

Rutgers

For sexual and
reproductive health
and rights

A man with a beard and glasses, wearing a white t-shirt, is speaking into a black microphone. He is smiling and looking towards the camera. The background is a blurred crowd of people. The t-shirt has a logo that says "GENERATION G" with colorful figures and the text "for gender justice" below it. There is also a graphic of a person in a yellow and orange shirt at the bottom of the page.

Annual report 2023

**We approach sexuality
as a positive aspect of life
that can be discovered,
experienced and expressed
without shame in a healthy,
enjoyable and safe way.**



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We want young people to be free to enjoy their sexuality and relationships, while respecting the rights of others, in an inclusive society.

1 Introduction & Outlook

2023 was a year of predictions coming true and surprises. Opportunities to expand our reach would come with increased opposition to our work. We were confronted with direct attacks on our work and staff in The Netherlands. Spring Fever Week 2023 was both a scare and a test of how we live up to our values. We have passed that test, as do our partners in The Netherlands and worldwide.

For the past few years, we have been reporting that sexual and reproductive health and rights have stopped progressing. This trend did not stop in 2023. At the same time, we can pride ourselves on the uncountable young people, parents, health and educational professionals and partners who cherish our expertise and give us positive feedback and praise.

We thrive on the public support for our work and our organisation. We also feel the backing of our institutional partners, both in civil society and in the public sector. We appreciate and celebrate our funders, who allow us to work in challenging circumstances and double up as strategic partners.

We run seven multiyear programmes, three in The Netherlands and four internationally, in more than 20 countries. These programmes vehicle our work in our three thematic areas. They are now in full swing, and the young people and partner organisations with whom we collaborate have an enormous reach. Our quantitative indicators, the figures we measure, show that we should easily reach the targets set for 2025.

We are particularly pleased with the solidity of our reputation, grounded in our research, which we undertake to academic standards. Questioning is at the heart of any academic research, and we seek and cherish the academic debate. However, we draw a line where questioning turns to aggression and the public debate gets fed with misinformation and disinformation.

Our reputation and the interest drawn by the Spring Fever Week add flavour to our Rutgers brand. The Dance4Life brand is proving to be a success primarily in terms of content. It has taught us how to reach (more) young people and appeal to them in our national and international work.

With our colleagues at the Indonesian entity, we

completed the demerger and prepared for the launch of a new, autonomous foundation: Yayasan Gemilang Sehat Indonesia (YGSi). Our organisations now chart their individual future courses in partnership.

Financially, 2023 was again a challenging year. Rutgers' net result in 2023 was negative. Caused by general price increases, high costs for temporary staff and lower billability. As a result, the continuity reserve was impacted to a higher extend than budgeted which leads to concerns and actions for the years ahead with a changing project portfolio. The upcoming years the board will focus on recovery, risk management, and bolstering the financial base.

2023 marked Executive Director Marieke van der Plas's first full year in office. Over that year, she gradually shifted her focus from the internal to the external, engaging with the political developments in The Netherlands, identifying opportunities in the upheaval around Spring Fever Week, and strengthening our global network.

Looking ahead, 2024 is a year to harvest and prepare for changes. We expect our programmes to make a lot of impact. Meanwhile, societal and political developments demand anticipation, participation, and active steering. We will invest in finance and fundraising and make our unique contribution to the resilience of our movement. So that we can keep engaging young people who are keen to be informed, and exchange openly about sexuality.



Marieke van der Plas
Executive director



Femke Aarts
Chair Supervisory board



**With many diverse
partners we work in
over 20 countries.**

2 Our strategy, in short, and indicators of progress

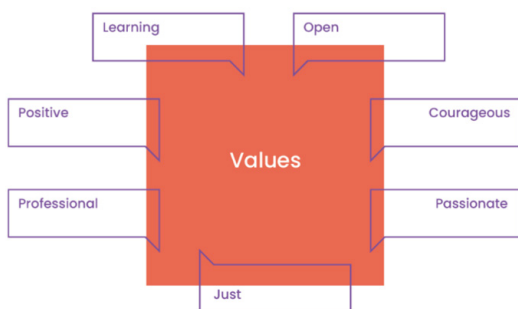
Who we are

Rutgers, the leading centre on sexuality in the Netherlands, has over 50 years of expertise working with young people worldwide on sexuality. We are now highly recognised in sexual and reproductive health and rights (SRHR) and meaningful youth engagement in the Netherlands and internationally.

SRHR are about being mentally and socially healthy as well as physically when it comes to sexuality and reproduction. SRHR relate to the individual, their relationships and society. They go beyond the absence of sickness: good sexual health is about having pleasurable sexual relationships, self-esteem, and relationships based on trust and communication.

At Rutgers, we talk about sexuality openly and practically. We base our work and content on research and experience and dare to address complex and controversial issues. We commit ourselves to always working inclusively and respecting diversity in context and culture.

Our values



Why, what, how

In [our Strategy \(2021-2025\)](#), we formulated the 'why' of our organisation: being free to enjoy our sexuality and relationships contributes to our happiness.

We work daily to improve young people's position, health, and rights. We work on sexuality education and information, access to contraception and safe abortion, and the prevention of sexual violence. Our priority themes lead us to strategise and collaborate with partners who are working on related themes, including HIV and AIDS, reproductive health, and those from the women's movement and LGBTQI+ movement.

To impact these themes, we work on many programmes and projects in over 20 countries and with many partners. Each programme is shaped according to its context, uses participatory approaches and translates evidence (from research) into practice (implementation and advocacy) and vice versa. This ensures the quality and relevance of our work.



The impact

The figures in Table 1 indicate our impact and progress towards the results we target for 2025.

	2021	2022	2023	Cumulative	Target*
Number of young people (up to 30) provided with comprehensive sexuality education as part of Rutgers' programmes	799,400	272,978 ***	505,768	1,6 million	4 million
Number of people reached with sexual and reproductive health and rights (SRHR) information**	1 billion	99 million	59 million	1,2 billion	600 million
Number of civil society organisations strengthened in SRHR programming	97	66	218	381	135
Number of professionals trained in SRHR	14,718	14,877	15,928	45,523	40,000
Number of external publications and presentations that contribute to the SRHR knowledge base	137	207	162	506	1,412
Number of allies/stakeholders/influencers who actively support our SRHR work***	129	243	7,741	8,113	
Number of occasions in which youth organisations and CSOs have participated in policy decision-making processes that affect their lives	58	94	55	207	
Number of positive changes in (implementation of) laws and policies on SRHR****	13	25	26	64	140
Number of regional and international agreements that maintain or strengthen progressive language on SRHR	14	19	14	47	

* Source: Together we are Rutgers, Strategy 2021-2025.

** The numbers are high as this indicator includes social media, online media, print media and radio/TV at national and international levels.

*** These figures refer to our international work only.

**** In 2023, a recalculation correction was made to the figure provided for 2022 in last year's annual report.

We progressed on all fronts in 2023.

- We are back on course in reaching young people with comprehensive sexuality education, but we may not reach the targeted 4 million unless we overachieve in the years to come.
- We have already exceeded our target of empowering 40,000 professionals on SRHR.
- We published less than intended, which is compensated with quality and impact.
- The surge in allies/stakeholders/influencers supporting SRHR work is accounted for by the Ado Avance Ensemble programme coming up to speed.
- The strategy target of 140 positive changes to law and policy remains in sight.

2023 was a tumultuous year for our work in the Netherlands. Amid all the turmoil and the increased attention to our themes and our organisation, we managed to keep our eyes on the ball, making great strides towards achieving our strategic goals that contribute to the healthy and safe development of children and young people. We promote the sexual health of the Dutch population through sexuality education for parents and educators, initiating and facilitating open and honest conversations about contraception, and continuing to promote a positive cultural shift towards a just and inclusive society and the prevention of sexual and gender-based violence.

At the core of all our national work is continuous learning, research, and knowledge development. Most research is conducted in-house. We conduct periodical population-based surveys and registered sexual health care. Additional qualitative research is conducted in collaboration with other knowledge institutions. These include universities and other thematic centres of excellence, such as NWO, Pharos, Trimbos, and Soa Aids Nederland. The exchange and cross-fertilisation with our international work and partners overseas is another source of inspiration and learning.

Rutgers' National Department is organised thematically along the following lines:

1. **Sexuality Education.** The long-term goals of the programme are based on the following principle: all children and adolescents in the Netherlands are fully supported in their sexual and relational development so that they can (later) experience pleasant, consensual, safe and equal romantic and sexual relationships.
2. **Sexual Violence.** The long-term goals for the programme are based on the principle that every contact – offline and online – is consensual, equal, and free from violence and transgressive behaviour.
3. **Contraception and Abortion.** The long-term objectives of the programme are based on the principle of more individual control and shared responsibility for contraception, appropriate choice and effective use of contraception and more freedom in the choice of abortion.

Besides these three thematical programmes, two programmes support our work on the above themes and across the width of SRHR:

4. **Sexuality and Care** focuses on target groups needing extra attention or support. The programme's long-term goals are based on the principle of accessible, life-course-based information and care that contribute to promoting and supporting sexual and public health based on autonomy and personal control.
5. **Knowledge Development**, monitoring the sexual and reproductive health (SRH) of adolescents and adults, collaborating with other knowledge institutions, and identifying significant trends and developments. In 2023, the programme Knowledge Development provided 33 media presentations on research, 7,689 downloads of research reports and factsheets, and 31 external publications and presentations on research.

These five programmes are funded by the Ministry of Health, Welfare and Sport (VWS) and focus on conducting research, sharing scientific and practical knowledge, and promoting and supporting public health. They are supplemented by multi-year and shorter-term temporary programmes and project funding.

For example, Rutgers currently participates in three strategic partnerships (2023-2027) commissioned by the Ministry of Education, Culture and Science (OCW):

1. **Alliantie Gezondheidszorg Op Maat 2** is a follow-up programme to ensure women and LGBTQI+ people have equal physical and mental health opportunities. Partners: Women INC (lead), Rutgers and COC.
2. **Act4Respect Unlimited**, a follow-up programme to promote social safety by reducing sexual

violence and (former) partner violence against girls, young women and LGBTQI+ individuals, with specific attention to relevant intersections and cyber violence. Partners: Rutgers (lead), Atria and COC.

3. **Jong Gelijk** is a new partnership that enables young people to challenge prevalent norms on sexuality and gender and address problematic stereotyping and discrimination. Partners are Rutgers (lead), the National Youth Council, Femmes for Freedom, and Colored Collective.

The following sections describe some of our results for the Netherlands by strategic theme.

Education and information

- We collected data for the **Sexual Health Monitor** (adults) and the **Sex under 25 Monitor** (youngsters) with excellent results: 10,620 young people aged 13 to 25 and 15,512 adults aged 18 to 80 participated in these surveys, which provided insights into the sexual health of Dutch people, the challenges they face, and the support they need (outcomes: early 2024).



- Together with Atria and COC, we launched new videos for the youth campaign *Generatie Ja... en?* in which young people challenge perceptions of gender roles.
- We published a policy scan based on 30 statements for care organisations. This provided

insight into their policies around intimacy and sexuality and made recommendations.

- Rutgers promotes that schools provide structural and comprehensive sexuality education. 40 per cent of primary and 15% of secondary schools do so.
- A new interactive online platform for young people (focussing on 16-18-year-olds) was launched (SEGGSY.nl), where they can discuss questions about dating, relationships and sexuality.



- 2,510 professionals attended professional development programmes, including 2,000 working and 1,000 student healthcare professionals.
- Over 3 million people visited the combined programme websites, of which 94% were members of the public and 6% were professionals. 600,000 (young) users in different countries visited the online Zanzu platform on sexual health. Funding was secured to develop it further. Just under a million people – 862,518 public and 51,935 professionals – visited the Sexuality and Care programme website.
- Over 92,000 people visited the website seksualiteit.nl to use self-management tools.
- Our social change agents organised a conversation between young people and MPs on sexuality education in secondary schools. Before the meeting, MPs completed a “Sexam” to test their knowledge about relationships and sexuality.
- We shared a study, *New Perspectives on Reproductive Choice*, on SRH among refugees. Refugees acted as co-researchers, and we launched the results during a working conference. One hundred sixty-six healthcare professionals attended and interacted with the results.

- In the run-up to the Dutch national elections, we joined up with Oxfam, Soa Aids Nederland, Plan, Liliane Fonds, CHOICE for Youth and Sexuality, and Hivos to develop Sexwijzer, an online tool with 16 statements on SRHR. Over 34,000 participants compared their positions with those of eight participating political parties.

Prevention of sexual and gender-based violence

- *Ben je oké*, our summer campaign to counter sexual harassment, was present at seven music festivals. At the start of the academic year, we launched a revamped campaign for student associations, supporting 90 student association boards in 11 student cities. Forty student associations took at least one step in amending their code of conduct, and five municipalities actively campaigned about *Ben je oké* to their residents (Leiden, Nijmegen, Almelo, Zoetermeer and Maastricht).
- One hundred twenty thousand visitors use the national programme Sexual Violence websites related to sexual violence, including Act4Respect Unlimited.
- Over 2,500 professionals attended professional development programmes on sexual violence.
- The song *Wacht op mij*, which we launched with Trobi ft Ronnie and Tabitha, put sexual transgression on the map with over 1 million downloads and 290,000 video streams on YouTube.



Access to contraception and abortion care

- In response to reports of young people quitting contraception, using fewer condoms and a rise in sexually transmittable infections, we conducted research into misinformation on social media. We targeted the findings to policymakers and (healthcare) professionals.
- 1.5 million young visitors used channels such as Sense.info and seksualiteit.nl through the national programme Contraception and Abortion.
- 830 professionals received knowledge and tools on how to discuss child wishes, family planning and contraceptive choices.
- On World Contraception Day (26 September), we launched a social campaign with Soa Aids Nederland to motivate boys to use condoms.



Misinformation and online hate speech

Rutgers has faced enormous challenges this year, fuelled mainly by misinformation, disinformation and hate speech on social media. The most glaring example is the annual Spring Fever Week and, in a broader sense, the alleged ‘content’ of comprehensive sexuality education in schools. Although the project week was successfully organised for the 18th time in 2023, far-right opinion makers and influencers, extreme conservative organisations and others used the Spring Fever Week to spread misinformation and stir up concerns among the public, including parents and caregivers. Rutgers continues to support teachers, parents, and caregivers in guiding and supporting children and young people in growing up safe and healthy. Fortunately, teachers and schools knew how to identify and counter this disinformation. In addition, more schools have registered their participation in Spring Fever Week than ever, and 20% more lessons from our CSE curriculum for primary schools ‘Kriebels in je buik’ were taught. More secondary and vocational education schools participated in this year’s thematic Week of Love.

Information on hormonal contraception shared on social media is also often one-sided, incomplete or inaccurate. Some young people are being influenced by personal opinions from online ‘influencers’, which is leading to more women quitting the contraceptive pill and switching to less reliable, natural methods. Open and honest conversations about the pros and cons of specific contraceptive methods are essential so that everyone can make well-informed choices. For the first time, we saw an increase in abortion in all age groups in the Netherlands, most significantly among 20-25-year-olds. Rutgers decided to do additional research to find an explanation for this increase. Together with stakeholders and partners, we are exploring how to best support women and their partners with information and care surrounding fertility, pregnancy planning, contraception and safe sex.

In social debates and the media, there is still a disproportionate emphasis on the psychosocial consequences of abortion care. Also, abortion clinics are not always easily accessible or safe due to demonstrations and harassment of women visiting the clinics. This demands a political response, which, unfortunately, was absent in 2023.

The constant spread of disinformation hinders access to accurate and reliable information and education on sexual and public health. It, therefore, threatens our society as a whole. It remains essential, however, to hear different views, learn from each other, and make well-informed considerations and choices.

Promoting health, safety, autonomy, self-determination and freedom in the field of sexual health is what Rutgers stands for and will continue to fight for in the coming years.

In 2023, despite immense global challenges, our commitment to advancing SRHR for all remained steadfast. Significant achievements were made from our international efforts and those of our partners.

SRHR advocates around the world have experienced unprecedented threats to their freedom of expression, more discrimination, intimidation and violence, and the rollback of acquired rights and funding. This is why working together beyond our national borders is so important. We learn from each other, facing both different and similar challenges in our respective contexts. Only together can we stem the tide.

Rutgers works with partner organisations from different countries. They are the experts in their context and set the course and priorities in their countries. Rutgers believes in partnerships based on equality and solidarity. Partners complement each other with different expertise and resources. We seek to counteract power imbalances. This allows us to work more inclusively and ensure no one is left behind.

In this section, we present the highlights of these international partnerships. From the impact of starting early with sexual and reproductive health education in Indonesia to how people from different generations have joined forces in Morocco to advocate for gender justice.

These highlights provide a glimpse into the multitude of initiatives undertaken in the face of challenging contexts. We cherish the cross-fertilisation between our work overseas and in the Netherlands, on our cross-cutting themes and dealing with attacks on our work.

Our pride stems from the collaborative efforts within our partnerships, which adeptly navigate the challenges, fostering continued progress in advancing SRHR globally.

A global reality check on SRHR for young people

'The heart of the matter: Embrace the reality of young people's sexual and reproductive health and rights today' shares the perspectives of young people from 16 countries, four regions, and eight themes. It combines research and practical experience from NGOs providing services to young people. The report offers a reality check of young people's SRHR for the 30th anniversary of the International Conference on Population and Development (ICPD) Program of Action.

It was launched at the 'Women Deliver' conference in July in Kigali and kicked off a social media campaign. Young advocates handed the report to UNFPA Executive Director Natalia Kanem, who called it a "Bright Light Report." It was used during the regional review conferences in the run-up to ICPD+30. We reached over 20,000 people through social media; the report was downloaded more than 600 times.

The report is published through the Power to You(th), Right Here Right Now, and Generation Gender programmes.



Rutgers champions human rights resolutions at the UN - During the UN Human Rights Council (HRC) sessions, Rutgers engaged in advocacy and exchanged technical knowledge with partners in Geneva and the UN missions. The HRC adopted significant resolutions. Among them was a resolution addressing maternal mortality, which acknowledged unsafe abortion as a primary contributor to maternal deaths; a groundbreaking resolution on forced marriage, highlighting the underlying causes of gender-based violence; and a resolution on violence against women in detention, emphasising the fundamental rights to SRHR and bodily autonomy.

Education and information

Reaching scale with sexuality education and information - The Right Here Right Now partnership reached over 42 million people with SRHR information and education – in schools, communities, and online. One example was the Benin coalition's [Vobodo platform](#), a digital resource for young people.

Global insights: navigating SRHR challenges together - A group of CSOs and government officials from Tunisia, Ethiopia, and the Netherlands travelled to Indonesia to learn about the country's successful integration of SRHR curriculum in schools and how a culturally diverse country with a strong religious community successfully disseminated SRHR education with minimal pushback. The trip was organised through the Right Here Right Now partnership.

Ministry of Education to integrate sexuality education into the existing school curricula. This decision followed the Tunisian exchange with their counterparts in Indonesia. It underscores the importance of international exchanges and the application of successful approaches to enhance sexuality education and information in different settings.

Reaching out-of-school children - Sexuality education for out-of-school children promotes health, empowerment, and safety. It equips them with the knowledge to make informed choices, prevent sexual GBV, and challenge harmful gender norms. Ensuring inclusivity, it empowers all young people with essential information for their wellbeing, regardless of their educational status.



To reach out-of-school children, Rutgers is developing a global online academy, an assignment of UNFPA. This academy will reach young people globally, and uptake will be encouraged by the 140 UNFPA country offices.

Minimum costs, maximum impact – Rutgers and Planned Parenthood Association Ghana launched a new costing tool for CSOs that run sexuality education and information programmes.

The free, easy-to-use tool makes these programmes more cost-effective so organisations can do more with existing funds. It can also generate graphs, charts and policy briefs that show government and donors the value of programmes by linking investment in sexuality education and information to health and social goals. It can also help with policy advocacy and scale-up planning.

Ensuring the integration of sexuality education and information into established systems within a country is crucial for ensuring long-term benefits for young people. In Tunisia, the Right Here Right Now partnership received a favourable decision from the

Prevention of sexual and gender-based violence

Uganda tackles gender-based violence - During a meeting organised by Generation G partner CEHURD, government officials announced the establishment of [regional centres with shelters for victims of gender-based violence in Uganda](#). This initiative is crucial in the country's fight against violence towards women by helping rehabilitate GBV survivors and providing them with a safe space.

Generation G reaches millions and influences policies for gender equality - The Generation Gender partnership engaged with over 7 million people through online and offline discussions and initiatives focusing on gender justice, prevention of GBV, and equitable distribution of caregiving responsibilities. It also supported and influenced the development of 15 related laws, policies, and strategies.



Promoting gender equality through parental leave reform - Addressing parental leave discrimination is crucial for promoting gender equality, advancing social justice, and positively impacting families' well-being. In South Africa, the Generation G partnership hosted the Unpaid Care Work Symposium and contributed to abolishing parental ("maternity") leave discrimination through a landmark court case.

Small grants in Indonesia and Ghana spur community empowerment - To bolster community-driven projects within the Power to You(th) partnership, country coalitions in Indonesia and Ghana supported CBOs and groups with small grants and technical assistance. Launched in 2021, Indonesia's pioneering efforts have already led to 29 recipients of these grants, focusing on activities such as youth-led/women-led research, campaigns, and disability advocacy. Similarly, in 2022, Ghana provided

13 grants to empower young people to combat sexual and gender-based violence and unintended pregnancies within their communities.

Access to contraception and abortion care

First joint campaign for Ado Avance Ensemble - Ado Avance Ensemble partners collaborated for a campaign around World Contraception Day and Safe Abortion Day. Their joint mission was to create meaningful change by raising awareness and addressing the core challenges highlighted by these official days of action. They emphasised the importance of contraception for SRH, reduced the stigma and taboos around the topic, and promoted informed decision-making among young people.

Fred Foundation backs the Ado Avance Ensemble programme — The Fred Foundation, a Dutch public benefit organisation, has granted Rutgers co-funding for the Ado Avance Ensemble programme, financed by the European Union. This is the first time that the Fred Foundation has supported Rutgers, and the grant makes an essential contribution to the needed co-funding for the Ado Avance Ensemble programme.

Opening up reproductive choices for women in West Africa thanks to the Dutch Lottery Fund

On International Women's Day, Rutgers received a donation of over 4.5 million euros from the Dutch Postcode Lottery. Thanks to this donation, Rutgers' 'She Makes Her Safe Choice' programme can continue its work. The programme aims to reduce maternal deaths caused by unsafe abortion and increase access to contraception and safe abortion. Every year, 25 million women worldwide undergo an unsafe abortion. Of these, 44,000 women die due to complications. To continue the programme in Francophone West Africa, follow-up funding was needed. Within the programme, women with unintended pregnancies take centre stage. That is why we are incredibly grateful for this donation.





**Rutgers' core values:
Just, Open, Learning,
Passionate, Positive,
Professional and
Courageous**

5 Report on the organisation

The direct attacks on staff and the organisation around Spring Fever Week were the most notable but not the only challenge to our working environment. Our organisational values of being positive, professional, open, and courageous have prevailed. They also informed our risk management and strategy. The Works Council played an essential role in constructive governance practice.

Governance

A Management Team of managers from all departments assists the Executive Director. In 2023, the Management Team members were:

- **Ida Riepma**, Manager Finance (from June 2023).
- **Geert Jan Braber**, Manager Human Resources.
- **Jolan van den Broek**, Manager Communications and Fundraising.
- **Luc Lauwers**, Manager National Programmes (from Aug 2023).
- **Lucian Roeters**, Interim Manager Finance (until June 2023).
- **Marc Faber**, Manager General Affairs (until Nov 2023).
- **Marieke Ridder**, Manager International Programmes and Deputy Director.
- **Marlies Maasdam**, Interim Manager Communications and Fundraising (from Dec 2023).
- **Thérèse Nleng**, Manager National Programmes (until June 2023).
- **Yvonne Bogaarts**, Manager Advocacy.

Annual work plan and budget

The Management Team adopted an annual work plan for 2023, which the Supervisory Board approved in December 2022. The team discussed progress towards the work plan quarterly. The results can be found in this annual report. The budget for 2022 is presented in the financial part of this report.

People and Culture

We started 2023 with a new recruitment policy, which includes mandatory reference checks and certificates of good conduct.

We continued measuring our staff's work experience monthly and discussed the findings with our teams.

The results show that staff are committed to our strategy, vision, and culture and feel a high level of meaningfulness and participation in their work. Our challenge lies in the issues of workload and health.

With the growing opposition to themes Rutgers works on, we are focusing increasingly on staff's vitality, morale and mental resilience. In 2023, we organised several fully booked and well-received training around workload, practical working, energy management and mental resilience. Around half of the employees followed one or more of these trainings. The training on mental resilience was organised in cooperation with other Dutch organisations working on similar themes, giving participants opportunities to exchange experiences. Also, we developed a learning partnership to exchange skills, competencies, and knowledge with different generations of Rutgers staff.

	2023	2022
Average #FTE	104,3	100,5
Average head count	119	120
Vacancies filled (internal and external, excluding interns)	39	31
Retention rate (%)	21	16
Retention rate (head count)	25	19
Reasons for leaving Rutgers		
• Career move (own choice)	15	13
• End of temporary contract	7	4
• Retirement	2	0
• Other (including settlement agreement)	1	2
Sick leave rate	4.3%	4,5%
Sick leave frequency	1.46	1,42
Learning & development		
• Budget	185.763	179,083
• Expenditure	167.096	178,926

We invested in refurbishing our offices in Utrecht and Amsterdam. The new concept offers a more conducive environment, ensures efficient use of our physical space, and meets the requirements of the Dutch Working Conditions Act (Arbowet).

Sick leave for 2023 was 4.3%, lower than sick leave for 2022 but just above our goal of 4%.

Works Council

The Works Council meets with the Executive Director every other month to discuss operations. It continued to focus on the priority areas established in October 2022: (1) work pressure and work pleasure, (2) connection, both between staff and with the organisation itself and (3) creative communication with staff on the work of Works Council.

During 2023, the Works Council discussed Rutgers' updated Code of Conduct, the updated policy on compensation hours, the updated policy on holidays and days of remembrance, and the new recruitment and selection policy.

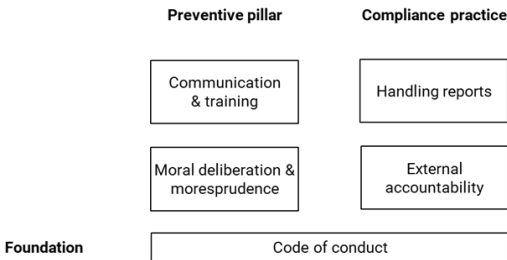
The Works Council received two requests for advice: one on the Department of General Affairs positioning and one on completing the demerger with Rutgers' Indonesian entity.

Quality management

Rutgers is ISO9001 certified. In 2023, we were audited by external certified auditors on the ISO9001:2015 standard and the Partos9001:2018 standard. The auditor reviewed all our processes and systems from start to finish and spoke to different programme teams about their commitment to continuous improvement. The auditors reported their findings to the Executive Director and the management team. No non-conformities were identified, so the certificate was renewed for three years. Following this external audit, we conducted internal audits and invested time in developing new internal processes and procedures.

Our programme management software, NGO Online, was rolled out for international programmes and has started to improve management information, collaboration, and efficiency in our programme management processes.

Integrity



Rutgers applies the 'zero-tolerance to inaction' principle. This means that we invite people to report misconduct when they experience misconduct and expect people to speak up if they see (possible) misconduct. We will always follow up on reports of misconduct.

Integrity was designated as one of the key risk areas for 2023. In 2023, the integrity committee prepared a revised Code of Conduct and Reporting procedure and regulations and delivered:

- A tool-set for ensuring integrity in partnership.
- Guidelines for investigating Sexual Exploitation, Abuse & Harassment (SEAH).
- Training in moral judgment and moral deliberation.

In 2024, we will follow this up with a policy on preventing fraud and bribery aligning with our Code of Conduct and Reporting Procedure and Regulations, interventions on preventing response to SEAH cases in partnerships, and small learning interventions in our Rutgers programme teams about moral compass and moral dilemmas.

Speaking up and making a report is courageous. Rutgers, therefore, welcomes all incoming reports and handles them carefully. The interests and rights of the survivor(s) are paramount. Reports are registered anonymously.

Type	2021	2022	2023
Rutgers Netherlands			
Fraud			
SEAH	1		
Other			
Partner organisations			
Fraud	3	3	1
SEAH		3	2
Other			
Total	4	6	3

In 2023, in total, five cases were handled. Three integrity cases were new, and two were reported in 2022. This is a decrease; in 2022, Rutgers had six new cases. All reports received were related to partner organisations. Of these three new cases:

One case involving financial violations - The Indonesian partner organisation has taken measures to improve its processes, particularly its checks and controls. Rutgers will monitor the implementation.

Two cases involving interpersonal violations - The cases were handled as follows:

- In one case, Rutgers advised and supported a Moroccan partner organisation in investigating an allegation of sexually transgressive behaviour. The investigation was inconclusive, and no measures were taken other than offering the complainant care and protection against possible retaliation.
- In the second case, no investigation was undertaken as Rutgers and the Moroccan partner organisation could not meet the conditions set by the complainant for pursuing the case.

Relevant stakeholders were informed of the reports and their handling, with due regard for confidentiality and their need to know. All integrity cases are evaluated with relevant stakeholders.

We have drawn the following lessons from the cases handled in 2023:

- **Abuse of power and position:** The survivor-centred approach needs better elaboration and systematic anchoring in the case-handling steps.
- **Financial violations:** Stringent accountability requirements sometimes create tension with our principles regarding meaningful and inclusive youth participation, community leadership, and capacity strengthening. Regular assessments of youth-led organisations' financial and organisational capacities are needed to ensure youth participation remains well embedded in programmes, combined with capacity-strengthening support and mutual learning. We have also learned that with politically motivated cases, examining our sources of information is essential to understand the context.
- **Interpersonal violations:** Rutgers' Code of Conduct and the 'zero tolerance for inaction' principle must be well communicated, and reporting channels must be trustworthy. Our due

diligence checks on partners cover their application of similar standards, not just in policy but also in practice.

These lessons are shared within and outside the organisation to take preventive measures, adapt Rutgers' integrity system and secure this in our relationship with partner organisations.

There were no reports concerning Rutgers' integrity in 2023 and fewer reports in our programmes. This raises the question of the accessibility of our reporting system. In 2024, we will start an internal campaign to raise awareness and inform staff about reporting channels and how we ensure confidentiality in handling cases.

Indonesia

The demerger with Rutgers' Indonesian entity was formally completed on 31 December 2023. Rutgers' former Indonesian country office continues as an autonomous foundation, Yayasan Gemilang Sehat Indonesia (YGSI). Rutgers and YGSI signed a Memorandum of Understanding (MOU) arranging for the starting capital of €151,000 that will serve as YGSI's continuity reserve, for financial systems to be decoupled, and for the Indonesian financial accounts to be extracted from Rutgers' per 1 January 2023. The MOU states that Rutgers and YGSI remain in close partnership, championing SRHR. The organisations now chart their future courses, untying their finances and laying the groundwork for a partnership that yields outcomes more significant than the combined strengths of two individual Rutgers entities.

Risk and risk management

Rutgers manages its financial, organisational, programmatic and reputational risks at several levels. As a not-for-profit charity, Rutgers has a low appetite for financial risks.

The Management Team's annual work plan includes several indicators of the various organisational objectives. These are monitored and discussed every quarter, which allows us to steer our choices and interventions. Our strategy and policies are regularly checked and adapted if required. Rutgers uses scientific intervention development methods. Monitoring and evaluation offer regular feedback and input for improvement and innovation. Rutgers

adheres to the specific monitoring and evaluation requirements formulated by Ministries of Foreign Affairs, Health and Education and non-governmental donors for the programmes they finance.

The Management Team identifies the most critical risks annually, appoints a member to manage each risk and establishes the measures to mitigate each risk to an acceptable level. The team reviews the risks every quarter. Given the developments in 2023, the outlook and our work plan, these are the most critical risks and how we address them:

- Insufficient unearmarked budget for innovation, organisational development and co-funding of programmes – We address this risk by evaluating and adapting our current fundraising strategy, improving insight into the financial figures for the fundraising team, and monitoring progress and the quarterly forecast in the management team.
- Increased attacks on our work affect the support base for SRHR and Rutgers' work in particular – We manage this risk by improving our risk analysis for projects and (social) media campaigns; working with the segment of our audiences that is potentially responsive to our messages; training staff around online hate, and adapting our organisational policies accordingly.
- Increased accountability demands and system flaws affect Rutgers' accountability and trustworthiness – We carry out a maturity analysis for the Finance function, craft a two-year roadmap and corresponding action plans, and start implementing timely improvement.
- Changes in political direction in the Netherlands and abroad affect public funding for SRHR – We address this by advocating our case to relevant stakeholders, preparing scenarios for possible financial consequences, and restoring our continuity reserves.

Looking forward

Internal focus

Internally, we maintain a focus on finance and our financial position. Our systems landscape needs a review, and some applications require a makeover. We need to take timely and proper steps to avoid our accountability weakening in light of the increase in compliance demands from funders and financial institutions. We also need to accelerate efforts regarding funding strategy, income, and cost; it will be a crucial year for funding from the Dutch International Cooperation budget after 2025. We will improve the operationalisation of our prevention and response to fraud and corruption and make employees and partners more aware of integrity arrangements.

Continuity

As a result of the political developments in the Netherlands, there is uncertainty about the future of the International Cooperation budget for our international work from 2026 onwards. For the next 12 months, there is no doubt that we can meet our obligations and carry out our activities as planned. The annual report has been prepared on the basis of the continuity assumption. Regarding our response to the increasing opposition to our work, 2024 is a year to apply the lessons we have learned and implement appropriate staffing, security, and communication measures. It also requires further strategic thinking and action to ensure we can continue our work and reach our target audiences.

Programmes

In 2024, we will develop a vision document on programme evaluations, joint research and learning within equal partnerships, and our research strategy, 'knowledge brokering'. Increased opposition to SRHR work worldwide and the conflict in the Middle East affect programme implementation and demand adaptability. Risks related to programme implementation are discussed in the programme teams' meetings and with consortium partners.

Strategy

Developments in The Netherlands and worldwide colour how we operationalise our 2020-2025 strategy and the forthcoming 2026-2030 strategy. This also requires adjustments to our organisational model and communication and advocacy strategies.

6 Report of the Supervisory Board

The Supervisory Board oversees Rutgers's general affairs and the implementation of organisational strategies, as well as controlling budget spending for efficiency and transparency. Rutgers adheres to the charity regulator CBF guidelines and the Governance Code for charities (Code Goed Bestuur). These stipulate a separation of supervisory and governance responsibilities between the Supervisory Board and the Executive Director.

Supervisory Board composition

The Supervisory Board appoints its members for a three-year term, after which members may be reappointed for two more terms. Doortje Braeken stepped down in November and was not replaced, reducing the number of members to seven, which aligns with the board's December 2021 decision.

Rutgers applies the rule that at least half of the members should be women, and two members should be under 25 when appointed. As of the end of 2023, the Supervisory Board has the following members (between brackets: year of joining the board and end of current term):

Mirjam de Blécourt, Chair

(June 2018/June 2024, second term)

Mirjam de Blécourt is a leading employment lawyer and a partner at Baker McKenzie. She has been vocal on #metoo and has worked on diversity and gender equality for years. Mirjam has significant 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. She was a member of the Dutch Senate.

Julia Bunting

(May 2017/May 2023, second term)

Julia 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.

Karel van der Flier

(June 2018/June 2024, second term)

Karel van der Flier is a business economist with experience in media, sales and marketing. He is a member of the Audit Committee of the Supervisory Board.

Lotte Dijkstra

(May 2018/May 2024, second term)

Lotte Dijkstra is one of the youth members of the Supervisory Board. She is a junior doctor in psychiatry at UMC Utrecht. Lotte was the Dutch youth ambassador for SRHR.

Doortje Braeken

(January 2021/until November 2023)

Doortje Braeken has been a Supervisory Board member at Dance4Life and joined the Supervisory Board of Rutgers after the merger of both organisations. She has worked at IPPF as a senior advisor on adolescents, young people, gender and rights for over 20 years. Before working at IPPF, Doortje worked at Rutgers. Since she retired in 2017, Doortje has been a consultant in SRHR.

Femke Aarts

(April 2022/April 2025, first term)

Femke Aarts is co-CEO of Surplus, a healthcare and welfare organisation in the Netherlands. Femke is an accomplished senior executive with a proven track record in financial management, organisational management, leadership, and strategic transformation in the private and public sectors. Femke also serves as a member of the supervisory board of Avans University of Applied Sciences and FairWork and the Global Board of the Institute of Management Accountants (IMA). In the Supervisory Board of Rutgers, Femke is also a member of the Presidium and chair of the Audit Committee.

Tikhala Itaye

(June 2022/June 2025, first term)

Tikhala Itaye is a human rights lawyer and gender specialist in global health governance, communication, and policy advocacy. She is the former chairperson of the global SheDecides movement, the former president of AfriYAN (African

Youth and Adolescent Network), former Director of Global Movement Building at Women in Global Health and now the Global Advocacy Lead for Health and Community Systems at Frontline AIDS.

Mina Morkoç

(June 2022/June 2025, first term)

Mina Morkoç is a law student at Erasmus University. She is also a city council member in Rotterdam and a paralegal at a law firm in Amsterdam. Mina Morkoç is the second youth member of the Rutgers Supervisory Board.

Meetings and decisions of the Supervisory Board

The Supervisory Board held four meetings in 2023. Most meetings were in a hybrid form, with the majority attending in person and some members joining online. The Executive Director attends the Board meetings, and at each meeting, different staff members of Rutgers are invited for specific agenda items and presentations.

Each meeting consists of standard agenda items, such as an organisational update from every department and the more extensive alliance programmes in which Rutgers is the lead organisation. These updates focus on recent developments, opportunities and risk management. During the year, the Supervisory Board adopted the annual report 2022, the annual work plan and budget 2024 (per CBF guidelines), and the Executive Director's remuneration (per the Governance Code).

Besides these standard agenda items, the Supervisory Board also discussed the following strategic items as per its yearly planning:

Human Resources

The Supervisory Board paid due attention to Human Resources and met twice with the Works Council.

Opposition

The Supervisory Board has weighed in on situations where Rutgers is the subject of misinformation, disinformation and false allegations and supports earmarking funds for legal support.

Integrity

The Supervisory Board subscribed to the revised Code of Conduct and asked the Executive Director to report on the impact of operationalising the 'zero tolerance to inaction' principle.

Demerger Indonesia

The Supervisory Board actively monitored the completion of the demerger with the Indonesian entity on 31 December 2023.

Supervision Framework

The Supervisory Board approved its vision of being a Supervisory Board and the Supervision Framework. In line with the latter, the Supervisory Board undertook a self-evaluation. It discussed the areas in which the Board could work better as a team, how commitment to the organisation could be more robust and what is needed for the coming years, both in terms of Board composition and focus on strategic topics and finances. The relationship with the Executive Director was perceived as open, constructive and transparent.

Financial supervision

Considering several setbacks, the Supervisory Board approved a revised budget for 2023 at the start of the year. The board confirmed BDO as the new auditor. The Executive Director and Supervisory Board consulted on the financial situation and the recovery plan for the continuity reserve.

Standing committees

The Supervisory Board has two standing committees: the Presidium, which is responsible for employing the Executive Director, preparing the selection of new Supervisory Board members and integrity, and the Audit Committee, which supervises finances and internal control. The Presidium consists of Mirjam de Blécourt, Femke Aarts, and Lotte Dijkstra, and the Audit Committee consists of Femke Aarts and Karel van der Flier.

Allowance

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

Executive director

Marieke van der Plas started as the Executive Director on 1 May 2022. She is also a member of the Supervisory Board of 2Samen/DAK (a Dutch children's daycare organisation), a board member of Waarborgfonds Sport (a Dutch fund for sports accommodations), and a member of the steering committee of the Goede Doelen Platform (Charities platform). Marieke follows the Collective Labour Agreement of Dutch Mental Health Care Services (CAO GGZ) and received a gross salary of € 160,193 in 2023. This follows CBD guidelines, which identify the maximum salary for an organisation listed as a recognised charity. The Executive Director is responsible for the organisation's functioning and has internal and external management duties. She has an annual performance review with members of the Presidium.

Rutgers' work is more relevant than ever: worldwide, young people face significant and damaging barriers to accessing quality sexuality education, contraception and safe abortion.



**We want to create
more awareness
about the positive
and pleasurable
aspects of sexuality.**

7 Finance

After a challenging year in 2022 we continued successful project implementation in the countries we work in. Financially 2023 was again a challenging year for Rutgers due to a combination of operational factors and incidental expenses. Rutgers is showing a deficit of € 717,715. From this € 494,069 will be covered through the continuity reserve which is € 418,275 more than planned at € 75,794, due to higher costs and lower billability. In total € 269,817 will be covered through appropriated reserves and other funds, which is € 388,389 lower than planned due to changes in internal projects. In 2022 Rutgers Indonesia was consolidated and had a positive contribution to the result of Rutgers of €157,559. In 2023 there is no contribution to the result of Rutgers due to the deconsolidation in 2023 which meets the general accounting principles.

The total income was € 31,8 million, which is a 21,5% increase from 2022, fully explained by an increase in government subsidies for larger programmes. The year 2023 was the third (of five) implementation year for three larger programmes funded through the Ministry of Foreign Affairs: Right Here Right Now, Generation G and Power to Youth. Increased activities in the third year resulted in an increase in expenses for and income from these projects.

However, Rutgers' net result in 2023 was negatively affected by general price increases, high costs for

temporary staff, other (staff related) expenses, overspend on the ministry of Health (VWS) project due to Spring Fever Week, corrections relating to 2022 and lower billability.

Total expenses increased to € 32,5 million from € 27,8 million in 2022, mostly caused by costs related to project activities.

Increased project activities combined with a tight labour market again resulted in a number of vacancies filled through interim staff at additional costs in efforts to keep the workload manageable. At the same time less leave days were taken, resulting in an increased provision for leave days. As a result total staff costs were € 1,011,061 higher than originally planned.

In addition, we had set for 2023 a lower and more realistic target for private fundraising than last year of € 212,000 (2022 € 614,447). This target was almost achieved and € 196,737 was realised in 2023.

Rutgers Indonesia was deconsolidated in 2023 which caused a reduction to the continuity reserve of € 154,366.

Table financial monitoring data

Monitoring data	Standard	Actual 2018	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Actual 2023
Spent on mission compared to total expenses		95%	95%	93%	90%	92%	91%	91%	91%
Spent on mission compared to total income		96%	94%	91%	93%	91%	97%	93%	94%
Spent on private fundraising compared to fundraising income		0.9%	0.5%	0.8%	3.1%	0.7%	1.0%	11,2%	0,8%
Spent on administration and control compared to total expenses	Max 10%	3.6%	4.3%	5.8%	7.5%	7.3%	8.2%	7,4%	8,0%

Programmes and projects

To realise the International and Advocacy objectives Rutgers is lead partner of two consortia (2021-2025) implementing programmes funded by the Dutch Ministry of Foreign Affairs:

- Right Here Right Now (Strengthening Civil Society, SRHR partnership fund) with consortium members AMPF, ARROW, Bandhu, Choice, RHU and RNW Media.
- Generation G (Strengthening Civil Society for Power of Voices) with consortium members Sonke, Promundo and ABAAD.

Furthermore the objectives are realised by working on implementing programmes such as:

- Power to You(th) as a consortium member with Amref as consortium lead (MoFA-funded).
- Centers of Excellence (IPPF funded).
- Countdown (IPPF-EN funded).
- Explore4Action (BMGF funded).

Regarding the National objectives, Rutgers works in five thematic programs, the core of which consists of knowledge gathering and knowledge sharing, financed by the ministry of Health (VWS).

Rutgers furthermore leads two consortia (2023-2027) and is partner in another consortium funded by the Ministry of Education, Culture & Science (OCW):

- Act4Respect Unlimited together with Atria and COC, Rutgers lead
- Jong Gelijk, together with Nationale Jeugdraad, Femmes for Freedom, Colored Collective and Plattelandsjongeren, Rutgers lead
- Alliantie Gezondheidszorg op Maat (AGOM), together with Women INC (lead) and COC.

Role in consortia

Our role as lead agent is also reflected in the Statement of Income and Expenditure. We have a responsibility as lead agent regarding the subsidy provided to the consortium members. We have to show 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 the result or equity of Rutgers.

The audit protocol of Ministry of Foreign Affairs and the RJ650 require multi-annual partners to account for costs at the stage of signing the contract.

This principle does not affect the result but does increase the amount of income and expenditure reported in the year of signing multi-annual partner contracts. Since the beginning of 2021 for risk management reasons, and to avoid large fluctuations in income and expenditure, Rutgers has contracted programme partners year by year.

Fundraising

Rutgers adheres to the Central Bureau on Fundraising (CBF) guidance on fundraising costs and has a ratio of costs compared to the total income from fundraising below 25%.

Management and administration costs

Rutgers adheres to the guideline and recommendations of Goede Doelen Nederland, published in January 2008. CBF does not prescribe a target for management and administration costs. The target set by Rutgers is a maximum of 10% of the total expenditure. This was determined on the basis of various factors including project portfolio, diversity of donors, the scale in which activities are carried out. The percentage cannot be too high, as our activities are funded by private, corporate and public donors, but also not too low, to guarantee high-quality quality management control

Productivity in hours

For 2023 we planned for 111.817 productive hours (2022: 107.925) and we realised 113.399 productive hours (2022: 107.412).

Continuity reserve

The continuity reserve aims to guarantee the organisation's sustainability, to cover risks and provide working capital. The operational costs represent staff costs (for contracts over one year), and contractual obligations (rent, office equipment lease, etc.) for the Utrecht and Amsterdam offices. The continuity reserve needs to enable Rutgers to downsize the organisation if deemed necessary in the near future. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allows 1 to 1,5 times the annual costs of the working organisation (operations).

Annually the level of the continuity reserve is assessed by the Management Team and the Supervisory Board. Due to the deficit in 2022 and 2023 this analysis indicates the current level is on the

low end of what is needed to cover the risks it needs to cover. The aim is to structurally add to the continuity reserve in the coming years.

Equity and cash position

Rutgers invests surplus cash and cash equivalents in such a way that the principle remains intact (working capital is sufficient). Surplus cash and cash equivalents are held in deposit accounts at three large Dutch banks which can be withdrawn at short notice.

The interest rate on Euro accounts was positive for 2023 (2022 negative for € 12,829). Negative interest costs related to received funds for programmes are charged to these programmes. Positive interest is added as an additional income for programmes. There are no securities held by the organisation. 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 related to securities.

Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar account is in place due to grants transferred in dollars.

The solvability ratio decreased to 6,0% (from 17,7%) and the current ratio (current assets/ short term liabilities) decreased to 1,05 from 1,21 due to the deficit in 2023 and the withdrawal from appropriated reserves for activities. A current ratio above 1 is generally considered to be healthy. A solvency between 25% and 40% is considered healthy. With the aim of adding to the continuity reserve in the coming years it is planned to increase the solvency ratio.

Preview 2024

The budget for 2024 shows an increase in planned activities for the major programmes and a connected increase in expenses and income to a level of € 37 million.

The year 2024 marks the fourth year (of five) of implementation for the large programmes funded through the Ministry of Foreign Affairs and the second full year of implementation for the three-year programme funded through the European Union. In 2024, the Rutgers - Center of Excellence programme will embark on a new phase of development, with its project extended and

supported by a total funding of \$1 million USD, with valuable support from Global Affairs Canada and IPPF. With this continued trust and investment we can significantly advance our ongoing efforts to scale up CSE. Additionally, impactful new programmes and extensions will be realised, further enhancing the scope and effectiveness of our initiatives.

In 2024, the YIELD Hub will conclude its first phase (2022-2024); the second phase will begin in 2025 and continue until 2028. Funding for the second phase has already been confirmed by the Packard Foundation with a new grant of USD 900,000.00. The Hewlett Foundation and Summit Foundation have expressed their interest in continuing their support for the Hub, and we expect to renew grants in 2025 as initially expected. As part of Phase 2, we expect to expand our thematic focus and size to match the field expectations and our capacity and resources.

The tight labour market continues to present challenges when it comes to recruitment, and still a number of temporary positions need to be filled with permanent staff in the course of 2024, ultimately reducing the high interim positions.

The budgeted result for 2024 is € 4,018 positive. This results from the investment made in 2023 in strengthening capacity in the finance department as well as harmonising and standardising ways of working between projects. These additional efforts will continue in 2025.

Risks related to the budget and multi-year financial plan include the possibility that the collective labour agreement GGZ, running until 2024 will be adjusted as a result of general price increases. At this moment it is unclear what impact an intermediate adjustment will have on cost recovery for programmes. The organisational costs for 2024 are budgeted based on expected price increases charged by suppliers. If increases in price are higher than expected, this will negatively impact the result. Also our ability to replace temporary posts with permanent employees in a tight labour market might lead to additional personnel cost.

Multi-year financial plan

Income		
	Budget 2024	Forecast 2025
Income from individuals & companies	236,000	230,000
Income from lotteries	1,400,000	1,400,000
Income from government subsidies	31,645,248	25,313,732
Income from other non-profit organisations	3,546,366	2,259,872
Total income fundraising	36,827,614	29,203,604
Income from goods and services and other income	207,140	200,000
Total income	37,034,754	29,403,604
Expenditure		
Total Direct project costs	24,768,582	17,832,894
Organisation costs		
Costs of personnel	11,022,450	9,747,036
Costs of management and administration	1,239,704	1,823,656
Total organisation costs	12,262,154	11,570,692
Total expenditure	37,030,736	29,403,586
Interest and exchange result	-	-
Result Rutgers Indonesia	4,018	-
Result (consolidated)	4,018	18

Based on the latest and unfortunately delayed results 2023 a revised multi year financial plan is prepared for discussion in Q4 2024, which includes strengthening the financial base and adding to the continuity reserve in the coming years.

The forecast 2026 will be significantly different from previous years as developments in the Netherlands and worldwide colour how we operationalise our 2020-2025 strategy and the forthcoming 2026-2030 strategy. This also requires adjustments to the communication and advocacy strategies. At the time of writing, a new Dutch government is recently being formed, and there is uncertainty and concern about the future of the International Cooperation budget for our international work. This, combined with our lean financial position, means we are preparing for different scenarios for the future. Until these scenarios have been developed, we maintain the Forecast 2025 as our Outlook 2026.

8. Annual Financial Statement 2023

Balance sheet

(after appropriation of result)

Amounts in euros

Assets				
		31-12-2023	31-12-2022	
Fixed assets				
Intangible fixed assets	A	-	64	
Tangible fixed assets	B1	447,933	159,072	
Financial fixed assets	B2	-	41,454	
		447,933	200,589	
Current assets				
Receivables, prepayments and other current assets	C	6,090,296	3,819,669	
Cash and cash equivalents	D	21,314,445	10,350,830	
		27,404,741	14,170,500	
Total		27,852,673	14,371,089	
Liabilities				
Reserves and funds	E			
Continuity reserve	E1	974,724	1,623,159	
Appropriated reserves	E3	602,906	837,929	
Subtotal reserves		1,577,630	2,461,087	
Equalisation fund VWS	E3	-	11,708	
SheDecides fund	E4	98,442	75,357	
		1,676,072	2,548,154	
Provisions	F			
Provision jubilee employees	F1	47,765	44,201	
Long term liabilities	F			
Loan from ID&T relating to Dance4Life USA	F2	-	41,454	
Current and accrued liabilities	G			
		26,128,836	11,737,280	
Total		27,852,673	14,371,089	

Statement of income and expenditure

Income

		Actual 2023	Budget 2023	Actual 2022
Income from individuals & companies	H	196,737	212,000	227,712
Income from lotteries	I	1,499,003	1,400,000	1,479,283
Income from government subsidies	J	27,868,832	29,000,369	22,429,006
Income from other non-profit organisations	K	1,838,511	2,395,722	1,699,776
Total income fundraising		31,403,083	33,008,091	25,835,777
Income from goods and services and other income	L	363,211	224,480	304,087
Total income		31,766,294	33,232,571	26,139,864
<i>Total income Consortium members excluded</i>		<i>24,978,361</i>	<i>24,964,713</i>	<i>21,383,706</i>

Expenditure

National	M1	4,414,807	5,390,000	4,568,465
International	M2	24,589,878	24,776,021	19,898,018
Advocacy	M3	733,236	689,590	801,894
Directly allocated to objectives	M	29,737,921	30,855,610	25,268,377
<i>Total expenditure Consortium members excluded</i>		<i>22,949,988</i>	<i>24,987,340</i>	<i>20,512,219</i>
Costs of direct fundraising	N1	26,825	426,769	63,169
Costs on income third-party campaigns	N2	19,679	19,041	26,747
Costs on (securing) government grants	N3	162,115	158,759	174,039
Costs of income generating	N	208,618	604,569	263,955
Costs of management and administration	O	2,600,475	2,508,231	2,274,102
Total expenditure		32,547,013	33,968,410	27,806,433
<i>Total expenditure Consortium members excluded</i>		<i>25,759,081</i>	<i>28,100,140</i>	<i>23,050,276</i>
Operational result		-780,720	-735,839	-1,666,569
Interest and exchange result	P	63,004	1,838	-12,829
Result		-717,715	-734,000	-1,679,398
Result appropriation				
Continuity reserve		-494,069	-75,794	-1,053,056
Appropriated reserve		-235,024	-658,206	-517,636
Equalisation fund VWS		-11,708	-	-90,632
SheDecides fund		23,085	-	-18,074
		-717,715	-734,000	-1,679,398

Cash Flow Statement

Cash flow from operating activities

	31-12-2023	31-12-2022
Result	-717,715	-1,679,398
Depreciation	70,070	58,649
Deconsolidation of Indonesia	154,366	-
Changes in provision and reserve exchange rate differences	3,564	-55,344
Change in working capital (excl. cash and cash equivalents)	12,120,929	-441,795
	11,322,483	-2,117,888

Cash flow from investing activities

Investments in		
Tangible fixed assets	-358,868	-39,340
	-358,868	-39,340
Desinvestments in		
Tangible fixed assets	-	39
	-	39
Movement cash and cash equivalents	10,963,615	-2,154,490
Liquid assets at the end of the financial year	21,314,445	10,350,830
Liquid assets at the start of the financial year	10,350,830	12,505,319
Movement cash and cash equivalents	10,963,615	-2,154,489

Explanatory notes related to the financial statements

‘Stichting Rutgers’ with Chamber of commerce number 41193594 (Rutgers) resides at Arthur van Schendelstraat 696, in Utrecht, The Netherlands. Under its Articles of Association, Rutgers has as its statutory objective:

To support people, especially young people, in the field of sexual and reproductive health and rights or gender equality in The Netherlands and worldwide, especially in countries where young people are at increased risk. By doing so, Rutgers aims to contribute to global development and combating poverty. Rutgers does this by, among other things:

- Developing and implementing programmes under the name Rutgers or Dance4Life with and for young people or other target groups.
- Conducting research to gain insight into the state of affairs to substantiate and furnish proof.
- Supporting professionals in education and care with information, educational materials, advice, training and tools.
- Advocating with governments and policy makers to embed sexual and reproductive health in laws and regulations and monitoring compliance therewith.
- Involving and cooperating with national and international organisations, companies, governments and ambassadors.
- And furthermore, performing all other acts that are related to the above or that may be conducive thereto in the broadest sense of the word.

The accounts of Rutgers WPF Indonesia, Jl. Hj. Tutty Alawiyah No.22, RT.2/RW.7, Pejaten Bar., Ps. Minggu, Kota Jakarta Selatan, Daerah Khusus Ibukota Jakarta 12510, Indonesia, have been not been consolidated in the financial statements anymore as of the accounting period 2023. In 2022 Balance sheet items have been consolidated at the rate as at 31 December 2022, IDR 16.519,82. Profit and loss items have been consolidated at the average rate for 2022, IDR 15.625,25.

General accounting principles

The financial statements have been prepared in accordance with the Dutch Accounting Standard for Fundraising Institutions (RJ 650). The RJ650 requires

Rutgers to commit all expenditures to its objectives, which are defined as International, National and Advocacy, income generation and management and administration. All amounts in this report are in Euro (€).

Use of estimates

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

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

The financial statements includes in 2022 the operations of the country office in Indonesia. As of 2023 Indonesia is deconsolidated.

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.

As a result of the political developments in the Netherlands, there is uncertainty about the future of the International Cooperation budget for our international work from 2026 onwards. For the next 12 months, there is no doubt that we can meet our obligations and carry out our activities as planned. The annual report has been prepared on the basis of the continuity assumption”.

Accounting principles for the balance sheet

Intangible fixed assets

Intangible fixed 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 fixed 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 straight-line 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. Generating such a reserve is in accordance with the code 'Reserves of Charities' of the Association of Fundraising Institutions which allow 1 to 1,5 times the annual costs of the work organisation. The level of continuity reserve is assessed annually against the risks it is intended to cover..

Appropriated reserves

Appropriated funds are the resources obtained with a specific purpose, designated by the executive director.

Provisions

Provisions are recognized for legally enforceable or constructive obligations that exist at the balance sheet date, where it is likely that an outflow of resources is necessary, and the scope can be reliably estimated. The provisions are valued at the best estimate of the amounts needed to settle the liabilities on the balance sheet date. Provisions are stated at the nominal value of the expenditure expected to be necessary to settle the liabilities, unless stated otherwise.

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 programmes' and projects' end of year position

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

Employee benefits/pensions

Wages, salaries and social security contributions are processed in the statement of income and expenditure pursuant to the terms of employment to the extent payable to employees or the tax authorities. For benefits with entitlements and sabbatical leave, expected expenses are considered during the employment period. If the amounts already paid exceed the amounts owed, the excess is

recognized as a prepaid asset to the extent that it will be refunded by the staff or offset against future payments by the foundation. Additions to and releases from obligations are charged to the profit and loss statement and credited to the profit and loss statement, respectively.

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 and a programme financed by the European Union. 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 RJ650 guidelines.

Costs are allocated to the following categories:

- Objectives of Rutgers (National, International 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 guidelines published by the Fundraising Institutions Association (Goede Doelen Nederland). 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.

Accounting policies for the cash flow statement

Notes to the cash flow statement

The cash flow statement has been prepared using the indirect method. The funds in the cash flow statement consist of the cash and cash equivalents. Cash flows in foreign currency have been translated at an estimated average exchange rate. Interest income and expenditure are included under the cash flow from operating activities.

The table below shows the allocation per organisational unit

Organisational unit	Charge
Board	40% on mission objectives 20% on fundraising 40% on management and administration
General Affairs	25% on mission objectives 8% on fundraising 67% on management and administration
Human Resources	100% on management and administration
Finance	65% on mission objectives 35% on management and administration
Communication	44% on mission objectives 1% on fundraising 55% on management and administration
Fundraising	100% on fundraising
Advocacy	99% on mission objectives 1% on fundraising
National	100% on mission objectives
International	99% on mission objectives 1% on fundraising



Explanatory notes to the balance sheet

(after appropriation of result)

A. Intangible fixed assets

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

	31-12-2023	31-12-2022
Acquisition value (cumulative)		
Balance 1 January	329,269	329,269
Acquisitions	-	-
Desinvestments	-	-
Balance 31 December	329,269	329,269
Depreciation (cumulative)		
Balance 1 January	329,205	323,929
Depreciation	64	5,276
Desinvestments	-	-
Balance 31 December	329,269	329,205
Book value 31 December	-	64

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. The difference between 2023 and 2022 is the depreciation.

B1. Tangible fixed assets

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

	Renovation	Furniture & equipment	Hardware	31-12-2023	31-12-2022
Acquisition value (cumulative)					
Balance 1 January	324,309	398,723	500,897	1,223,930	1,184,765
Acquisitions	277,920	19,538	61,409	358,868	39,340
Disposals/desinvestments	-	-	-	-	-175
Balance 31 December	602,230	418,262	562,306	1,582,798	1,223,930
Depreciation (cumulative)					
Balance 1 January	304,095	383,620	377,143	1,064,857	1,011,619
Depreciation	13,757	7,908	48,342	70,006	53,373
Disposals/desinvestments	-	-	-	-	-136
Balance 31 December	317,851	391,528	425,484	1,134,864	1,064,858
Book value 31 December	284,378	26,734	136,822	447,934	159,072

The difference between 2023 and 2022 is investments in renovation/redesign of the office and computer hardware (laptops) in 2023 and the depreciation.

B2. Financial fixed assets

	31-12-2023	31-12-2022
Cash advance to Dance4Life USA	-	41,454
Book value 31 December	-	41,454

In 2012 a foundation "Dance4Life USA" was set up in New York. To finance the starting up of Dance4Life USA, a loan has been agreed of USD 233,000. A reservation had already been created in the past years for the possibility that the outstanding balance would not be refunded. Dance4Life USA has been dissolved end 2023 and no refund will take place anymore. The write-off is accounted for in 2023.

C. Receivables, pre-payments and other current assets

Debtors	147,825	42,953
Grants to be received	4,859,636	2,206,380
Provision bad debtors	-	-23,127
Advances consortium members	133,859	1,074,807
Advances partners	760,560	402,142
Receivable amounts	27,848	1,945
Tax	55,262	-
Prepaid expenses	-	99,311
Other	105,306	15,258
	6,090,296	3,819,669

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 to consortium members consist of paid advances exceeding the actual expenditures. The decrease is related to delay in payments to AAE partners.

D. Cash and cash equivalents

Bank current accounts	16,966,196	9,272,671
Bank current accounts foreign currency	309,228	1,078,153
Bank deposits	4,039,021	-
Cash resources	-	5
	21,314,445	10,350,829

The bank's current accounts in Euros are higher than in 2022 because of received programme income. Foreign currency (USD) was higher at the end of 2022 due to receipt of a project advance at the end of December 2022, which was converted to Euros at the beginning of 2023. Rutgers' policy is to only hold balances in foreign currency if offset against project commitments in foreign currency. For the most part cash and cash equivalents are available on short term notice, with the exception of bank guarantees amounting to € 81,389.

E. Reserves

	31-12-2023	31-12-2022
E1. Continuity reserve		
Situation as of 1 January	1,623,159	3,027,315
Correction of error in 2021 accounts	-	-342,043
Effect of deconsolidation of Indonesia	-154,366	-
Situation as of 1 January, after correction	1,468,793	2,685,272
Reallocation	-	-9,057
Result appropriation	-494,069	-1,053,056
Situation as of 31 December	974,724	1,623,159

Due to the deconsolidation of Indonesia the continuity reserve as per 1 January 2023 had decreased with € 154,366. The net effect on the result has been adjusted in the continuity reserve as at 31 December 2023.

Annually the level of the continuity reserve is assessed by the Board and the Supervisory Board.

Due to the deficit in 2022 and 2023 this analysis indicates the current level is on the low end of what is needed to cover the risks. It is the aim to structurally add to the continuity reserve in the coming years.

	31-12-2023	Additions	Withdrawals	31-12-2022
E2. Appropriated reserve				
Bodytalk	122,191	-	-7,950	130,141
Impuls Online Education Youth	-34,024	-	-66,466	32,442
Rutgers contribution AAE-programme	45,000	-	-	45,000
Project Organisation development	30,383	-	-20,134	50,517
Fundraising	109,593	-	-65,407	175,000
Implementation CRM	41,000	-	-	41,000
Redesign online landscape	11,704	-	-3,624	15,328
Innovation	262,765	-	-64,756	327,521
COVID-19 consequences	-	-	20,981	-20,981
Information systems	14,295	14,295	-	-
Situation as of 31 December	602,906	14,295	-249,319	837,929

Parts of Rutgers' equity have been earmarked by the Board to several specific objectives. This gives the organisation the possibility to either anticipate on unexpected opportunities or to give extra focus to strategic priorities. In 2023 an amount of € 235,024 was withdrawn from the appropriated reserves for activities. In the budgetproces 2024 the appropriated reserve is set according new strategic goals.

E3. Equalisation fund VWS

	31-12-2023	31-12-2022
Situation as of 1 January	11,708	102,340
Under-/ overspending subsidy	-11,708	90,632
Situation as of 31 December	-	11,708

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 recognised under this reserve.

This fund holds unspent funds from the Netherlands Ministry of Public Health institutional grants. In 2023 we withdrew € 11,708 from this fund due to an overspend in 2023.

	31-12-2023	31-12-2022
E4. SheDecides fund		
Situation as of 1 January	75,357	93,431
Use	-	-65,000
Addition	23,085	46,926
Situation as of 31 December	98,442	75,357

In January 2017 Minister Ploumen launched the She Decides Global Fundraising Initiative 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. In 2023 funds amounting to € 23,085 were received for the SheDecides fund. Activities are planned and will be implemented in 2024. It was decided that for 2023 onwards the fund balance and new additions to the fund will contribute towards access to safe abortion in West Africa for the coming years.

F. Provisions

	31-12-2023	31-12-2022
F1. Provision for jubilee employees		
Situation as of 1 January	44,201	40,176
Changes during the year	3,564	4,025
Situation as of 31 December	47,765	44,201

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 collective labor agreement an employee is entitled to a single gratification at 12,5, 25 and 40 years' service. The provision is based on the number of years of employment and expectancy that a gratification date is achieved. The increase is caused by staff members approaching the 12,5 year jubilee.

F2. Long term liabilities

Situation as of 1 January	41,454	41,454
Changes during the year	-41,454	-
Situation as of 31 December	-	41,454

In 2012 a loan of € 115,000 was been agreed upon with ID&T Partners BV for starting up the Dance4Life USA foundation. The terms state that Dance4Life will pay the money back only when sufficient funds have been raised in the USA. Dance4Life USA has been dissolved end 2023 and payment is no longer due.

G. Current and accrued liabilities

Subsidies received in advance	20,399,268	9,126,083
Contract obligations	2,757,709	55,034
Liabilities consortium members	188,057	254,146
Creditors	696,459	412,320
Contributions for national insurance, income tax and pensions	993,070	636,541
Holiday provision	1,007,626	881,761
Accrued liabilities	319,136	312,674
Current account	-232,488	-182
VAT to be paid for reporting year	-	5,153
Other liabilities	-	53,750
	26,128,836	11,737,280

Subsidies received in advance are specified in annex Breakdown R. of current programmes and are higher due to a payment received in December 2023.

Contract obligations have increased due to higher final obligations for the year 2023 based on actual activities implemented, and relate mainly to the AAE programme.

Liabilities of consortium members consist of expenditures exceeding the advances.

Creditors have increased due to later payment of creditors, now that interest rates are positive again.

Off balance commitments

	End date contract	Obligation 2024
Rent agreement office space Utrecht	31-5-2025	378,328
Rent agreement office space Amsterdam	30-6-2024	7,950
Scan/print/fax unit	20-12-2026	1,800
		388,078

The amount represents the contract costs for the coming years (2024-2026).

Bank guarantees

A bank guarantee was stated on the 1st of April 2016 for the total amount of € 67,764 to NSI HNK B.V. for the rent of the building. For the rent of office space at Keizersgracht 177 in Amsterdam a bank guarantee of € 13,625 has been stated as of 31 January 2015.

Lead agent Ministry of Foreign Affairs and European Union partnerships

Rutgers is lead agent in two programmes financed by the Ministry of Foreign Affairs for the periode 2021-2025. The programmes are Right Here Right Now2 (Strengthening Civil Society, SRHR partnership fund) and Generation-G (Strengthening Civil Society for Power of Voices). Rutgers is also the lead partner in European Union funded Ado Avance Ensemble (AAE).

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.

Explanatory notes to the summary statement of income and expenditure

H. Income from individuals and companies

	31-12-2023	Budget 2023	Actual 2022
Income from private donations SheDecides	23,085	-	26,714
Income from individuals	101,878	162,000	114,518
Income from companies	71,774	50,000	86,480
Total	196,737	212,000	227,712

Income from individuals amounted to € 124,963. The income from individuals is lower than budgeted because we were less successful than anticipated in our fundraising efforts. The income was negatively affected by vacancies in the fundraising team. Income from companies amounted to € 71,774 and exceeds the budget.

I. Income from Lotteries

Dutch Postcode Lottery Dreamfund	99,003	-	79,283
Dutch Postcode Lottery	1,400,000	1,400,000	1,400,000
Total	1,499,003	1,400,000	1,479,283

Income from lottery sources is € 1,5 million. This included € 99,003 for the close out of Dreamfund project Safe Choice.

J. Income Government subsidies

	31-12-2023	Budget 2023	Actual 2022
Dutch Ministry of Foreign Affairs GUSO programme	-	-	-68,554
Dutch Ministry of Public Health (annual institutional grant)	2,635,245	2,424,598	2,429,722
Dutch Ministry of Foreign Affairs RHRN programme	-	-	-20,258
Dutch Ministry of Foreign Affairs RHRN 2 programme	10,288,160	10,296,785	8,702,535
Dutch Ministry of Foreign Affairs (alliance members RHRN2)	2,217,396	2,602,539	2,169,075
Dutch Ministry of Foreign Affairs Generation G programme	2,435,735	2,413,804	2,193,066
Dutch Ministry of Foreign Affairs (alliance members GenG)	2,992,573	2,782,895	2,211,768
Dutch Ministry of Foreign Affairs Power to you(th) programme	2,844,599	2,372,701	2,385,619
Dutch Ministry of Public Health (project grants)	400,261	276,620	429,881
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	377,319	442,545	569,019
Dutch Ministry of Education, Culture and Science (alliance member Act4Respect)	-	482,836	375,315
Dutch Ministry of Education, Culture and Science AGOM	233,026	255,640	313,592
Dutch Ministry of Education, Culture and Science Jong Gelijk ZonMw	262,298	840,776	-
	323,160	109,724	316,045
European Union (Ado Avance Ensamble)	763,078	1,079,569	279,157
European Union (Alliance members Ado Avance Ensamble)	1,577,964	2,399,588	-
United Nations Population Fund (UNFPA)	218,019	75,013	83,637
Other income from government grants	300,001	144,736	59,387
	27,868,832	29,000,369	22,429,006

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

- SRHR partnership fund Right Here Right Now2. This programme is being implemented through a consortium that consists of Rutgers (lead), RNW Media, ARROW, CHOICE for Youth and Sexuality, Bandhu, AMPF and RHU. The contract amount is € 57,460,365 for the period 2021-2025.
- Strengthening Civil Society Generation-G. This programme is being implemented through a consortium that consists of Rutgers (lead), ABAAD, Promundo and Sonke Gender Justice. The contract amount is € 25,065,792 for the period 2021-2025.
- SRHR partnership fund Power To Youth is led by Amref. Rutgers is a consortium partner together with Sonke Gender Justice. The contract amount is € 11,000,167 for the period 2021-2025.
- Partnership Fund Act4Respect Unlimited. This programme is being implemented through a consortium that consists of: Rutgers (lead), Atria and COC. The contract amount is € 5,059,320 for the period 2023-2027.
- Partnership Fund Jong Gelijk. This programme is being implemented through a consortium that consists of: Rutgers (lead), NJR, Femmes for Freedom and Colored Qollective. The contract amount is €4,747,002 for the period of 2023-2027.
- European Union funded Ado Avance Ensamble. This programme is being implemented through a consortium that consists of Rutgers (lead), ABPF, ABBEF, AIBEF, ATBEF, CAMNAFAW, DKT International and Ipas. The total contract amount is € 9.893.537 for the period August 2022-July 2025.
- The funds received from the Dutch Ministry of Public Health relate to the total expenditures in 2023. The difference between the annual budget granted in 2023 and the actual expenditure is recognized in Equalisation fund VWS.

- Income received through government subsidies in 2023 amounted to € 27,9 million. This is € 1,1 million lower than budgeted due to underspending in programmes implemented with Consortium partners. This will be made up in later years by adding this unspent budget to the budget in 2024.

K. Income from other non-profit organisations

	31-12-2023	Budget 2023	Actual 2022
Bill & Melinda Gates Foundation	59,731	59,875	174,539
GGDGHOR	-	87,860	-
Metrics for Management	15,734	-	-
Summit/Hewlett/Packard (Yield Hub)	791,230	451,049	489,608
Plan international	2,689	-	-
IPPF	710,944	255,140	840,327
NUFFIC/Niche	-	-	72,959
Stichting Dance4Life Internationaal	131,619	-	-
SOA Aids Nederland	56,229	-	43,383
KNOV	-	-	16,236
Liliane fonds	2,689	-	7,500
ZonMw	-	244,386	-
UNFPA	-	546,229	-
Other income	67,644	751,183	55,225
Total	1,838,511	2,395,722	1,699,776

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

Total income is lower than budgeted, due to various reasons:

- Income from GGD GHOR was budgeted under Income from other non-profit organisations, but reported in 2023 under Income from government grants, as VWS is the back donor.
- The difference between budget and actuals for the Yield Hub project is explained by underspending in 2022 for activities that have been implemented in 2023.
- Income from ZonMw and UNFPA was budgeted under income from other non-profit organisations, but reported under income from government grants.

L. Income from goods and services and other income

Income webshop	139,197	200,000	160,415
Expenditure webshop	-121,917	-	-97,512
Result webshop	17,280	200,000	62,903
Other income	345,931	24,480	241,185
	363,211	224,480	304,087

Rutgers, in pursuit of its objective, provides educational 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). The other income consists of revenues from training and workshops. This income includes income through the webshop, as well as trainings for external parties. Both reporting lines were higher than budgeted due to increased demand and conservative budget.

M. Expenditure directly allocated to objectives

	31-12-2023	Budget 2023	Actual 2022
M1 National	4,414,807	5,390,000	4,568,465
M2 International	24,589,878	24,776,021	19,898,018
M3 Advocacy/communication	733,236	689,590	801,894
Total costs	29,737,921	30,855,610	25,268,377

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 Public Health. The costs of national activities in 2023 were € 4,4 million against a budget of € 5,4 million. This expenditure was € 0,9 million below budget due to underspent which is added to the budget in 2024.

The total expenditure within the international programmes was € 24,6 million. This expenditure increased compared to 2022 and was on budget in 2023.

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:

Total direct expenditures for the objectives	29,737,921	30,855,610	25,268,377
Total income	31,766,294	33,232,571	26,139,864
Spending percentage	93,6%	92,8%	96,7%

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:

Total direct expenditures for the objectives	29,737,921	30,855,610	25,268,377
Total expenditure	32,547,013	33,968,410	27,806,433
Spending percentage	91,4%	90,8%	90,9%

N. Costs of income generating

Raising funds	208,618	604,569	263,955
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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	31,403,083	33,008,091	25,835,777
Total fundraising costs	208,618	604,569	263,955
Cost percentage fundraising	0,7%	1,8%	1,0%

The costs of income generating amounted to € 208,618. This is significantly lower than budgeted. In 2023 as well as in the budget for the coming years the expenses for fundraising have been brought more in line with the income from these activities.

O. Costs of Management and administration

	Actual 2023	Budget 2023	Actual 2022
Management and administrative costs	2,600,475	2,508,231	2,274,102
Total expenditure	32,547,013	33,968,410	27,806,433
Management and administration percentage	8,0%	7,4%	8,2%

Management and administration costs accounted for € 2,6 million, higher than budget and higher than 2022. This is 8,0% of the total expenditure. The increased expenditure is caused by cost of temporary staff for Finance and Communication. Increased turnover and pressure in the tight labour market have made recruitment for certain positions more difficult. The target set by Rutgers for costs of management and administration is a maximum of 10% of the total expenditure. This standard has been calculated based on various factors that influence Rutgers such as project portfolio, donor diversity, the scale of programme activities etc. The Central Bureau on Fundraising (CBF) does not prescribe a target.

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

Departments	Objective	Fundraising	Management & administration
Board & management	40%	20%	40%
General affairs & Secretary	25%	8%	67%
Human Resources	0%	0%	100%
Finance & Control	65%	0%	35%
Communication	44%	1%	55%
Fundraising	0%	100%	0%
Advocacy	99%	1%	0%
National	100%	0%	0%
International (including Country Office Indonesia)	99%	1%	0%

Number of staff

During 2023 the average number of staff based in Utrecht amounted to 112,5 FTE (2022: 106,1 FTE). The number of FTE's includes external hires replacing open positions.

Fte per department

	2023	2022
Advocacy	4,5	3,7
General Affairs	10,3	9,2
Communication and Fundraising	13,2	13,3
Executive Director and Executive Office	3,3	3,9
Finance & Control	11,4	10,1
International Programmes	41,6	42,6
National Programmes	25,3	20,7
Human Resources	2,9	2,6
Total	112,5	106,1

P. Income from interest and exchange result

	31-12-2023	Budget 2022	Actual 2022
Interest	103,339	-	75,966
Exchange result	-40,335	1,838	-88,794
Bad debt	-	-	-
	63,004	1,838	-12,829

Interest income is included for an amount of € 103,339. This was not budgeted due to negative interest rates in 2022.

Remuneration of senior executives

Q. Remuneration of senior executives according to Standards of Remuneration Act (WNT) guidelines

1a. Senior executives with employment and senior executives without employment from the 13th month of job performance

Senior executive officers with service and senior executive officers without service from the 13th month of job performance including those who are considered senior officers for another 4 years by virtue of their former positions.

Data 2023	
Amount x € 1	M.R. van der Plas
Job details	
Commencement and end of job duties in 2023	01/01 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	yes
Remuneration	
Remuneration plus taxable expense reimbursements	145.181
Post-employment benefits	15.012
<i>Subtotal</i>	<i>160.193</i>
Individually applicable remuneration maximum	223.000
-/- Amount unduly paid and not yet recovered	N.A.
Remuneration	160.193
The amount of the excess and the reason why the excess is or is not allowed	N.A.
Explanation of claim for undue payment	N.A.
Data 2022	
Amount x € 1	M.R. van der Plas
Job details	
Commencement and end of job duties in 2023	01/05 - 31/12
Scope of employment (full-time equivalent)	1,0
Employment relationship	yes
Remuneration	
Remuneration plus taxable expense reimbursements	86.837
Post-employment benefits	8.921
<i>Subtotal</i>	<i>95.758</i>
Individually applicable remuneration maximum	144.986
Remuneration	95.758

Error correction

The remuneration of senior executive M.R. van der Plas in the WNT-accountability statement for 2022 has been overstated by € 7,634,51. The actual remuneration in 2022 amounted to € 95,758.23. However, a remuneration of € 103,392,74 is included in the WNT-accountability statement for 2022. This error was caused by incorrect components being counted towards the remuneration in 2022. By including the correct (remuneration) amount of senior executive M.R. van der Plas for 2022 in table 1a, error correction is applied in accordance with article 5d of the WNT Implementation Regulation. The error correction did not result in any (change in an) undue payment.

1d. Senior supervisors with total remuneration of € 1,900 or less

Senior supervisors including those who are considered top officials by virtue of their former positions for another 4 years with total remuneration of € 1,900 or less.

Data 2023	
Name of Supervisor	Position
M.A. de Blécourt (Mirjam)	Chair Supervisory Board
K.H. van der Flier (Karel)	Member Supervisory Board
L.G. Dijkstra (Lotte)	Member Supervisory Board
D.L.G. Braeken (Doortje)	Member Supervisory Board
J.M. Bunting (Julia)	Member Supervisory Board
M.T. Morkoç (Mina)	Member Supervisory Board
T. Itaye (Tikhala)	Member Supervisory Board
F. Aarts (Femke)	Member Supervisory Board

Other reporting requirements under the Standards of Remuneration Act (WNT)

In addition to the senior executives listed above, there are no other senior executives in service who received remuneration above the individually applicable threshold amount in 2023.

Remuneration of senior executives according to Vereniging Goede Doelen Nederland

Remuneration senior executive

The Supervisory Board adopted the remuneration policy, the amount of the director's remuneration and the amount of other remuneration components. The policy is updated periodically. The last review was at 10 March 2024.

In determining the remuneration policy and setting remuneration, the director follows the Regulations on Remuneration of Directors of Charitable Organisations (see www.goededoelennederland.nl).

The scheme provides a maximum standard of annual income using severity criteria. The weighing of the situation for the director was done by the Board of Supervisors. This resulted in a so-called BSD score in job group I of 480 points with a maximum gross standard annual income of € 152,661 (1 fte/12 mnd).

The director's actual income remained within the applicable ceilings.

Annual income, taxed benefits and employer pension contributions remained for the director within the maximum amount of € 184,033 included in the scheme. Moreover, the taxed benefits and the employer's pension contribution were in reasonable proportion to annual income.

The amount and composition of remuneration are disclosed in the financial statements in the notes to the statement of income and expenses.

Senior executives employed in 2023

Amount x € 1

M.R. van der Plas

Job title

Executive Director

Employment

Employment contract	indefinite
Scope employment (fte)	36
Parttime percentage	1
Period employment	01/01 - 31/12

Remuneration

Remuneration for the year:

Remuneration	124.445
Vacation pay	9.853
Fixed year-end payment	10.383
One-time payment	500
<i>Subtotal</i>	145.181
Taxable expense allowance	-
Benefits payable on term	15.012
Total 2023	160.193
Total 2022	103.392

No loans, advances and/or guarantees were made to the director and supervisors in 2023 and 2022.

R. Breakdown of current programme- and projects end of year position

	2023		2022	
	To be received from donor	Unspent project subsidies	To be received from donor	Unspent project subsidies
Dutch Ministry of Foreign Affairs RHRN 2 programme	-	(13,423,641)	-	(2,603,110)
Dutch Ministry of Foreign Affairs Generation G programme	-	(1,157,773)	-	(1,344,249)
Dutch Ministry of Foreign Affairs Power to you(th) programme	-	(724,815)	-	(631,874)
Dutch Ministry of Foreign Affairs RHRN programme	-	-	-	(344,629)
Dutch Ministry of Foreign Affairs GUSO programme	3,366	-	5,140	-
Dutch Ministry of Foreign Affairs Prevention + programme	-	-	670	-
Dutch Ministry of Education, Culture and Science (OCW) Act4Respect	-	-	-	(4,347)
Dutch Ministry of Public Health (annual institutional grant)	(22,171)	-	-	-
Dutch Ministry of Public Health (project grants)	446,679	-	335,803	-
Dutch Ministry of Education, Culture and Science AGOM	-	(32,643)	109,385	(4,000)
Dutch Ministry of Education, Culture and Science (OCW)	830	(382,280)	-	-
Dutch Ministry of Social Affairs and Employment (project grants)	261	-	-	-

Bill & Melinda Gates Foundation (Explore 4 Action)	-	(62,490)	-	(6,526)
IKEA Foundation	1,597	-	1,597	-
Amplify Change (MEGA+SST)	30,490	-	28,721	-
Dutch Postcode Lottery Dreamfund She Makes Her Safe Choice	-	(3,959,747)	-	(151,448)
Dutch Postcode Lottery	1,339,681	-	1,400,000	-
COE (IPPF)	-	-	-	(362,848)
IPPF	-	(19,766)	-	(73,501)
RIVM	83,388	-	-	(26,608)
Packard	-	(183,874)	-	(619,686)
United Nations Population Fund (UNFPA)	22,406	-	-	(2,620)
European Union (Ado Avance Ensemble)	2,687,689	-	-	(2,697,347)
ZonMw	63,336	-	50,369	(72,418)
Care Burundi	6,040	-	6,040	-
FWOS	-	-	24,426	-
Thrive Gulu	14,648	-	24,049	-
Niche/Nuffic	-	(143,896)	13,922	-
Stichting Huisarts Adviesgroep Seksuele gezondheid	-	-	11,279	-
Gemeente Zaanstad	636	-	10,902	-
Comic Relief	-	(27,764)	-	(27,764)
J.P. van den Bent Stichting	-	(15,304)	-	(15,304)
Raad voor de Kinderbescherming NL1556GB	-	-	-	(10,075)
Trimbos (NL1222ZO standaard)	-	-	-	(12,151)
Voedingscentrum Nederland	-	-	30,486	-
Other	180,761	(265,275)	153,590	(115,577)
	4,859,636	(20,399,268)	2,206,380	(9,126,082)
Total project balance		-15,539,631		-6,919,703

Due to increased activities in the various programmes compared to 2022 the project balances increased from 2022. Due to new project commitments for Dutch Postcode Lottery funded Dreamfund She Makes Her Safe Choice and advances received by the end of 2023 of the Dutch Ministry of Foreign Affairs funding the RHRN 2 programme, the total project balance increased significantly.

Explanatory notes to model W

	Actual 2023	Budget 2023	Actual 2022
Staff costs			
Wages and salaries	6,983,375	7,212,913	6,359,218
Social security costs	1,212,588	1,215,895	1,087,920
Pension	659,083	823,295	601,524
Provision sick leave	-	265,418	-
Sickpay insurance refunds	-145,493	-	-64,001
<i>Sub-total salary-costs</i>	<i>8,709,553</i>	<i>9,517,520</i>	<i>7,984,661</i>
Hired personnel	1,979,668	192,438	1,265,672
Commuting Allowance	140,090	243,222	109,768
Training and conferences	263,002	185,763	174,932
Occupational health & safety costs	31,447	24,000	26,110
Recruitment costs	91,045	70,000	131,403
Other office costs	10,015	10,000	7,005
Other staff costs	92,086	62,900	105,851
	11,316,905	10,305,844	9,805,402
Accommodation costs			
Rent	451,481	500,000	234,566
Maintenance costs	48,252	62,000	34,337
Other accommodation costs	31,708	30,400	32,189
	531,441	592,400	301,092
Office and general expenses			
Supervisory Board costs	3,203	10,000	2,350
ICT costs	475,132	564,500	253,529
Office costs	183,877	170,500	150,042
Advice - and administration costs	175,625	165,500	137,389
Other general expenses	369,222	13,700	113,809
Provision for bad debts	6,686	-	25,000
	1,213,744	924,200	682,120
Depreciation, interest and bankcosts			
Depreciation	70,072	130,000	36,163
Bankcosts	18,141	20,000	-105,217
	88,213	150,000	-69,055
Total	13,150,304	11,972,444	10,719,560

- The subtotal for salary costs is lower than the budget. This is due to difficulties in recruiting external staff, which is represented in the line Hired staff.
- Hired personnel costs are high compared to budget. This is caused by the need to hire external employees since a number of staff left the organisation and recruitment was challenging. Interim staff were hired for replacements, sickness and upscaling of staff in departments with particularly high work pressure. The

costs for people hired to work on programmes are covered by these programmes.

- Recruitment costs were above budget because of a number of recruitments, including the new manager for the Finance Department.
- The commuting allowance are low compared to budget due to a budget which was too high.
- The costs for rent and maintenance are low compared to budget due to lower price indexation.

Equity and cash position

- The cash and cash equivalent items at the end of the financial year are accounted for € 21,3 million, sufficient to meet the obligations and includes a part (€ 13,0 million) of the pre-financing of the 2023 budget of the Ministry of Foreign Affairs funded new programme Right Here Right Now (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.
- The interest rate on Euro accounts was negative (-0,5%) for a large part of 2022 but turned positive in the last quarter of 2022 and continued to be positive in 2023. The negative interest costs and positive interest income related to the received funds for programmes are charged/added to these programmes.
- 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.
- Rutgers has limited cash and cash equivalents in foreign exchanges, only a US dollar (USD) account is in place due to grants transferred in dollars.

Events occurring after the balance sheet date

There have been no material post balance sheet events that would require adjustments to Rutgers' Financial Statements per 31 December 2023.

Specification and cost allocation to appropriation

Appropriation	Objective			Fundraising	
	National	International	Advocacy	Total	Direct fundraising
Expenditure					
Programme spending	722,572	11,851,663	34,544	-	-
Subsidies and contributions	-	6,787,933	-	-	-
Staff costs	3,177,468	5,120,702	601,281	179,533	23,085
Accommodation costs	149,213	240,467	28,236	8,431	1,084
Office and general expenses	340,785	549,198	64,488	19,255	2,476
Depreciation, interest and bankcosts	24,768	39,915	4,687	1,399	180
Total	4,414,807	24,589,878	733,236	208,618	26,825

			Management and administration	Total 2023	Budget 2023	Total 2022
Third party campaign	Subsidies					
-	-	-	12,608,779	14,114,529	12,330,716	
-	-	-	6,787,933	7,785,022	4,756,158	
16,935	139,513	2,237,897	11,316,905	10,305,844	9,805,402	
795	6,552	105,091	531,440	592,400	301,093	
1,816	14,963	240,043	1,213,744	1,020,615	682,120	
132	1,087	17,444	88,213	150,000	-69,055	
19,679	162,115	2,600,475	32,547,014	33,968,410	27,806,434	

9 List financial donors

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

- Amref
- Bill & Melinda Gates Foundation
- Comic relief
- Europese Unie
- IPPF European Network
- IPPF/Global Affairs Canada
- MAC Viva Glam Fund
- Ministry of Foreign Affairs
- Ministry of Education, Culture & Science
- Ministry of Health, Welfare and Sports
- Motion 10
- Nationale Postcode Loterij
- Netherlands Initiative for Capacity development in Higher Education (NICHE/Nuffic)
- Private donations Rutgers and Dance4Life
- Private donations SheDecides
- Summit/Hewlett/Packard
- Thrive Gulu
- United Nations Population Fund (UNFPA)
- ZonMW

Independent auditor's report

To: the Management and the Supervisory Board of Stichting Rutgers

A. Report on the audit of the financial statements 2023 included in the annual report

Our opinion

We have audited the financial statements 2023 of Stichting Rutgers, based in Utrecht.

In our opinion, the accompanying financial statement give a true and fair view of the financial position of Stichting Rutgers as at 31 December 2023 and of its result for 2023 in accordance with the 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising Organisations' of the Dutch Accounting Standards Board) and the provisions of and pursuant to the Wet normering bezoldiging topfunctionarissen publieke en semipublieke sector (WNT).

The financial statements comprise:

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

Compliance with the anti-accumulation provision of the WNT has not been audited.

In accordance with the Control Protocol Regulation WNT 2023, we have not audited the anti-accumulation provision referred to in Article 1.6a of the WNT and Article 5, paragraph 1, sub n and o1 of the WNT Implementation Regulations. This means that we have not audited whether or not there is a breach of the standards by a leading top executive due to any employment relationships as a leading top executive with other WNT-obliged institutions, as well as whether the required explanation in this regard is correct and complete.

C. 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:

- ▶ 1 Introduction & Outlook
- ▶ 2 Our strategy, in short, and indicators of progress
- ▶ 3 Rutgers in the Netherlands
- ▶ 4 Rutgers International
- ▶ 5 Report of the organisation
- ▶ 6 Report of the Supervisory Board
- ▶ 7 Finance
- ▶ 9 List financial donors
- ▶ 11 List of publications
- ▶ 12 List of abbreviations

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. in accordance with RJ-Richtlijn 650 Fondsenwervende organisaties.

D. Description of responsibilities regarding the financial statements

Responsibilities of management and the Supervisory Board for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the 'RJ-Richtlijn 650 Fondsenwervende organisaties' (Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board) and the provisions of and pursuant to the WNT. Furthermore management is responsible for such internal control as management 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, management is responsible for assessing the entity's ability to continue as a going concern. Based on the financial reporting framework mentioned, management should prepare the financial statements using the going concern basis of accounting, unless management either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Management should disclose events and circumstances that may cast significant doubt on the entity's ability to continue as a going concern in the financial statements.

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

Our responsibilities for the audit of the financial statements

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

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not 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 scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included among others:

- ▶ identifying and assessing the risks of material misstatement of the financial statements, whether due to 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 entity's internal control;
- ▶ evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- ▶ 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 **entity'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 an entity 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.

Utrecht, 28 October 2024

For and on behalf of BDO Audit & Assurance B.V.,

sgd.

J. de Groot MSc RA

11 List of publications

Peer-reviewed articles

- Akinyi Omondi, G., Jonna Both, Ramatou Ouedraogo, Grace Kimemia and Kenneth Juma. *"I wasn't sure it would work. I was just trying": an ethnographic study on the choice of abortion methods among young women in Kilif County, Kenya, and Atlantique Department, Benin.* Reproductive Health (2023) 20:181. <https://doi.org/10.1186/s12978-023-01720-x>.
- Anggriyani Wahyu Pinandari, Anna E. Kågesten, Mengmeng Li, Caroline Moreau, Miranda van Reeuwijk, Siswanto Agus Wilopo. *Short-Term Effects of a School-Based Comprehensive Sexuality Education Intervention Among Very Young Adolescents in Three Urban Indonesian Settings: A Quasi-Experimental Study.* Journal of Adolescent Health 73, S21-S32.
- Filippo Zimbile, Titia Beek, Silke David, Rik Crutzen. *An Implementation Pilot of Web-Based Self-Training Programs on Sexual Dysfunctions in the Dutch Public Sexual Health Setting: Mixed Methods Study,* JMIR FORMATIVE RESEARCH 7.
- Graaf, H. de, Mitchell, K., Clifton, S., Lara, M.F., Dewaele, A., Dupont, J., Kontula, O., Lazdāne, G. Briken, P., Traeen, B., Bajos, N., Ljungcratz, D. *Sex Surveys in Europe: Reflections on over Four Decades of Sexual Behavior and Sexual Health Surveillance.* The Journal of Sex Research.
- Graaf, H. de, Frederiek Schouten, Saskia van Dorsselaer, András Költő, Jude Ball, Gonneke W.J.M. Stevens, and Margreet de Looze. *Trends and the Gender Gap in the Reporting of Sexual Initiation among 15-year-olds: A Comparison of 33 European Countries.* The Journal of Sex Research.
- Hagerlid, M., Aleksandar Štulhofer, Anita Redert, Irma Jakić, Wiebke Schoon, Melina Westermann, Cynthia Deverchin, Hanneke de Graaf, Erick Janssen, Charlotta Löfgren. *Obstacles in Identifying Sexual Harassment in Academia: Insights from Five European Countries.* Sexuality Research and Social Policy.
- Hunersen, K., Mengmeng Li, Anggriyani Wahyu Pinandari, Pierrot Mbela, Miranda van Reeuwijk, Kathryn M. Barker, Matilde Maddaleno, Caroline Moreau. *Understanding How Gender Transformative Interventions Affect Adolescent Sexuality: A Cross-Cultural Perspective.* Journal of Adolescent Health, 73, s65-s73.
- Kockelkoren A., Rahmah A., Muhammad R.D.P., Sawitri E., Widyastuti E.S.A., Purni E., Michielsen K., Van Reeuwijk M. *How can civil society organisations contribute to the scale-up of comprehensive sexuality education? Presentation of a scaling framework based on case studies from Benin, India, Indonesia and Zambia.* BMC Reproductive Health Journal.
- Marinus, M.A. & Cense, M. (2024, January). *A Life Course Perspective on the Sexual Development of Young Intersex People.* In Healthcare (Vol. 12, No. 2, p. 239). MDPI.
- Mmari, K., Jennifer Gayles, Rebecka Lundgren, Katherine Barker, Karen Austrian, Ruti Levtoy, Jane Kato-Wallace, Miranda van Reeuwijk, Lisa Richardson, Jakevia Green, Anna E. Kågestan, Astha Ramaiya. *Implementing Interventions to Address Gender and Power Inequalities in Early Adolescence: Utilizing a Theory of Change to Assess Conditions for Success.* Journal of Adolescent Health, 73 S5-s14.
- Mwadhi, M.K., Martin Bangha, Shelmith Wanjiru, Michelle Mbuthia, Grace Kimemia, Kenneth Juma, Jane Shirima, Shilla Unda, Anne Achieng, Jonna Both, Ramatou Ouedraogo. *Why do most young women not take up contraceptives after post-abortion care? An ethnographic study on the effectiveness and quality of contraceptive counselling after PAC in Kilifi County, Kenya.* Sexual and Reproductive Health Matters (2023) 31:2, 2264688. <https://doi.org/10.1080/26410397.2023.2264688>.
- Ouedraogo, R., Valleria Obure, Grace Kimemia, Anne Achieng, Mercy Kadzo, Jane Shirima, Shilla Unda Dama, Shelmith Wanjiru, Jonna Both. *"I will never wish this pain to even my worst enemy": Lived experiences of pain associated with manual vacuum aspiration during post-abortion care in Kenya.* PLOS ONE, August 2023. <https://doi.org/10.1371/journal.pone.0289689>.
- Page, A., Cense, M. & van Reeuwijk, M. (2023). *Working with young peer researchers in sexuality studies: benefits, challenges and lessons learnt.* Sexual and Reproductive Health Matters 31:1, 2152550. <https://doi.org/10.1080/26410397.2022.2152550>.

- Ramaiya, A., Venkatraman Chandra-Mouli, Rosalijn Both, Ann Gottert, Silvia Guglielmi, Sam Beckwith, Mengmeng Li & Robert W. Blum. *Assessing the health, social, educational and economic impact of the COVID-19 pandemic on adolescents in low- and middle-income countries: a rapid review of the literature*. Sexual and Reproductive Health Matters, 31, 1-25.
- Reeuwijk, M. van, Amala Rahmah, Kristin Mmari. *Creating an Enabling Environment for a Comprehensive Sexuality Education Intervention in Indonesia: Findings From an Implementation Research Study*. Journal of Adolescent Health, 73, s15-s20.
- Versloot-Swildens, M.C., de Graaf, H., Twisk, J.W.R., Popma, A. & Nauta-Jansen, L.M.C. *Effectiveness of a Comprehensive School-Based Sex Education Program for Young Adolescents*. The Netherlands Journal of Youth and Adolescence, 1-17.

Non peer-reviewed articles

- Bakker, B. *Ervaringen van transgender en genderdiverse personen in de huisartsenzorg: een mixed method onderzoek*. Tijdschrift voor seksuologie.
- Cobben, W., Jenneke van Ditzhuijzen, Marianne Cense, Hester Pastoor, Linda Dekker, Pascale Heijligenberg & Mirthe Verbeek. *Symposiumverslag tweede SEKSO symposium*, 12 October 2023. Tijdschrift voor Seksuologie (3),154-159.
- Gürses, N. *Rol doktersassistent bij kinderwens en anticonceptie gesprekken*. De Doktersassistente.
- Jonker, M. *Shame sexting onder tieners tegengaan is meer dan alleen foto's offline halen*. J/M Ouders, 26 May.
- Marinus, M.A. & Marianne Cense. *Jonge intersekse personen worden belemmerd door sociale normen*. [Sociale Vraagstukken](#). Sociale Vraagstukken, 5 April 2023.

Book (or chapter in book)

- Horst, M. van der, Janneke van der Avoort & Hanneke de Graaf. *Seks onder invloed*. Art Schellekens (Eds). 72-73.
- Mulder, M., Marianne Cense & Willy van Berlo. *Seksueel geweld bij volwassenen Slachtoffers: Onderzoek, beleid en praktijk*. In: Slachtoffers: Onderzoek, beleid en praktijk. Wolters-Kluwer. 177-200.

Presentations/posters in English

- Bennett, C., Marianne Cense, Jim Monkel, Massirfulay Musa, Catherine Dunn, Daniel Kelly. *Sexual health is just physical: Mis/understandings and challenges in achieving Target 3.7* International Council of Nurses.
- Bonjour, M. *CSE, reflections from a cross-cultural lense*. Academic Network for Sexual and Reproductive Health and Rights Policy (ANSER) summer school. Right Here, Right Now 2.0 (Int).
- Bonjour, M. *Pleasure Based Approach*. RHRN Webinar. Right Here, Right Now 2.0 (Int).
- Bonjour, M., Oonagh Eastmond. *CSE>A Training of Trainers*. RHRN Morocco Coalition, Marrakech, Right Here, Right Now 2.0 (Int). 5-day Training of trainers on interactive facilitation and gender transformative, pleasure-positive methodologies in CSE.
- Bonjour, M. *CSE in Sub Saharan Context*. AMREF International University, Primary Health Care Congress, SRHR concurrent session.
- Both, J. "I will never wish this pain to even my worst enemy": Lived experiences of pain associated with manual vacuum aspiration during post-abortion care in Kenya at XXIV FIGO World Congress of Gynaecology and Obstetrics (9-12 October 2023).
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- Reeuwijk, M. van. Time for a new CSE evaluation framework? Measuring outcomes and collecting data on foundational education for health and well-being. UNESCO Global Consultation on Foundational Education for Health and Wellbeing. Presentation to pitch on the need for consensus on goals and ToC for CSE and to develop a joint framework for monitoring and evaluation.
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- Haan, Ingvil de. Wars van hormonen, is cyclus tracking de oplossing? Congres Soa*Hiv*Seks. Hoe kun je omgaan met vrouwen die geen anticonceptie met hormonen willen, en natuurlijke methoden overwegen of gebruiken?
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- Kelders, Y. VR reality ouderenzorg voor zorgorganisaties + onderwijs (RVWO).
- Kelders, Y. Brein & Broodjes: presentatie intimiteit en seksualiteit in de ouderenzorg.
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12 List of abbreviations

AAE	Ado Avance Ensemble (EU programme 2022-2025)
CAO	Collective Labour Agreement
CBF	Central Bureau on Fundraising
CoE	Centres of Excellence (Global Affairs Canada & International Planned Parenthood Federation programme 2019-2023)
CPD	Commission on Population and Development
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organisation
E4A	Explore4Action (Bill and Melinda Gates Foundation programme 2017-2023)
GBV	Gender Based Violence
GGD	Gemeentelijke Gezondheidsdienst
GenG	Generation Gender (MoFa programme 2021-2025)
GGZ	Dutch Mental Health Care Service
GTA	Gender Transformative Approach
HIV	Human Immunodeficiency Virus
IPPF	International Planned Parenthood Federation
LGBTIQ	Lesbian, Gay, Bisexual, Transgender, Intersex and Queer
MoFa	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
NICHE	Netherlands Initiative for Capacity Development in Higher Education
NPL	Nederlandse Postcode Loterij (Dutch Postcode Lottery)
PME(L)	Planning, Monitoring, Evaluation (and Learning)
PSTG	Platforms Seksuologische Teams GGZ
PtY	Power to You(th) (MoFa programme 2021-2025)
RHRN2	Right Here Right Now (MoFa programme 2021-2025)
RIVM	Rijksinstituut voor Volksgezondheid en Milieu
RR	Reproductive Rights
SEAH	Sexual Abuse, and Sexual Harassment
SRH	Seksual and reproductive health care
SRHR	Sexual and Reproductive Health and Rights
STI	Sexually Transmitted Infection
SST	Standing Strong Together
UNFPA	United Nations Population Fund

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**For sexual and
reproductive health
and rights**

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On the front page, we feature a photograph of Dr. Evode Niyibizi MD of AfriYan in Rwanda), our dedicated partner in the Generation Gender programme, whose groundbreaking work in advancing sexual and reproductive health and rights (SRHR), gender equality, and youth engagement has had a transformative impact. Throughout the report, additional photos—credited to our partners and colleagues from our international programmes—highlight the vibrant efforts and diverse initiatives undertaken across various regions. These images showcase the passion and dedication of youth leaders and communities working towards sexual and reproductive health and rights for all young people.