677,695
Depreciation	25,368	13,774	30,543	69,686	113,743
Disposals/desinvestments	-	-81	-3,383	-3,464	-
Balance 31 December 2020	294,983	297,457	265,221	857,661	791,439
<b>Book value 31 December 2020</b>	<b>13,516</b>	<b>3,930</b>	<b>149,993</b>	<b>167,440</b>	<b>112,088</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

	31-12-2020	31-12-2019
Debtors	125,494	373,176
Grants to be received	2,565,788	2,090,171
Provision bad debtors	-509	-509
Advances consortium members	866,171	1,848,169
Receivable amounts	-	3,165
Tax	1,579	2,544
Prepaid expenses	84,299	201,987
Other	35,603	28,834
	<b>3,678,425</b>	<b>4,547,537</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 R. Breakdown of current programmes.

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

## D. Cash and cash equivalents

	31-12-2020	31-12-2019
Bank current accounts	13,415,362	2,463,449
Bank current accounts foreign currency	3,957,850	2,073,972
Bank deposits	-	11,155,238
Bank deposits foreign currency	-	3,676,683
Cash resources	1,047	2,026
	<b>17,374,259</b>	<b>19,371,367</b>

The interest rate on the deposits are 0% on the EUR deposits as well as on the USD deposits. 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. The Ministry of Foreign Affairs transferred the budget 2021 for RHRN2 in December 2020.

## E. Reserves

	31-12-2020	31-12-2019
<b>E1. Continuity reserve</b>		
Situation as of 1 January	2,417,659	2,259,131
Result appropriation	177,298	158,529
<b>Situation as of 31 December</b>	<b>2,594,249</b>	<b>2,417,659</b>

As per the end of 2020, the continuity reserve enables the organisation to cover 5,75 months of the work organisation. To cover the aim of 6 months, a continuity reserve of 2,71 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.

	31-12-2020	31-12-2019
<b>E2. Appropriated reserve</b>		
Bodytalk	160,000	-
Video content for social media channels	-	30,000
SRHR Digital	-	55,955
Redesign online landscape	67,637	198,664
Prepare for the future	-	175,000
Replace and upgrade information systems	265,103	175,000
Resourch Mobilisation	-	27,332
Innovation Fund	374,431	84,537
Corona consequences	78,853	250,000
Projects	-	174,510
<b>Situation as of 31 December</b>	<b>946,025</b>	<b>1,170,998</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.

	31-12-2020	31-12-2019
<b>E3. Reserve exchange rate differences</b>		
Situation as of 1 January	753	-
Additions/withdrawals	- 2,702	753
<b>Situation as of 31 December</b>	<b>-1,949</b>	<b>753</b>

Differences are caused by the different exchange rates used for balance sheet positions and for the profit and loss items for the field 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.

	31-12-2020	31-12-2019
<b>E4. Equalization fund VWS</b>		
Situation as of 1 January	108,867	129,577
Under-/overspending subsidy	120,320	-20,710
<b>Situation as of 31 December</b>	<b>229,187</b>	<b>108,867</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.

	31-12-2020	31-12-2019
<b>E5. SheDecides fund</b>		
Situation as of 1 January	142,441	105,508
Use	-158,858	-
Addition	59,092	36,933
<b>Situation as of 31 December</b>	<b>42,675</b>	<b>142,441</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

	31-12-2020	31-12-2019
<b>F1. Provision for jubilee employees</b>		
Situation as of 1 January	42,144	36,138
Changes during the year	-279	6,006
<b>Situation as of 31 December</b>	<b>41,865</b>	<b>42,144</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 19, Gratification in chapter 3 of the CAO, an employee is entitled to a single gratification at 12,5, 25 and 40 years service.

	31-12-2020	31-12-2019
<b>F2. Provision partner obligations</b>		
Situation as of 1 January	-	-
Changes during the year	48,000	-
<b>Situation as of 31 December</b>	<b>48,000</b>	<b>-</b>

This provision was formed to cover the amount, which could possibly not be refunded by some partners.

## G. Current and accrued liabilities

	31-12-2020	31-12-2019
Subsidies received in advance	12,097,481	6,712,152
Contract obligations	3,040,866	11,475,928
Liabilities consortium members	111,835	268,917
Creditors	637,420	571,433
Contributions for national insurance, income tax and pensions	318,358	403,883
Holiday provision	683,108	665,850
Accrued liabilities	443,420	69,460
	<b>17,332,488</b>	<b>20,167,622</b>

Subsidies received in advance are specified in annex Breakdown of current programmes. In December 2020 we already received the 2021 budget of RHRH2. Liabilities consortium members consist of expenditures exceeding the advances.

## Explanatory notes to the summary statement of income and expenditure

### H. Income from individuals

	Actual 2020	Budget 2020	Actual 2019
Private donations SheDecides	59,092	-	36,933
Private donations	13,654	-	7,721
Other income	25,395	-	-
<b>Total</b>	<b>98,141</b>	<b>-</b>	<b>44,654</b>

### I. Income from Lotteries

	Actual 2020	Budget 2020	Actual 2019
Dutch Postcode Lottery Dreamfund	1,357,416	1,186,735	1,523,243
Dutch Postcode Lottery	900,000	900,000	900,000
Dutch Postcode Lottery "Gewoon Ongesteld"	-	-	-
Income from other Lotteries	-	-	614
<b>Total</b>	<b>2,257,416</b>	<b>2,086,735</b>	<b>2,423,857</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 2020	Budget 2020	Actual 2019
Dutch Ministry of Foreign Affairs GUSO programme	2,612,592	1,802,364	5,699,332
Dutch Ministry of Foreign Affairs (alliance members GUSO)	4,250,037	2,954,893	5,291,764
Dutch Ministry of Public Health (annual institutional grant)	2,314,911	2,187,684	2,187,784
Dutch Ministry of Foreign Affairs RHRN programme	1,336,076	4,047,611	1,269,513
Dutch Ministry of Foreign Affairs (alliance members RHRN)	3,944,577	4,116,455	4,396,544
Dutch Ministry of Foreign Affairs YID programme	1,053,575	952,435	1,196,522
Dutch Ministry of Foreign Affairs (alliance members Prevention+)	1,408,027	1,332,350	1,712,003
Dutch Ministry of Foreign Affairs Prevention+ programme	1,604,282	1,767,682	1,938,413
Dance4Life GUSO programme	100,068	-	220,851
Dutch Ministry of Public Health (projectgrants)	198,919	585,457	534,863
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	316,353	330,081	424,005
Dutch Ministry of Education, Culture and Science (alliance member Act4Respect)	331,852	285,208	250,323
Dutch Ministry of Education, Culture and Science (OCW) Storytelling Intersekse	32,333	-	48,777
Dutch Ministry of Education, Culture and Science (OCW) AGOM	202,547	224,144	205,572
ZonMw	77,632	-	101,074
Dutch Ministry of Social Welfare and Jobs	58,064	-	-
United Nations Population Fund (UNFPA)	74,907	76,853	75,961
Other income from government grants	119,676	186,191	649,748
	<b>20,036,427</b>	<b>20,849,408</b>	<b>26,203,049</b>

Income from the government subsidies include all grants from various government departments and agencies.

- 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. The budget 2020 shows the approved Rutgers consortium budget plus the country partners budget as submitted to MoFA. The actuals for 2020 shows the actual expenditures of Rutgers as consortium. The high unspent is mostly due to the actual expenditure in the countries in 2017 and 2018 being presented according to the RJ650 standards and including the contracted amounts for two years (2017: 2017-2018 contracts and 2018: 2019-2020 contracts) in Africa and Asia. The realisation/actuals in 2017 and 2018 were therefore higher than the presented budget amounts.
- 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 2020 (€ 2,194,591). The difference between the annual budget granted in 2020 (€ 2,314,911) and the actual expenditure is recognised in equalization fund (€ 120,320).



## K. Income from other non-profit organisations

	Actual 2020	Budget 2020	Actual 2019
Mannion Daniels Limited (for Amplify Change)	271,110	520,719	662,551
Care Nederland	503,871	1,668,892	2,463,572
IKEA Foundation	522,159	556,154	406,737
St, Nefkens	233,621	913,367	220,477
NJI	20,856	31,313	144,865
Diorapthe Foundation	-	-	20,791
IPPF EN	-	133,072	-
IPPF (CSE Institute)	94,447	84,579	99,923
IPPF (GAC/CoE)	-	-	-9,017
IPPF London (CSE)	-	-	58,144
IPPF/WHR	577,760	1,377,352	2,400
EKN Mali	-	-	6,061
NUFFIC/Niche	-	-	16,696
Women Inc,	90,688	95,599	-
NOC*NSF	-	45,100	-
Other income	-	-	58,441
Total	85,195	135,154	215,183
<b>Total</b>	<b>2,399,706</b>	<b>5,561,301</b>	<b>4,366,822</b>

The budget 2020 shows the approved Rutgers budget plus the implementing partners budget as submitted to IKEA Foundation. The actuals for 2020 shows the actual expenditures of Rutgers. The high unspent is mostly due to the actual expenditure of the implementing partners in 2017 presented according to the RJ650 standards and including the contracted amounts for 4 years (2017-2020 contracts). The realisation/actuals in 2017 were therefore higher than the presented budget amounts.

The funds received from other non-profit organisations are related to grant agreements for a period varying from one to four years.

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

	Actual 2020	Budget 2020	Actual 2019
Income webshop	155,395		159,481
<i>Expenditure webshop</i>	<i>-162,496</i>	<i>-</i>	<i>-167,070</i>
<i>Result webshop</i>	<i>-7,101</i>	<i>233,820</i>	<i>-7,589</i>

Rutgers, in pursuit of its objective, sells articles and/or provides services whereby persons belonging to the target group only pay a small contribution as a result of which the activities are not cost-effective, the gross result must be included as expenses spent on the objective. (In accordance with RJ650).

Other income	238,646		232,349
	<b>238,646</b>	<b>-</b>	<b>232,349</b>

The other income consists of revenues from training and workshops.

## M. Expenditure directly allocated to objectives

	Actual 2020	Budget 2020	Actual 2019
M1 National	4,444,513	3,498,083	4,733,420
M2 International	13,164,169	13,351,989	18,419,663
M3 Advocacy/communication	5,671,230	9,585,808	8,008,658
<b>Total costs</b>	<b>23,279,911</b>	<b>26,435,880</b>	<b>31,161,741</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 2020	Budget 2020	Actual 2019
Total direct expenditures for the objectives	23,279,911	26,435,880	31,161,741
Total income	24,791,690	28,497,443	33,038,381
Spending percentage	93,9%	92,8%	94,3%

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 2020	Budget 2020	Actual 2019
Total direct expenditures for the objectives	23,279,911	26,435,880	31,161,741
Total expenditure	24,852,949	28,598,608	32,740,547
Spending percentage	93,7%	92,4%	95,2%

## N. Costs of income generating

	Actual 2020	Budget 2020	Actual 2019
Raising funds	201,851	490,361	166,305

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	24,791,690	28,497,443	33,038,381
Total fundraising costs	201,851	490,361	166,305
Cost percentage fundraising	0,8%	1,7%	0,5%

## O. Costs of Management and administration

	Actual 2020	Budget 2020	Actual 2019
Management and administrative costs	1,371,187	1,672,630	1,412,501
Total expenditure	24,852,949	28,598,871	32,740,547
Management and administration percentage	5,5%	5,8%	4,3%

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%	7,9
Human Resources	0%	0%	100%	2,3
Finance & Control	65%	0%	35%	6,5
Communication	44%	1%	55%	11,5
Fundraising	0%	100%	0%	1,4
Advocacy	99%	1%		10,0
National	100%	0%		26,3
International (including Country Office Indonesia)	99%	1%		39,4
				<b>107,9</b>

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

### Number of staff

During 2020 the average number of staff based in Utrecht amounted to 88,3 FTE (2019: 89,8 FTE) and in Jakarta 19,6 FTE (2019: 19,4 FTE).

## P. Income from interest and exchange result

	Actual 2020	Budget 2020	Actual 2019
Interest	0		-745
Exchange result	-204,505		-2,258
Bad debt	-		-
	<b>-204,505</b>		<b>-3,003</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 2020	Budget 2020	Actual 2019
<b>Staff costs</b>			
Wages and salaries	5,442,784	7,511,544	5,369,737
Social security costs	963,064	-	898,064
Pension	489,679	-	485,962
Provision partner obligatons	48,000	-	-
Sickpay insurance refunds	-105,687	-	-143,349
Hired personnel	555,627	10,000	176,001
Commuting Allowance	104,801	-	158,418
Training and conferences	132,907	64,600	72,507
Occupational health & safety costs	18,114	20,000	22,269
Recruitment costs	2,954	21,500	356
Other office costs	6,625	15,000	14,539
Other staff costs	42,096	225,704	87,659
	<b>7,700,963</b>	<b>7,868,348</b>	<b>7,142,164</b>
<b>Accommodation costs</b>			
Rent	253,695	280,000	240,229
Maintenance costs	40,299	56,500	36,639
Other accommodation costs	21,143	29,000	25,542
	<b>315,136</b>	<b>365,500</b>	<b>302,411</b>
<b>Office and general expenses</b>			
Supervisory Board costs	5,097	10,000	6,972
ICT costs	406,541	249,550	259,244
Project support office costs	216,807	207,000	172,165
Advice - and administration costs	232,840	187,150	171,452
Other general expenses	-28,358	176,375	37,093
	<b>832,926</b>	<b>830,075</b>	<b>646,926</b>
<b>Depreciation, interest and bankcosts</b>			
Depreciation	76,327	70,612	119,263
Interest, exchange rate and bankcosts	35,312	8,500	12,403
	<b>111,639</b>	<b>79,112</b>	<b>131,665</b>
<b>Total</b>	<b>8,960,665</b>	<b>9,143,034</b>	<b>8,223,165</b>

## Remuneration Board

Job title  
Period in 2020  
Scope employment (in fte)  
**WNT-maximum international development**

**A.J.J. Coenen**  
**Executive Director**  
1/1 - 31/12  
1,0  
**€ 189,000 per year**

### Remuneration

Remuneration  
Taxable expense allowance  
Benefits payable on term  
*Subtotal*  
-/- Amounts unduly paid  
**Total remuneration 2020**  
Justification if exceeding

€ 128,863,77  
€ 128,863,77  
-  
**€ 128,863,77**  
n.a.

### Figures 2019

Period in 2019  
Scope employment (in fte)

1/1 - 31/12  
1

### Remuneration 2019

Remuneration  
Taxable expense allowance  
Benefits payable on term  
**Total remuneration 2019**

€ 124,744,53  
0  
€ 11,485,44  
€ 136,229,97

### Individueel WNT-maximum 2019

**181,000 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 Organisations (Association of Fundraising Organisations, 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 485 and approved by the Supervisory Board. Resulting in a maximum remuneration of € 141,765 per July 2020.

Over 2020 Rutgers complies with all the relevant remuneration schemes. Over 2020 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 five meetings in 2020. For members who don't live in the Netherlands, the travel costs are reimbursed.

The total remuneration of the Supervisory Board in 2020 was € 5,097

The individual WNT-maximum is € 28,350 (chair) and € 18,900 (members).

### The members in 2020 were:

M. de Blécourt (Mirjam) CHAIR as of June 2018  
J.M. Bunting (Julia) as of May 2017  
L. Dellemann (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 programme- and projects end of year position

	2020		2019	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN	-	(460,311)	-	(1,129,535)
Dutch Ministry of Foreign Affairs RHRN2	-	(9,334,522)	-	-
Dutch Ministry of Foreign Affairs GUSO	-	(174,233)	-	(1,023,938)
Dutch Ministry of Foreign Affairs Yes I Do	-	(14,246)	-	(427,636)
Dutch Ministry of Foreign Affairs PP	375,493	-	-	(598,217)
Dutch Ministry of Education (Act4Respect)	-	(227,936)	-	(242,513)
Bill & Melinda Gates Foundation (Explore4Action)	-	(429,054)	75,989	-
IKEA Foundation	-	(123,066)	-	(11,397)
Amplify Change (SST)	-	(88,233)	-	(56,791)
Amplify Change (MEGA)	-	(12,366)	521,485	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice	-	(1,084,446)	-	(2,466,676)
Dutch Postcode Lottery	900,000	-	900,000	-
Care Burundi	720,496	-	-	-
Niche Uganda	218,130	-	-	-
National projects (not VWS)	308,657	-	-	-
Other	43,012	(149,067)	592,697	(755,447)
	<b>2,565,788</b>	<b>(12,097,481)</b>	<b>2,090,171</b>	<b>(6,712,152)</b>
<b>Total project balance</b>	<b>-9,531,693</b>		<b>-4,621,981</b>	

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

**Specification and cost allocation to appropriation**

Appropriation  Expenditure	Objective		
	National	International	Advocacy/ communication
Programme spending	792,578	4,772,266	80,022
Subsidies and contributions	331,852	5,658,064	3,944,577
Staff costs	2,796,160	2,455,620	1,069,012
Accommodation costs	144,686	85,185	37,387
Office and general expenses	308,328	172,643	218,428
Depreciation, interest and bankcosts	70,908	20,425	8,914
<b>Total</b>	<b>4,444,513</b>	<b>13,164,169</b>	<b>5,671,230</b>

Raising funds	Management and administration	Total 2020	Budget 2020	Total 2019
		5,957,792	19,445,090	12,866,748
		9,934,493	-	11,650,634
177,102	1,203,069	7,700,963	7,879,094	7,142,164
6,144	41,734	315,136	365,500	302,411
17,134	116,394	832,926	838,575	646,926
1,479	9,913	111,639	70,612	131,665
<b>201,851</b>	<b>1,371,187</b>	<b>24,852,949</b>	<b>28,598,871</b>	<b>32,740,548</b>

## 12 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 (Mannion Daniels Limited)
- Bernard van Leer
- Bill & Melinda Gates Foundation
- Bundeszentrale für gesundheitliche Aufklärung (BZgA)
- CARE Nederland
- The Danish Family Planning Association (DFPA)
- Ikea Foundation
- IPPF European Network
- IPPF/Global Affairs Canada
- Ministerie van Buitenlandse Zaken (Ministry of Foreign Affairs)
- Nationale Postcode Loterij
- Nefkens Stichting Ontwikkelingshulp
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- Primrose
- Private donations Rutgers (MyBody)
- Private donations SheDecides
- KIT Royal Tropical Institute (We Care, waarvan Nuffic de donor is)
- United Nations Population Fund (UNFPA)

## 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 2020 included in the annual report

#### Our opinion

We have audited the financial statements 2020 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 2020 and of its result for 2020 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 2020;
2. the statement of income and expenditure for 2020; 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.

Oranje Nassaulaan 1  
1075 AH Amsterdam  
Postbus 53028  
1007 RA Amsterdam

Telefoon 020 571 23 45  
E-mail [info@dubois.nl](mailto:info@dubois.nl)  
[www.dubois.nl](http://www.dubois.nl)  
KvK nummer 34374865





**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 12);
- Budget 2021 (chapter 14);
- List of publications (chapter 15); and
- List of abbreviations (chapter 16).

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 organization’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 dissolve the foundation 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 organization’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 organization'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 organization'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 organization 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, 5 July 2021

Dubois & Co. Registeraccountants

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**

# 14

## Budget 2021

(including Country office Indonesia)

### Income

Government subsidies  
Lotteries  
Other non-profit organisations  
Individuals

#### Total income fundraising

Goods and services

#### Total income

*Total income Consortium members excluded*

### Budget 2021

19,388,318  
2,514,793  
1,699,185  
-

#### 23,602,296

392,407

#### 23,994,703

19,814,076

### Expenditure-Direct project costs

National  
International  
Advocacy  
Management

#### Total Direct project costs

*Total expenditure Consortium members excluded*

### Budget 2021

1,112,914  
13,131,756  
8,846  
401,473

#### 14,654,989

10,474,362

### Expenditure - Organisation costs

Staff  
Management and administration

#### Total Expenditure Organisation costs

### Budget 2021

7,803,932  
1,337,890

#### 9,141,822

### Total Expenditure

*Total expenditure Consortium members excluded*

### 23,796,811

19,616,184

Interest and exchange result

Result Rutgers Indonesia

-

12,858

### Result (consolidated)

210,750





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

# 15 List of publications

## National publications

### Peer reviewed article

- Cense, M., Grauw, de, S., and M. Vermeulen.(2020). 'Sex is not just about ovaries.' Youth participatory research on Sexuality Education in the Netherlands. International Journal of Environmental Research and Public Health. 22.
- Ditzhuijzen, J. van. (2020). Common risk factors for abortion and suicide attempts. Lancet Psychiatry 6, 972-973.
- Ditzhuijzen, J. van (2020). De relatie tussen psychische aandoeningen en het afbreken van een ongewenste zwangerschap. Tijdschrift voor Psychiatrie. Submitted.
- Heijne, J., Van Aar, F., Meijer, S., De Graaf, H., & Van Benthem, B. (2020). Placing sexually transmitted infection surveillance data in perspective by using national probability sample surveys. European Journal of Public Health, Volume 30,(1), 124–131.
- Steeg, Esther van der, Schipper-Van Veldhoven, Nicolette, Cense, Marianne, Bellemans, Tina & Kristine de Martelaer (2020) A Dutch perspective on sexual integrity in sport contexts: definition and meaning for practice. Physical Education and Sport Pedagogy 2020.
- Stulhofer, A., Mehulić, J., Briken, P., Klapilová, K., Graaf, H., de, Carnevalheira, A.A., Löfgren-Mårtenson, C., Nobre, P., Marie Chollier, M., Köse, Ö., Elmerstig, E., Lançon, C., Plášilová, L. Schröder, J. (2020). Changes in Sexual Interest and Distress about Discrepant Sexual Interest during COVID-19 Pandemic: A Cross-Cultural Assessment in Cohabiting Partnered Individuals. Archives of Sexual Behavior. Submitted.

### Non peer reviewed articles

- Bongardt, D. van den & Graaf, H. de (2020). Youth's Socio-Sexual Competences with Romantic and Casual Sexual Partners. The Journal of Sex Research.
- Graaf, H. de, Schure, J. ter, & Liere, G.A.F.S. van (2020). How old are young people when they start having sex? Methodological challenges in answering this question. Journal of Public Health.
- Marra, E., Meijer, S., & De Graaf, H. (2020). Changes in young women's contraceptive use in the Netherlands : Findings from three Sex under the age of 25 surveys, Genus, 76.
- Tijdink, S. & De Graaf, H., Hehenkamp, L. & Laan, E. (2020). Sexual complaints and ethnicity: Ethnic differences in a help-seeking sample. Journal of Sexual Medicine.
- Vlugt, I. van der. La educación sexual en Europa:. Países Bajos 119, 9-13.

### Book (or chapter in book)

- Graaf, J.C. de, Neeleman, A.F., & Gianotten, W.L. Seksualiteit bij ouderen, Inleiding in de gerontologie en geriatrie, 6, 167-171.
- Lisdonk, J. van, Ditzhuijzen, J. van, Kelders, Y., Vries, J. de. Tot mijn kind zelf kan kiezen. Ervaringsverhalen van ouders van kinderen met een vorm van intersekse/DSD. Rutgers.
- Reitzema, Elsbeth. Ja en nee gevoelens. Uitgeverij Clavis.
- Reitzema, Elsbeth. Mijn familie, jouw familie, Uitgeverij Clavis.
- Reitzema, Elsbeth. Bolle buiken. Uitgeverij Clavis.
- Reitzema, Elsbeth. Je kunt niet kiezen op wie je verliefd wordt. Uitgeverij Clavis.
- Reitzema, Elsbeth. Hier komen de baby's vandaan. Uitgeverij Clavis.
- M. Vermeulen, Cense.M. Input op Hoofdstuk Seksuele gezondheid Thema's Burgerschap van Essener.

### Factsheet

- Jonker, Marianne. Brochure Veilig omgaan met sociale media en sexting voor jongeren met een LVB. Facebook (Veiligheidscentrum).
- Rutgers nationale afdeling. Leefstijl adviezen 'Seks in tijden van corona', samenwerking met SANL
- Soa Aids Nederland/Rutgers. Coronacrisis en seks: Wat doen studenten?
- Soa Aids Nederland/Rutgers. Coronacrisis en seks: Wat doen jongeren?
- Soa Aids Nederland/Rutgers. Coronacrisis en seks: Wat doen mbo-studenten?

## Manual/professional guideline

Jonker, Marianne & Grauw de, Steven. Herziening handleiding Girls' Talk.  
Jonker, Marianne & Grauw de, Steven. Herziening handleiding Girls' Talk+.  
Jonker, Marianne & Grauw de, Steven. Herziening handleiding Make a Move.  
Jonker, Marianne & Grauw de, Steven. Herziening handleiding Make a Move Plus.  
Jonker, Marianne, Grauw de, Steven, Blécourt, Karlijn de. Handleiding Happy2gether. Act4Respect.  
Jonker, Marianne, Blécourt de, Karlijn, Grauw de, Steven en Vries de, MarK. Girls' Talk/Make a Move Special: Seks online. Met medewerking van Jong & Je Wil Wat.  
Jonker, Marianne. Nieuwe leeropdrachten Halt-interventie Sexting; respect online. Halt.  
Jonker, Marianne & Coehoorn, Iris. Werkblad Ken je grens NJI Justitiële Interventies, Goed onderbouwd.  
Maris, S. opvoeden.nl: pagina's seksuele ontwikkeling en seksuele opvoeding herzien.  
Maris, S., Berlo, W. van & Bicanic, I. Thuislessen seksueel misbruik en grensoverschrijding: PO en VO gratis toegankelijk op seksuelevorming.nl.  
Maris, S., Euwema, A., Vermeulen, M. & Dithuizen, J. Onderbouwing Kriebels in je Buik SO: niveau goed onderbouwd.  
Reitzema, Elsbeth & Jansen, Koosje Lentekriebels lessen voor thuis. Rutgers  
Reitzema, Elsbeth. Spring Fever: Lessons for homeschooling, Rutgers.  
Reitzema, Elsbeth. Handleiding online training leerkrachten BO.  
Reitzema, Elsbeth. Handleiding online ouderavond Seksuele vorming BO.  
Reitzema, Elsbeth. Lesbrief sekse, gender en seksuele diversiteit.  
Vlugt, I van der, Mante Adu, A. Methodiekbeschrijving Nu Niet Zwanger.  
Vlugt, I. van der. Trainingsmap voor train de trainer inhoudelijk coördinatoren.  
Vlugt, I. van der. Handleiding bespreking casuïstiek Nu Niet Zwanger.

## Presentation/poster

Bakker, Bouko, Kelders, Ymke. LHBTI-sensitieve zorg in je gemeente.  
Bussel, M. van - Maris, S. Aandacht voor de leuke kanten van seks werkt preventief (interview). Augéo.  
Cense, Marianne. Slipcursus Seksualiteit. Met alle respect. Congres June 2020.  
Cense, Marianne. Jongeren en online seksueel grensoverschrijdend gedrag. Congres Jongeren en seksueel geweld.  
Ditzhuijzen, J. van. Abortus anno 2020, Pakhuis de Zwijger – Femcity.  
Graaf, H. de. Seksuele en genderdiversiteit onder jongeren. Najaarscongres NVVS.  
Kelders, Ymke. De spreekkamer van de toekomst.  
Kelders, Ymke. G-woord: gendersensitief werken.  
Kelders, Ymke. Act4Respect: 'ze vraagt er ook om'.  
Maris, S. radio-interview Week van de Liefde.  
Maris, S. Seks in tijden van corona: debat met Linda Duits. Radio 1.  
Ohlrichs, Yuri. Make a Move. Horizon Jeugdzorg en Onderwijs vest. De Vliet, Rotterdam.  
Ohlrichs, Yuri. Komen mannen van Mars en vrouwen van Venus? Gendertransformatief werken in de huisartspraktijk. Congres Landelijke Org. van Aspirant Huisartsen (LOVAH), Rotterdam.  
Ohlrichs, Yuri. Straat-intimidatie: "In de opvoeding gaat het fout" - Martijn Schoolenberg. Dagblad de Telegraaf.  
Ohlrichs, Yuri & De Graaf, Hanneke. Ask me anything: jongeren en seks. BNR Radio.  
Ohlrichs, Yuri. Gaan! Over pedofilie en pedoseksualiteit. Radio 1.  
Ohlrichs, Yuri. Jongeren, seks en relaties tijdens de lockdown. ZTACK Serious Podcast.  
Ohlrichs, Yuri. Mannen en Seksualiteit. Aan de Man Brengen - podcast van J. Winkelhof en T. van der Vliet.  
Reitzema, Elsbeth (Let's talk about seksualiteit 0-18. LOVAH congres 2020.  
Reitzema, Elsbeth & Vermeulen, Manouk. Scholing Gezonde Relaties en Seksualiteit voor het PO Gezonde School.



## Online

Reitzema, Elsbeth. Seksuele vorming en opvoeding. 5 uur show.  
Reitzema, Elsbeth. Over vlinders en lentekriebels. Conferentie Genderwijs - Stichting School & Veiligheid.  
Vermeulen, M. The Dutch approach: Sex education in the Netherlands.  
Wees, D. van, Graaf, H. de, Meijer, S., Wit, J. de, Coyer, L., de, Bilsen, W. van, & Dijk, A. van. Soa, hiv en seks in Nederland ten tijde van COVID-19. Soa\*Hiv\*Seks congres, Soa Aids Nederland.

Reitzema, Elsbeth. E-learning Seksuele ontwikkeling 0-6. E-wise.  
Reitzema, Elsbeth. Webinar Relaties & Seksualiteit in de school. Gezonde School.  
Reitzema, Elsbeth. Seksuele opvoeding kinderen 0-12. Vlog Wil&Tien.  
Reitzema, Elsbeth. Podcast Sex and relationships. Radio Wolfgang. BBC.  
Reitzema, E., Vermeulen, M. Webpagina's Relaties en seksualiteit SO Website Gezonde School.  
Vermeulen, M., Dijk, van U, Spee, I. Euwema, A., Dankmeijer, P., Vries, de M.L., Maris, S. E-learning Gezonde relaties & seksualiteit voor Gezonde School-adviseurs.  
Vermeulen, M., Cense, M., Schutte, L. Vier nieuwe Can you fix it?!-filmpjes.  
Vries, Mark Leon de; Jonker, Marianne. E-Learning Girls' Talk (+) en Make a Move (+).  
Vries, Mark Leon de; Jonker, Marianne. E-learning Seks Online.  
Vries, Mark Leon de; Dijk, Ursela van; Vlucht, Ineke van der. E-learning Nu Niet Zwanger voor professionals.  
Vries, Mark Leon. E-learning Het G-Woord (Act4Respect).  
Vries, Mark Leon. Jonker, Marianne. E-learning Happy2Gether (Act4Respect).  
Vries, Mark Leon de; Dijk, Ursela van; Vlucht, Ineke van der. Borgingsmodule e-learning Nu Niet Zwanger voor aandachtfunctionarissen.

## Report

Coehoorn, I. Evaluatie trainingen 2019. Intern rapport Rutgers.  
Ditzhuijzen, J. van, Coehoorn, I. We doen het samen. Resultaten peiling over gedeelde (m/v) verantwoordelijkheid bij anticonceptiegebruik. Rutgers.  
Ditzhuijzen, J. van & Reitzema, E. Relationale en seksuele vorming in het basisonderwijs anno 2020. Resultaten onderzoek onder schoolleiders. Rutgers.  
Ditzhuijzen, J. van, Motmans J. Kennis en opvattingen over intersekse. Een nulmeting in Nederland en Vlaanderen.  
Ditzhuijzen, J. van, Vlucht, I. van der. Verslag van de pilot 'preventie herhaalde onbedoelde zwangerschap middels aansluiting bij Nu Niet Zwanger' in CSG Noord-Nederland.  
Graaf, H. de. Seksuele gezondheid in Nederland in corona tijd. Rutgers.  
Graaf, H. de i.s.m. SIG (L)VB. (L)VB registratie 2019.  
Graaf, H. de & Vroege, J. PSTG-rapport 2019.  
Keij, M., Ditzhuijzen, J. van, Loenen, T. van, Dijk, U. van, Cense, M. Voor een kansrijke start in Zaanstad. Eindrapport verkennend onderzoek naar preventie ongewenste zwangerschap.  
Lisdonk, J. van, Ditzhuijzen, J. van, Walle, R. van de. Het beste voor je kind. Ervaringen, 2020 van ouders van een kind met een vorm van intersekse/ DSD. Rutgers.  
Marra, E., Graaf, H. de & Meijer, S. Seks onder je 25e in de residentiële jeugdzorg: Seksuele gezondheid van jongeren die bij jeugdzorg wonen.  
Marra, E. Meijer, S., Polet, J., & Graaf, H. de. Seksuele gezondheid van jongeren in Nederland tijdens de coronacrisis. Rutgers.  
Marra, E., Tijdink, S., & Graaf, H. de. LOPS-registratie 2018.  
Maris, S. & Reitzema, E. Advies aanpassingen lesmateriaal ISBO.  
Tijdink, S., Graaf, H. de, Lingmont, K., Sonneveld, L., Bungener, S. en Bakker, B. LHBTI-organisatiescan Spirit en De Bascule: Een onderzoek naar sociale klimaat binnen Spirit en De Bascule en toerusting van hulpverleners.  
Vermeulen, M, Coehoorn, I. Onderbouwing Lang Leve de Liefde mbo-digileissen: Niveau goed beschreven.

## Training

- Graaf, H. de. Monitoring Sexual Health: Methodological Challenges. Cursus Youth & Sexuality, UU.
- Graaf, H. de. The Psychosexual Development of Young People. Cursus Youth & sexuality, UU.
- Graaf, H. de. Monitoring Sexual Health: Methodological Challenges. Cursus Sexual Health, VU.
- Graaf, H. de. Seksuele ontwikkeling anno 2020. Masterclass Sexucation.
- Ohlrichs, Yuri. Training - ontwikkeling & uitvoering. ROC MBO College Amstelland. Amstelveen.

## Workshop/symposium/ Expertmeeting

- Ditzhuijzen, J. van, Bakker, B., Lisdonk, J. van, & Wijsen, C. Expert Meeting "Ervaringen van ouders van kinderen met een variatie in geslachtskenmerken.
- Jonker, Marianne. Girls' Talk(+) en Make a Move(+), preventieprogramma's seksuele weerbaarheid. Informatiebijeenkomst Gezonde School Adviseurs.
- Jonker, Marianne. Sexting en sociale media en jongeren met een (licht) verstandelijke beperking. Werkbijeenkomst LFB (Landelijke belangenorganisatie voor en door mensen met een verstandelijke beperking).
- Maris, S., Hiemstra, K., Vries, M. de. Focusgroep GGD'en: behoeften deskundigheidsbevordering.
- Maris, S. Dutch approach on CSE. IPPF meeting.
- Maris, S., Meijer, S., Reitzema, E., Schutte, L. Klankbordgroep: meetlat interventies.
- Maris, S., & Schouten, M. Co-creatiegroep Gezonde School Adviseurs.
- Maris, S. Scholing GSC: Seksuele vorming in het (V)SO Gezonde School.
- Reitzema, Elsbeth. Kriebels in je buik. Informatiebijeenkomst Gezonde School Adviseurs. 27 January.
- Reitzema, Elsbeth. GGD bijeenkomst Week van de Lentekriebels.

## Publications International Department

## Publications

- Abdi Suandana, I., Bobby Hermanto, Gusti Agung Agus Mahendra, Anggriyani Wahyu Pinandari, Siswanto Agus Wilopo (2020). Starting Life with Hidden Wound: Bullying and Self-Reported Depression Symptoms among Early Adolescent in 3 Cities of Indonesia. Indonesia Public Health Journal published by University of Indonesia (Accredited A).
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- Mustikaningtyas, Anggriyani Wahyu Pinandari, Siswanto Agus Wilopo, Shoshanna Fine.(2020). Do Adverse Childhood Experiences (ACEs) Causing Depression in Early Adolescent? An Ecological Analysis Approach Using GEAS Baseline Data 2018 in Indonesia Indonesia Public Health Journal published by University of Indonesia (Accredited A).
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- Rutgers WPF Indonesia. Investing in Early Adolescence: Reflection & Urgency (general briefing on GEAS).
- Rutgers WPF Indonesia. Violence and Mental Health Profile among Early Adolescent in Indonesia: Calling for Urgent Actions (policy briefing targeted at Ministry of Health).
- Rutgers WPF Indonesia. Comprehensive Reproductive Health Education to Promote Equality and Welfare for Men and Women (policy briefing targeted at Ministry of Child and Women Empowerment).
- Rutgers WPF Indonesia. Adolescent Sexual and Reproductive Health in Indonesia: The Unfinished Business (policy briefing targeted at National Population and Family Planning Bureau).
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- Westeneng, J. The effectiveness of sexual and reproductive health education in Burundi policy brief.

## Presentations

- Abdi Suandana, I., Lina Agnesia, and Bobby Hermanto. E4A young researchers presented results of QuIP Evaluation of Setara. Indonesian SRHR Conference organized by IAKMI (The Indonesian Public Health Association), University of Indonesia, and UNFPA. November 2020.
- Cense, M.. CSE lessons for all ages and protecting young people with increased vulnerability from SGBV under the lockdown, in the Netherlands. Webinar Digital ways of CSE delivery: learning from the C19 emergency, IPPF EN.
- Ohlrichs, Yuri. Comprehensive Sexuality Education in the Netherlands. Sexpo Säätiö, Helsinki, Finland - op studietour in Nederland.
- Ohlrichs, Yuri. Comprehensive Sexuality Education in the Netherlands. Gender & Sexology Studies, University of Kentucky, USA - Online presentative.
- Reeuwijk, M. van. Meaningful Youth Participation in Research. UGM-Centre for Reproductive Health Brown Bag Series for public and Medical School students.
- Reeuwijk, M. van. Theory of Change for CSE and implementation research. Lecture for University of Amsterdam – Pedagogy Master's. November 2020
- Reeuwijk, M. van and Anna Page (on behalf of Anna Kågesten). Theoretical Model for Positive Adolescent Sexuality. Webinar for the Very Young Adolescent Community of Practice, facilitated by Save the Children and Institute for Reproductive Health. December 2020.
- Rutgers WPF Indonesia. Five policy dialogue webinars with five key government departments, based on policy briefings. December 2020.
- Rutgers WPF Indonesia. Online event on sexuality in the digital age, hosted by E4A, GUSO and D4L). November 2020.
- Rutgers WPF Indonesia. Online event showcasing E4A along with four other programmes run by Rutgers WPF Indonesia.

## Manuals/Training

Westeneng, J. Sexuality education in Burundi: The role of context on the quality and effectiveness of the programme.

Bakker, Margo & Paula Dijk. Facilitator's guide Working on SRHR in times of Opposition.

Ohlrichs, Yuri. Hello I Am - Bangladesh - online consultancies.

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## Trainings

Bakker, M. Online storytelling workshop in collaboration with Dance4Life. RHRN Bangladesh.

Bonjour, M. Sexual Pleasure. ISS Post Graduate Diploma Course, Uganda.

Bonjour, M. & Musavyi, J.M. GTA in the Whole School Approach. Joint Programme Menyumenyeshe, Burundi.

Bonjour, M. & Musavyi, J.M. Whole Community approach. Joint Programme Menyumenyeshe, Burundi.

Antillon, C. Social determinants of unintended pregnancy and unsafe abortion. Post-Graduate Diploma Course, SET-SRHR NICHE-Uganda project.

Antillon, C. Social norms change in SRHR interventions. Post-Graduate Diploma Course, SET-SRHR NICHE-Uganda project.

Antillon, C. and Lorient, J. GTA and engaging men and boys. Post-Graduate Diploma Course, SET-SRHR NICHE-Uganda project.

Antillon, C., Akeso, W. and Asuman, B. Curriculum realignment webinar with Master Trainers. SET-SRHR NICHE-Uganda project.

Dungen, E. van den. Human rights framework and human rights council for advocates. Frans, E. and Bonjour, M. Flagsystem. Estland.

Guillerme N. and Muijden, van der, A. Online GTA workshop. RHRN Kenya.

Kockelkoren, A. and Bonjour, M. Scaling and Institutionalizing Sexuality Education. ISS Post Graduate Diploma Course, Uganda.

Krol, van der, K. Advocacy skills training. Yes I Do, Ethiopia.

Lorist, J., Gender Transformative Approach Module 1 Value Clarification training Zambia. Yes I Do Alliantie, Petauke, Zambia.

Lorist, J., Gender Transformative Approach Module 2 Integrating GTA into CSE training. Yes I DO Alliantie, Petauke, Zambia.

Lorist, J. and Krabbe, B. Gender Transformative Approach for Institutions Pilot workshop with RutgersWPF Indonesia. Jakarta, Indonesia.

Lorist, J. and Simenel, F. Cross Programmatic Webinar on GTA and CSE. Utrecht, The Netherlands.

Lorist, J. Dwi Pangestu, M.R. and Baeha, W. Online Learning Trajectory on GTA and CSE with RutgersWPF Indonesia.

Lorist, J., Irawati, I., Krabbe, B. and Simenel, F. Webinar GTA in institutions. Utrecht, The Netherlands.

Reeuwijk, van, M. Guest lecture MYP in research for UGM RHC (university of Jogjakarta, Indonesia).

Reeuwijk, van, M. Guest lecture Theory of Change Comprehensive Sexuality Education for pedagogy masters students of the University of Amsterdam.

Reeuwijk, van, M. and Page, A. Webinar CoP VYA for Save the Children and IRH.

Schaapveld, A. and Bonjour, M. Whole School Approach. ISS Post Graduate Diploma Course, Uganda.

Simenel, F. Introduction training on gender-transformative approaches for TU Delft students, the Netherlands.

Simenel, F. Applying gender-transformative approaches to GBV campaigning for Amnesty International, the Netherlands.

Simenel, F. and Husken, S. Applying gender-transformative approaches to safe abortion campaigning for RHNK, Kenya.

Simenel, F. Applying gender-transformative approaches to SRHR programming for ATBEF, Togo.

Simenel, F. Introduction to gender-transformative approaches, intersectionality and inclusion for Dance4Life international team, the Netherlands.

Simenel, F. and Akeso, W. In-depth training on applying gender-transformative approaches to SRHR programming for DFPA, Denmark.

Simenel, F., Akeso, W. and Alhassan, F. Sharing lessons learnt on effective application of gender-transformative approaches, global GUSO consortium.

Simenel, F. and Dessalegn, T. Sharing lessons learnt on effective application of gender-transformative approaches, global Share-Net platform.

Husken, S. and Odhiambo, E., How to write/express about abortion (series of sessions) for youth advocates of RHN-Kenya.

Veen, M. van. Outcome Harvesting Training. Get Up, Speak Out Programme, SRHR Alliance for Young People Ghana, Tamale. February 2020.

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## 16 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)



Arthur van Schendelstraat 696  
3511 MJ Utrecht  
Postbus 9022  
3506 GA Utrecht

+31 (0)30 231 34 31  
office@rutgers.nl  
www.rutgers.nl  
www.rutgers.international

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