



ANNUAL REPORT 2021



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FOREWORD

Children continued to suffer tremendously from the impact of the COVID-19 pandemic in 2021. Worldwide, the number of children in distress multiplied. The worldwide trend showed losses against the Sustainable Development Agenda, while the demand for humanitarian assistance increased beyond imaginable levels. Also domestically, children found it difficult to cope with the social exclusion of not being able to attend school throughout the year. They were more at home, where unfortunately it isn't always safer to study, than in school. Results were under pressure, psychosocial wellbeing diminished, and service providers like Save the Children had to go to great lengths to overcome hurdles and provide the much needed assistance.

Online we still had access to many children, particularly in our domestic programme. But not being able to work physically together, impacts on morale and effectiveness of interventions, particularly when they concern sensitive topics like poverty, domestic and public safety and LGBTQ+ issues. But our teams found ways to gather youngsters in virtual meeting rooms and still managed to deliver quality programs.

We also gave particular attention to staff wellbeing as many staff members struggled with the new reality of working from home. Reducing stress levels, maintaining integrity and enhancing diversity and inclusion were given special attention. A staff that is well taken care of is better able to take care of children in turn.

Save the Children Netherlands reinforced its position in Dutch society, in terms of brand recognition, domestic programming and funds raised. By doing so, our independence was further strengthened. Importantly too, Save the Children Netherlands' liquidity, solvency, and free reserves seem sufficiently robust to maintain the financial health of the organisation.

Pim Kraan

Chief Executive Officer

Wilco de Jonge

Chief Operations Officer



Photo: Mark Wahwai / Save the Children

CHAPTER 1

OVERVIEW 2021



TIMELINE SAVE THE CHILDREN (WHAT WE DID IN THE NETHERLANDS)

MARCH

Election campaign

Children are the future. But they are still too young to influence future developments on their own. They just can't make up their own mind about it. That is why the voice of adults is extra important. Save the Children therefore called all voters to include children's rights in their considerations for which party they would vote for on March 17. In this way we are together for every child. Unconditionally.



MARCH

Campaign '10 years of war in Syria'

Where war takes away children's youth, we give them back their youth.

In March 2021, the war in Syria will have lasted 10 years. Many children grow up in fear and are burdened by traumatic war experiences. They know no childhood, no youth. In the minds of the children, the war does not stop with leaving Syria. Many of them carry the memories of the war with them even as they reach 'safety'. This can have major consequences for their development and their future. These children need help to cope with these experiences. Save the Children guides them in this healing process, offers psychosocial help and strengthens their resilience. In this way Save the Children helps children to recover and gives them the opportunity to develop. Unconditionally.

JUNE

Child Labour Campaign

Where children work, we help them to play and learn again. Unconditionally. Save the Children.

Save the Children is committed to tackling the problem of child labour. There is no one-size-fits-all solution for this. But we can take important steps to improve the situation of children in this area. In this way we ensure that children can follow informal education. Because the elimination of child labour is inextricably linked with access to good education, well-being and future development.



OCTOBER

Afghanistan

The children of Afghanistan are suffering from the economic uncertainty, extreme drought, food shortages and COVID-19. "Half of the Afghan population consists of children," says Gabriella Waaijman, Emergency Aid Director at Save the Children. "The Afghan crisis is therefore a child crisis. They have been suffering from the conflict for decades, but their situation is deteriorating, partly due to the pandemic. About 14 million children need humanitarian aid to survive. If we don't act now, a million children will die."

Save the Children drew attention to the plight of children in Afghanistan with two hundred red kites and 88,500 signatures. "It was an appeal to the international community to do everything in its power to get life-saving aid to Afghan children." The red kites on the beach in Scheveningen symbolize the hope for a better future for children in Afghanistan. Afghan families are fleeing violence, extreme drought and rising food prices.

NOVEMBER

Afghanistan petition

More than 88,500 people signed Save the Children's petition for life-saving aid to Afghan children and families in recent weeks. With this they call on the outgoing cabinet to do everything in its power to ensure that the aid promised earlier will reach Afghan children and their families, where help is most needed. The Afghan crisis is a crisis for children. Half of the Afghan population is made up of children.



MARCH

MHPSS petition

Investing in the mental health of children from war zones is essential for children to learn to deal with these war experiences, to be able to develop and integrate into a new society. Every child has the right to a happy, carefree childhood. We called on the Dutch public to sign the petition. We thus called on the Dutch government to invest more in the mental health of children who have fled war.

On World Refugee Day (20 June) we presented the signatures to the Members of Parliament for domestic and foreign policy.



APRIL

COVID-19

In April 2021 it will be more than one year ago that the COVID-19 pandemic changed life drastically. In early 2020, Save the Children launched a global emergency plan to protect children and families. Our teams and local colleagues quickly adapted to the circumstances. By innovating, we were able to continue to reach the most vulnerable children and families. We provided information about COVID-19 and handed out hygiene articles & protective equipment to prevent further contamination. Children received virtual education where possible and we protected them from the increased risk of becoming victims of (domestic) violence and child marriage. Poor families who lost their income due to COVID-19 received financial aid to provide for their family's primary livelihood.

AUGUST

Haiti earthquake

Even before this earthquake, hundreds of thousands of children in Haiti were just one step away from famine. Extreme poverty, violence and political instability hinder Haiti's development. In addition, the country is extremely sensitive to natural disasters such as droughts, earthquakes, floods and hurricanes. In the field of health care and nutrition, psychosocial support and education, Save the Children further scaled up emergency aid. The poorest people can be helped economically through the 'cash program', which has proven effective in many regions. For the very first emergency, Save the Children distributes relief items such as sheets, jerry cans for water, soap, mosquito nets, mouth caps, hand infection gel and diapers for babies. We also set up 'child-friendly spaces' where children can play and be a child again.



DECEMBER

Bordje bij / Add a plate

Where there is not enough food for children, we give children to eat. Unconditionally.

This holiday season we set the table for everyone. Including children and their families for whom a good plate of food is not self-evident. Whoever you are or wherever you are born, joining in for a nutritious meal should be a matter of course for every child. Even when you grow up in a country/area where food shortages or conflicts limit the supply of food. Save the Children therefore asks everyone to put up a sign for children who are not getting enough good nutrition. With your support, Save the Children can provide an entire family with a good plate of food.

MARCH

Hasina's family has endured years of hardship as a result of the climate crisis. Due to the increasing drought they have lost their livestock, livelihood and house, and they now live on the edge of a small village. Thanks to you, Save the Children was able to deliver fresh water to Hasina's village by truck.



TIMELINE SAVE THE CHILDREN

(WHAT WE DID WORLDWIDE)

SEPTEMBER

You were there for the children of Afghanistan when they needed it most. Thanks to your support, Save the Children continues its work for families across the country.

**JANUARY**

Lara lives with her family in a refugee camp in Syria. They fled violence near their home three years ago and now have to rely on a tent that doesn't offer much protection from the cold. Thanks to you, Save the Children can support and help protect vulnerable families like Lara's in the camp.

**MAY**

When gunmen came to his village, Carlos fled into the bush with his pregnant mother Elena. When Elena gave birth, Carlos made the bold decision to look for food and drink. During his journey, Carlos was separated from his mother due to the conflict. Thanks to you, Save the Children was able to reunite Carlos with his mother.

**JULY**

Edith, 6, did not let the COVID-19 pandemic stop her from learning the alphabet. Save the Children's radio broadcasts helped her with that. You have made it possible for children all over Uganda to keep up with their lessons while schools were closed.

**NOVEMBER**

Arwa's family are farmers in rural Yemen, but times are tough. They struggled to afford food due to the rising cost of essential items. Arwa became ill, so her parents took her to a treatment center where she was found to be malnourished. Thanks to you, Save the Children gave her the nutrition and treatment she needed.

**FEBRUARY**

Camila left Venezuela three years ago and now lives with her family in Colombia. They are struggling financially, but with your help, Save the Children was able to support Camila's family with a money transfer and nutritious food.

**JUNE**

You have made it possible for children to speak out for education. For the first time in history, the COVID-19 pandemic has interrupted education for an entire generation. Children around the world, including in The Netherlands, made their voices heard and pressured world leaders to get them back to school.

**DECEMBER**

2021 was another tough year for children, with COVID-19, conflict and the climate crisis only making things worse. But through it all, you have been there for children and given them the support they need to be safe and follow their dreams.

**OCTOBER**

Akello's village, home and school were destroyed by flooding last year. Her family was displaced by the disaster and Akello missed her education. With your help, Save the Children has now built two new learning spaces so Akello and her classmates can go back to school.

APRIL

Banna loves school, but bullies target him because he's different. A Save the Children volunteer at the Rohingya refugee camp met Banna and realized he was having a hard time.

Thanks to you, Banna is getting mental health support and doing much better. In addition, Save the Children was able to get Banna a wheelchair so that he can more easily go outside to play.

**AUGUST**

The deadly earthquake in Haiti on August 14 devastated families and communities. Thanks to you, Save the Children has deployed the Emergency Health Unit to provide life-saving healthcare. You also provided much-needed items such as tarpaulins, which helped weatherproof damaged homes.



We don't know what will happen in 2022, but whatever happens Save will be there for children, **unconditionally.**



CHAPTER 2

IDENTITY & STRATEGY



2.1 IDENTITY

NAME

Save the Children

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

VISION

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

MISSION

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

ORGANISATION

We believe in the strength of children: they have the ability to change the world.

Conflicts, disasters and poverty can mean that our most vulnerable children need help to find this strength. Save the Children helps these children with humanitarian support and sustainable solutions in healthcare, education and protection.

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

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

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



2.2 STRATEGY

- In our global ambition for children 2030, our aim is for children under the age of five to be shielded from preventable causes of death, for every child to enjoy a good basic education, and a world free of violence against children. These are our three global breakthroughs, defined as 'survive, learn and be protected'.
- In the strategy period 2019–2021, we pursue alignment within the movement and within Save the Children Netherlands. We focus on quality of implementation, on the geographical presence required to reach the most deprived and marginalised children, and on improving the ways in which we work together for children. We support the global movement to continue our efforts towards the three breakthrough objectives described above to make a lasting difference for children.
- In 2021, Save the Children Netherlands contributed to these global developments by ensuring that our fundraising, programmes, advocacy and communications work was based on the three global breakthroughs.
- We have reviewed our activities through the lens of children's rights and have applied evidence-based common approaches wherever possible, while also investing in innovation. We embrace opportunities to learn and are accountable to the children that are our final beneficiaries.
- In 2021, we continued to invest time and resources in enhancing the movement's thinking on the nexus: integrating humanitarian, development and peacebuilding support. SCNL is part of the Humanitarian-Development-Peace Nexus Initiative that aims to inform Save the Children's thinking, policy and practice around the nexus. SCNL is also a member of the Management Committee and sponsors the global humanitarian work stream.
- SCNL actively contributed to the implementation of the Grand Bargain commitments in 2021, by integrating sustainability and localisation in the humanitarian work stream. We presented the Dutch Relief Alliance as a Grand Bargain good practice and continued the process of certification by the Core Humanitarian Standards. We worked closely with Dutch Minister of Foreign Trade and Development Cooperation Sigrid Kaag, Eminent Person of the Grand Bargain, and her team to identify and overcome obstacles to success and opportunities.
- In 2021, we invested in building our public engagement competences, and in participation in global mass mobilization campaigns. We helped to develop national and regional campaigns that leverage public support to achieve meaningful and lasting change for children. We combined public engagement and advocacy efforts where possible to ensure maximum visibility and support for our work for children.
- The well-being of our staff, as well as the organisational culture and balanced growth in the organisation, remain key areas of investment. To facilitate this, we budgeted realistically and planned our activities for 2021 carefully, scaling down or postponing certain ambitions that might interfere with a balanced growth path.



Photo: Eduardo Soteras Jalil / Save the Children

2.3 GLOBAL BREAKTHROUGH OBJECTIVES AND UNDERLYING THEMES

Save the Children Netherlands remained committed in 2021 to aligning all its activities under the global Save the Children 2030 breakthroughs:

SURVIVE

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

LEARN

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

BE PROTECTED

By 2030, violence against children will no longer be tolerated

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



Health and Nutrition



Education



Child protection



Child Poverty



Child right governance

WORKING TOGETHER IN SUPPORT OF THE BREAKTHROUGHS

As part of a large-scale international organisation, SCNL will continue to work closely together with colleague Save the Children members, the SCI office in London, our regional, country and advocacy offices, and numerous national (often implementing) partners. In 2021, we enhanced our reputation as a core contributor and leading voice, working together within the movement to do what was needed most, where and when it was needed. SCNL will continue, through its programmatic and advocacy activities, to stimulate the movement to give a voice to children, young people, and national civil society partners and to help them stand up for the rights of children. We will hold ourselves accountable to the children who are our ultimate beneficiaries and strive for the best possible quality of our interventions, based on positive feedback, evidence, and embracing past lessons as learning opportunities. In striving for sustainability, SCNL will focus its programming on addressing the nexus between humanitarian aid, development aid and peacebuilding. In line with our programmatic focus, we will advocate the implementation of the nexus and the Grand Bargain.

Both within the movement and the Dutch NGO sector, Save the Children is at the forefront of humanitarian innovation, actively contributing to the innovation work stream of the Dutch Relief Alliance. By investing in programmatic innovation, SCNL aims to make our programmes better, quicker, and more efficient, increasing the impact on children and their families.

In line with the Child Rights Governance, all our advocacy efforts will focus on the voices of children and providing a platform for them to speak out on the challenges they are facing and make sure they are heard and respected. In collaboration with our advocacy offices, we will influence both UN and EU policies and funding opportunities to prioritise children's rights, enabling country offices to advocate national reforms. These efforts mainly concern the issues of poverty and social exclusion, child labour and migration.

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

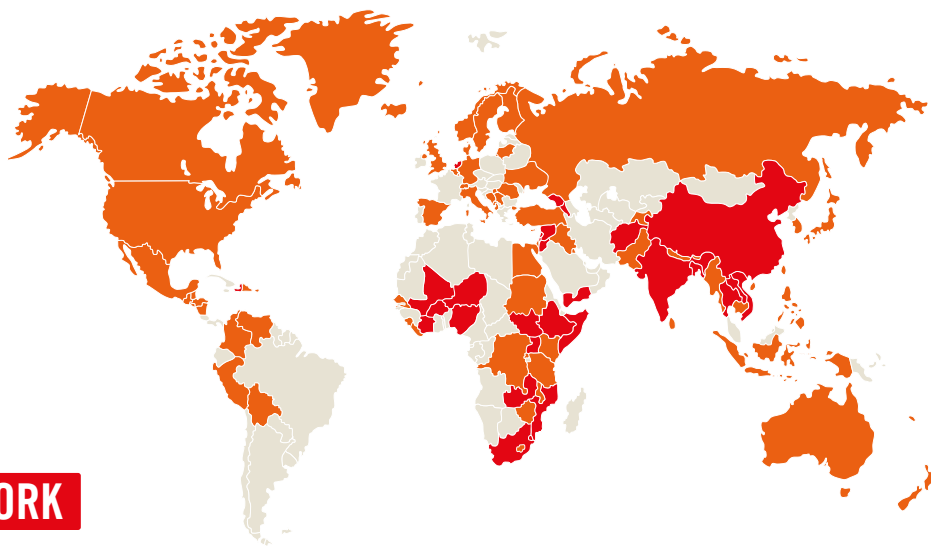


Photo: Fredrik Lemeryd / Save the Children

CHAPTER 3

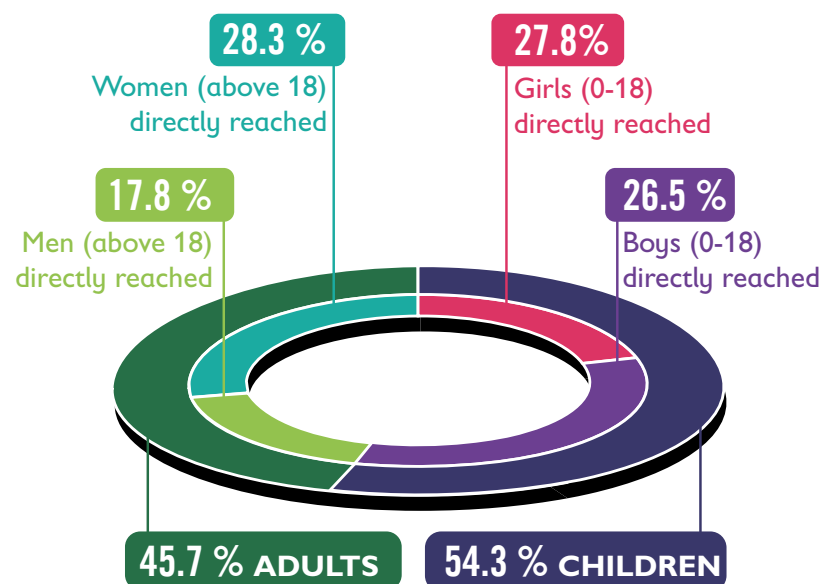
OUR WORK FOR CHILDREN



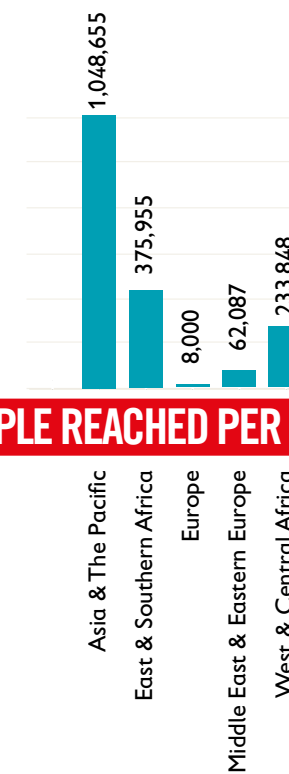


WHERE WE WORK

- Save the Children International (SCI) is active in about 120 countries
- Save the Children Netherlands (SCNL) has programmes in about 29 countries



PEOPLE REACHED PER REGION



TOTAL REACH SCNL 1,728,545

CHILDREN 939,446

ADULTS 789,099

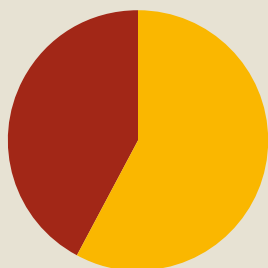
480,865

458,581

300,204

488,895

OUR WORK WITH LOCAL PARTNERS

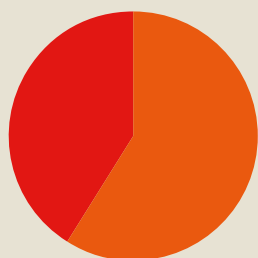


PROJECTS IMPLEMENTED

42 % without local partners

58 % with local partners

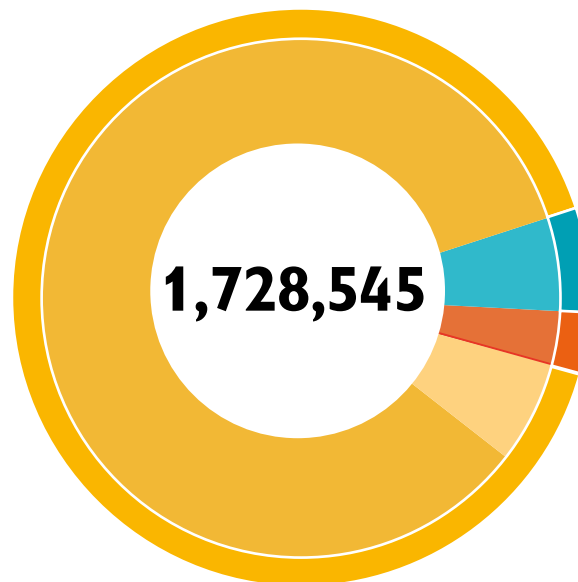
PEOPLE REACHED PER CONTEXT





41 % Humanitarian | 716,019

59 % Development | 1,012,526


PEOPLE REACHED PER THEME



3.2 %  54,856 Child Protection

5.7 %  99,030 Education

84.6 %  1,463,166 Health & Nutrition

6.4 %  110,109 Child Poverty

0.0 %  1,384 Child Rights Governance

PEOPLE WE HAVE REACHED IN THE NETHERLANDS



OUR WORK FOR CHILDREN

In 2021, SCNL continued to align our work for children under the globally agreed Save the Children 2030 breakthroughs:



- **Survive** - No child dies from preventable causes before their fifth birthday.



- **Learn** - All children receive a quality basic education.



- **Be Protected** - Violence against children will no longer be tolerated.

All our activities are designed to contribute to these breakthroughs and are consistent with global priorities as articulated in the Sustainable Development Goals (SDGs). Through our programming and advocacy activities, SCNL, together with our local partners and colleagues around the world, contributes to SDGs 1 through 10 and 16.



3.1 CONTEXT DEVELOPMENTS PROGRAMMES

COVID-19 global pandemic

For the second year in a row, the COVID-19 pandemic has had a significant influence on our work and the lives and wellbeing of children. It has had a major impact on economies, the availability of food and income of households all over the world, and negative prolonged effects on children's sense of social belonging and networks, education, and (mental) health. Together with our partners, donors and beneficiaries, we have adapted existing programmes to continue to reach targeted children and their families, have mainstreamed COVID-19 awareness and prevention measures in our programmes and have set up specific COVID-19 interventions and advocacy messages to respond to the increasing needs as a result of the pandemic.

Afghanistan

Following the escalation of conflict in August 2021, the abrupt withdrawal of foreign aid and halt in development assistance left Afghanistan's fragile economy on the brink of collapse, with prices for food, fuel and other basic staples rising rapidly out of reach for many. The third wave of COVID-19 which hit in May 2021, further increased health, nutrition, and education needs for the population, with children particularly affected. Save the Children also had to suspend its programs from mid-August, but since September 2021, Save the Children has been able to gradually restart its activities, with 90% of the activities restarted at the end of 2021.

SCNL, with funding from the EU, has been providing an integrated Health, Nutrition, Education in Emergencies and Child Protection intervention in 8 provinces. In 2021, we worked with 22 mobile health teams to

provide primary health care, and to treat and prevent malnutrition among vulnerable children and pregnant and lactating women. In 2021, these mobile health clinics conducted 228,359 check-ups and treated 8,482 children for acute malnutrition. Further, we have been able to provide education to 9,170 (3,755 boys and 5,415 girls) children.

In the second half of 2021 there was an increase in people fleeing to The Netherlands, due to the evacuations of people in Afghanistan. This led to the establishment of emergency shelter locations, covering the shortage of places in regular locations. Our domestic programme TeamUp has been asked to support in providing psychosocial activities, for instance in Heumensoord, near Nijmegen.

"None of the participating children spoke a word of Dutch, but they really wanted to play! They soon realized that they were already participating by just imitating us. It was great to see that the children became more and more fanatic during TeamUp and that they participated full of enthusiasm. Even in the rain they just wanted to keep on playing whether they got wet or not."

– A regional Coordinator from TeamUp in Heumensoord

3.2 PROGRAMMES

Our domestic and international programmes for children are based on needs assessed of children, their families and communities, and coordination with governments and other stakeholders, as well as on our evidence based Common Approaches and our global expertise and experience.

In this chapter we share key components of our approach, examples of our international and domestic work for and with children under the global Breakthroughs, and a complete list of our programmes.



OUR APPROACH

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

Common Approaches

Common Approaches reflect our best understanding of how to address particular problems facing children, based on evidence. They can be adapted to work in multiple contexts and replicated in different countries. Their application ensures effectiveness and quality of programmes. We generate internal and use external new evidence to evolve and improve our Common Approaches. Examples of Common Approaches that we frequently use, are:

1. My Sexual Health and Rights, aimed at improving adolescent sexual and reproductive health outcomes;
2. Life Skills for Success, aimed at developing a set of foundational skills, competences, behaviours, attitudes, and personal qualities which enable young people to effectively navigate their environment, work well with others, perform well, and achieve their goals; and
3. Nourishing the Youngest, aimed at promoting, protecting, and supporting adequate feeding of pregnant and breastfeeding mothers, infants and young children to ensure they have the best chances of surviving, growing and developing their full potential.

Partnerships

The ambitions of Save the Children cannot be achieved alone; therefore, engaging in strategic partnerships is one of our main priorities. Achieving our ambitions requires equal, transformative partnerships with other actors such as national organisations, private sector partners, knowledge institutes and donors as well as

with children and communities. SCNL actively works to move from transactional to transformative partnerships. 2021 examples of this include closing the [More Than Brides Alliance](#) learning project, an inclusive exchange trajectory between various national partners facilitated by SCNL, exploring localised ways of collaboration in the new [Right2Grow Alliance](#), and innovating how a partnership can facilitate research based on local needs in the [Work: No Child's Business Alliance](#). Additionally, an example of a transformative partnership that harnessed the expertise, assets and influence of the private sector beyond funding is the Vishwaas project in India: together with the Philips Foundation, we introduced new techniques to community health workers, including mobile apps to ensure early and correct diagnosis of pneumonia in children.

Localisation

Save the Children recognises that local and national actors are essential in supporting children's rights and humanitarian needs, and that every context is unique and requires tailored support. After adopting the movement-wide Localisation Policy in 2020, SCNL remained fully committed and actively engaged on localisation within the SC movement and in our partnerships in 2021. Our internal Localisation Task Force worked together with 2 consultants from South Africa to critically reflect on SCNL's localisation policy, and articulate perspective for SCNL to institutionalise localisation. In 2021 58% of our (international) programs were implemented together with and through local and national partners, involving a total of 60 partners. Furthermore, in 2021 SCNL supported our office in Nigeria to develop a localisation strategy, in collaboration with local and national actors. Moreover, through the Right2Grow Alliance, we continue to shift ownership to local actors and amplify the voices of organisations that represent local communities in policy processes.

Innovation

In 2021, SCNL acted as Vice-Chair of the Dutch Relief Alliance (DRA) Innovation Working Group and worked on various innovation projects. For example, with funding from the DRA Innovation fund, SCNL completed a Mental Health and Psychosocial Support Services (MHPSS) ideation project to create a continuum of mental health care along migration routes. Guided by a human-centred design approach, Syrian youth living in Turkey, along with service providers, organisation representatives and researchers, were recruited to identify the key challenges experienced by youth and organisations providing MHPSS services, and to develop solutions to address them. Another innovative project implemented in 2021 is the Clean Energy Kiosk project in Uganda. The project increases access to energy products in refugee settlements by setting up kiosks, with a particular focus on clean energy products such as solar fridges and mobile phone charging stations. Additionally, 1000 households received electronic commodity vouchers that enable them to purchase energy technologies of their choice, while also supporting the establishment of these kiosks.

Accountability to Children and Communities

Save the Children is committed to being accountable to children and communities, by sharing appropriate and timely information, supporting them to influence decision-making processes that affect them, enabling them to provide feedback about our work, and adapting our approaches based on the findings of those processes. Working in a way that builds trusting and collaborative relationships with children and communities is key to Save the Children's organisational values, principles and global commitments. Accountability systems are therefore embedded in our projects. As one example, for our DRA funded Joint Response in Nigeria, accountability plans were prepared to ensure the affected population actively participate in and influence decisions around project activities. Tools, including message boxes and voice recorders,

were placed in strategic locations to encourage children and their communities to provide feedback on our activities so that we could timely adjust them as needed. Furthermore, in 2021 we started with the development of an accountability system for our domestic programmes, increasing information and participation for all children and adults reached in the Netherlands. This also includes capturing and addressing learnings from the feedback provided by the children and adults, and a reporting system on accountability issues.

Gender equality and inclusion

SCNL recognises that achieving gender equality is fundamental for the realisation of children's rights. It is our vision to create a just and equal world where all children, girls and boys, are empowered to exercise their rights, where they are equally heard and valued and enjoy equal opportunities in life. As such, our interventions address root causes of gender inequalities while actively engaging communities and partners to

shift power and harmful norms in a safe environment. One example is SCNL's leadership on gender in our programme **Work: No Child's Business**, not only by mainstreaming Equality and Inclusion in all activities together with partners, but also striving for a more gender responsive and transformative approach in and out of the organisation as a response to child labour and harmful work.

The Humanitarian-development-peace nexus

Bridging humanitarian, development and peacebuilding efforts is key to enhancing the impact and effectiveness of aid efforts on the lives of millions of children, their families and communities. Therefore, in 2021 SCNL continued to contribute to the *Triple Nexus Task Team* through the global Save the Children network, with the goal to integrate humanitarian, development and peacebuilding approaches in our work. This resulted amongst others in the development of a movement-wide Nexus Policy.



Photo: Hannah Maule-ffinch / Save the Children

APPLYING FOCUS TO OUR WORK

2021 was the first full year that we applied our geographic and thematic focus. This means that we focus our efforts, capacity and expertise as much as possible on selected countries and themes, in order to have the greatest impact for children and to provide high quality added value into the work of Save the Children International.

Geographic focus

Besides introducing focus themes, SCNL also introduced a geographic focus of 12 countries. The offices in these countries are also supported with technical and financial support. For example, we have supported South Sudan with campaigning and advocating for and with children, and are supporting Nigeria with their localisation agenda and strategy.

Our focus countries:

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

Nutrition

Globally, undernutrition contributes to 45% of all child deaths. SCNL focuses on treatment and prevention of undernutrition through multi-sectoral and nutrition-specific and nutrition-sensitive programming for the most disadvantaged families, focusing specifically on children and women. In 2021 we started the implementation of the **Right2Grow programme** aimed to combat root causes of undernutrition. Furthermore, we integrated nutrition interventions in several humanitarian responses such as the **Tigray Joint Response in Ethiopia**.

Adolescent Sexual Reproductive Health and Rights (ASRHR)

Adolescents face threats to their SRHR, such as child marriage, sexual and gender-based violence, early pregnancy, HIV, unsafe abortion, and maternal morbidity and mortality. This is driven by multiple underlying

challenges such as gender inequality, stigma around adolescent sexuality and lack of information and services. SCNL promotes positive ASRHR outcomes and addresses underlying drivers of poor SRHR among adolescents. In 2021 we continued to do this with our programme: **Adolescent transition Adolescent Transition in West Africa** (see breakthrough 1 for more information).

Youth Economic Empowerment (including protection from harmful work) (YEE)

Focusing on youth economic empowerment provides the opportunity to build on investments in early childhood development to achieve positive change: improving adolescents' wellbeing now, improving their future life chances, and improving outcomes for the next generation of young people. SCNL designs and implements several interventions focusing on empowering young people by following the Save the Children's Adolescent Skills for Successful Transition (ASST) strategy to ensure that youth have access to safe, productive, income-generating opportunities in emerging and developing markets around the world. In 2021 SCNL has implemented several projects that included YEE interventions, such as the Skills4Success project in Georgia aimed at improving employability of Georgian citizens through relevant skills building, entrepreneurship and skills matching services. Next to that, SCNL, together with an external consultant, assessed the best practices, impact and added value of its past and current YEE programmes. The findings and recommendations of this assessment will contribute to the development of SCNL's youth empowerment strategy.

Environmental Sustainability and Climate Change (ESCC)

Our work is heavily affected by the consequences of climate change, as it brings more extreme weather patterns, droughts and floods. Children are the least responsible for climate change, yet they will bear the greatest burden of its impact. In 2021 SCNL adopted an ESCC policy and developed an action plan in order to minimise the negative environmental impact of our programmes and operations, and to contribute positively to environmental sustainability and climate change action

through our programming and advocacy. Moreover, SCNL hired two consultants in 2021 to assess the climate funding landscape and to develop communication materials to support our ESCC ambitions. In addition, SCNL started the EU funded Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (more information under 'examples of our work to help children survive').

Mental Health and Psychosocial Support (MHPSS)

Worldwide, 10-20% of children and adolescents have mental health problems, with an even greater number of children experiencing psychosocial distress. This is fuelled by violence, abuse, exploitation and neglect, particularly in crisis, migration and displacement situations. SCNL invests in addressing children's wellbeing, to improve their functioning in the short-term and prevent longer-term impacts on their health and overall development. In 2021 we continued to provide MHPSS to children through TeamUp activities in schools and shelter locations as well as integrated MHPSS in our international programmes. With funding from a private donor, we were for instance able to provide MHPSS to 2,759 people in areas of the Gaza Strip after the bombardments in May 2021.

Child Rights Governance:

We help governments and other powerful actors to be more responsive and to be held accountable for children's rights by allowing children to speak out and by advocating for laws, policies and budgets that put children first. Child Rights Governance is one of the main focus themes for SCNL's domestic programmes department. In 2021, 200 youngsters from the vocational education system in the Netherlands who experience poverty, violence at home and/or sexuality & gender related violence have been supported through our Speaking Minds programme to speak up and influence local and national policies. Furthermore, we continued to support civil society organisations and youth in Thailand to advocate for enhanced child protection through the *Local engagement to advocate for peace* (LEAP 2) programme.

3.2.1 ACHIEVING OUR BREAKTHROUGHS THROUGH INTERNATIONAL PROGRAMMES



BREAKTHROUGH # 1: SURVIVE

COVID-19, conflict and climate change are negatively impacting the lives and opportunities of millions of children. In 2021, SCNL continued to invest in lifesaving food and health assistance, amongst others through the provision of cash assistance, empowering families to make their own priorities and choices in their purchases. We also supported the sexual and reproductive health and rights of youngsters and provided mental health and psychosocial support in emergencies.

Our aims for helping children survive:

Health and Nutrition

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

Child Poverty

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



In 2020 we have been able to reach

1,574,659

children/beneficiaries to

SURVIVE.



Photo: Eduardo Soteras Jaiti / Save the Children

Examples of our work to help children SURVIVE

With funding from the Dutch Relief Alliance (DRA), SCNL provided **humanitarian lifesaving assistance** in amongst others **Yemen, South Sudan, Occupied Palestinian Territories and Ethiopia**. In Yemen, we provided livelihoods assistance, including cash support and life skills training, for 2.200 people together with local partner Sphere Foundation for Care and Emergency Support (SPHEREYE). We also provided 21.733 people with clean water and functional water and sanitation facilities. In South Sudan, we continued to lead the DRA response, that has been implemented jointly by seven Dutch NGOs and nine national organisations. Save the Children together with partner Charity and Empowerment Foundation (CEF) provided 6.159 people with cash support to help them meet basic needs. SCNL also led an acute DRA response in South Sudan addressing the severe food insecurity. Together with partner CRADA we provided livelihood assistance to 27,054 individuals to help them cope with acute food deprivation. In Ethiopia, we provided emergency shelter, nutrition and protection assistance to 46.797 conflict-affected people in Tigray. Furthermore, in areas of the Gaza Strip that were subject to heavy bombardment by Israel in May 2021, we supported 1,769 people together with partner Bayader to meet immediate food needs through the provision of food e-vouchers and cash assistance.

“Health service is a problem here. Without it we have no future for our children. I’m happy for Save the Children for providing this free services”

– mother Awein (27).

With funding from the EU, Save the Children, together with GOAL, has been able to provide **primary health care (including sexual and reproductive health) and nutritional services in Abyei, South Sudan**. We conducted over 100,000 primary health care consultations, treated more than 6,000 children who suffered from acute malnutrition and admitted over 3,000 pregnant and lactating women for treatment of moderate malnutrition. As Abyei is prone to crises

related to armed conflict, intercommunal violence and natural hazards, we worked with the local community and other local partners to establish a system for early detection of potential emergencies. In October 2021, these efforts made it possible for Save the Children to detect a malaria outbreak in its early stage, which allowed for a fast response – protecting thousands of children and their families from this deadly disease.



Let's amplify voices! That is **Right2Grow's (R2G)** motto, a 5-year programme that started in 2021 aiming to get to zero undernutrition. In communities that struggle with lack of WASH services and nutrition, R2G bridges the gap between women, men and children who are ready to voice their needs and to contribute to solutions, and the leaders, experts, and technocrats who seek to support them. The alliance includes over twenty local civil society organisations and six (international) NGOs. As part of the alliance, Save the Children is active in Bangladesh, Burkina Faso and South Sudan. By developing multi-sectoral approaches, the alliance aims at combatting the root causes of undernutrition, with a special focus on access to clean water, basic toilets and good hygiene practices. In 2021, we have worked on the foundation for doing this. We investigated and mapped current policy frameworks on nutrition and its root causes and prioritised what is needed to start making a positive impact.

In the West Nile region of Uganda, Save the Children leads **the Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts** (RED, 2021-2024), which is funded by the European Union's Trust Fund for Africa and implemented with partners Enabel, International Centre for Research in Agroforestry (ICRAF), Joint Energy and Environment Project (JEEP) and Vision for Humanity (ViFoH). RED aims to ensure access to alternative energy sources and environmentally sensitive livelihoods, while decreasing causes of conflict and strengthening inclusive environment programming at local level for 234,800 refugee and host community populations in the districts of Adjumani, Kiryandongo, Madi Okollo, Terego and Yumbe. 2021 has laid the groundwork for these outcomes by engaging key stakeholders, collecting data, conducting awareness raising and dialogues, identifying beneficiaries and recruiting facilitators at community level.

In 2021 SCNL continued the implementation of **Adolescent Transition in West Africa (ATWA)**, a four-year (2019-2023) programme, funded by the Dutch Ministry of Foreign Affairs through its Embassies. ATWA aims to improve sexual and reproductive health and rights (SRHR) and gender equality among 472,180 adolescents in Mali, Burkina Faso, and Niger. We work together with ministries of Health and Education and local partners, amongst others: L'Association Zood-Nooma pour le Développement (Burkina Faso), Collectif

des Femmes pour l'Education, la Santé, Familiale et l'Assainissement (Mali) and Groupe d'Appui au Développement Rural Recherche Action (Niger). With this programme, we provide Life Skills Education and Menstrual Hygiene Management, and improve the availability and accessibility of adolescent responsive SRHR services. Among others, in 2021 over 154,000 adolescents were provided with information on SRHR and gender equality and water and sanitation facilities were improved in 480 schools and 40 health centres.

“We have benefited from courses in sexual and reproductive health and the management of girls’ menstrual hygiene. These courses allow us to have knowledge, notions on sexual and reproductive health of adolescents. They also help us to be aware, to avoid sexual relations and to protect ourselves.

— Sita from Burkina Faso





BREAKTHROUGH # 2: LEARN

Investing in children's education is vital for lifting people out of poverty, protecting children against abuse and exploitation such as child labour, unlocking job opportunities and creating more stable and peaceful societies. 2021 was marked by a continued impact of COVID-19. School closures disrupted children's education and will likely cause significant setbacks in learning and result in many children not returning to school.

Apart from regular education programming, in 2021 SCNL provided out-of-school approaches to enable children to get quality education throughout the school closures.

Our aim for helping children learn:

Education

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



In 2020 we have been able to reach

99,030

children/beneficiaries to

LEARN.



Examples of our work to help children LEARN:

In 2021, the **Basic Education Support Towards Transition** (BEST V) programme funded by the European Union entered a 5th phase to ensure children's right to learn and be protected. We did that through the provision and maintenance of basic education in 9 refugee camps in Thailand together with our partners Jesuit Relief Service (JRS) and the Adventists and Development Relief Agency (ADRA) and our local partners the Karen Refugee Committee Education Entity and the Office of Camp Education. In February 2021 a coup in Myanmar took place that severely affected the political stability in the country. This situation further complicated the return and reintegration of refugees back to Myanmar and made our support to the refugee camps even more relevant. Additionally, COVID-19 has continued to be a challenge for the programme. In response to school and camp closures (lock downs) home-based learning kits, teacher support and training sessions were provided to ensure alternative ways of learning are available.

SCNL has been leading **'INCLUDE'** since 2018; a programme that aims to help children go back to school and improve their learning outcomes. This Education in Emergencies programme is implemented in refugee settlements in Uganda through a consortium of five partners: Finn Church Aid, Humanity and Inclusion, Norwegian Refugee Council, War Child, and Save the Children. The first phase of INCLUDE ended in March 2021 and the second phase started in April 2021. The second phase of INCLUDE is designed to address the needs of out-of-school children and young people while responding to the COVID-19 situation in Uganda. The programme focuses on the demand for education, by

supporting children and young people with access to quality education (through a double shifting approach and an accelerated education programme), and on the supply side, by supporting construction of (semi-permanent) classrooms, provision of education materials, and through recruitment and supporting teachers in primary and secondary schools. During the school closure due to COVID-19, we have been able to provide materials for home-based learning and supported children with their education. In 2021, we managed to reach 3,150 (1,477 girls and 1,673 boys) with small group learning whilst schools were closed; support 991 girls with reusable menstrual hygiene management kits; and construct 20 classroom tents, whilst construction of semi-permanent classrooms is ongoing.

When schools closed due to COVID-19 the community mobilizer took me to a nearby learning group and introduced me to teacher Francis. Who supports me a lot during learning, he ensures am comfortable in class and able to learn. I appreciate Save the children for having supported me start school, provide scholastic materials and they have enrolled me for cash for EIE.

– Emma (13)





BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

Too often children are victims of violence and child rights abuses, caused by conflict situations, migration, domestic and gender-based violence, child labour or lack of access to basic services. The number of children forced to work has increased with 8,4 percent over the past 4 years. COVID-19 has increased the number of children at risk of child labour as well as exacerbated the risk of violence against children, particularly for those who are already at greater risk of violence.

In 2021, Save the Children invested in protection from dangerous living circumstances and from harmful practices including child labour and child marriage, and we strongly promoted mental health and psychosocial support for children, and equal rights for women and girls.

Our aim for helping children to be protected:

Child protection

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

Child right governance

Increase the number of children that benefit from governments being accountable for the realization of children's rights in accordance with the convention of the rights of the child.



In 2020 we have been able to reach

54,856

children/beneficiaries to

BE PROTECTED.



Photos: Save the Children

Examples of our work to PROTECT children

The “**Work: No Child’s Business**” programme aims to prevent and reduce child labour in Cote d’Ivoire, India, Jordan, Mali, Uganda and Vietnam, in collaboration with UNICEF, Stop Child Labour, local partners JOHUD (Jordan) and GRAADECOM (Mali) and local government entities, with funding from Dutch Ministry of Foreign Affairs. Save the Children works through case management: we address the complex needs of individual children and their families by coordinating and linking them to multi-sectoral services and support they need to withdraw children from child labour. In addition to this, we strengthen community-based child protection structures, to offer children a sustainable path out of child labour. In 2021, 1,938 children have been withdrawn from child labour and have been re-enrolled into school and 859 youth have completed vocational training and life skills programmes, supporting them to earn a dignified living in the future. Parents of children who have been removed from child labour received support to increase their family’s income, for example through cash transfers, micro finance support, or support to learn a trade or set-up a small business. Furthermore, the programme provided training to companies in the cocoa, gold and textile/garment industries on child rights and child labour and developed action plans with them to prevent and reduce child labour in their business operations.

In **Nigeria**, we continued to lead the **DRA response** in 2021, implemented jointly by five Dutch NGOs and five national organisations. Save the Children worked together with our partner Gender Equality, Peace and Development Centre (GEPADC) to ensure 8,694 conflict-affected boys and girls received psychosocial support. Both in Child Friendly Spaces and through house-to-house visits children were provided a safe place to play, and were engaged in creative, communicative and physical activities aimed at strengthening their resilience and improving their psychosocial well-being.

Furthermore, Save the Children, together with War Child Holland, Help a Child and SOS Children’s Villages, has been working on scaling up of the **TeamUp programme in South Sudan**. TeamUp is an inclusive psychosocial support group intervention to improve psychosocial wellbeing of children (aged 6 to 18 years)

through structured group activities based on play, movement, and body awareness. With support from the DRA Innovation Fund, 2,203 children participated in TeamUp group sessions contributing to their psychosocial wellbeing and reducing stress levels.



3.2.2 ACHIEVING OUR BREAKTHROUGHS THROUGH DOMESTIC PROGRAMMES

Our domestic programmes contribute to the breakthroughs children Learn and are Protected, and focus on Child Rights Governance, through child participation in (local) governance, or Mental Health and Psychosocial Support, through the social and emotional development of children with a refugee background.

3861

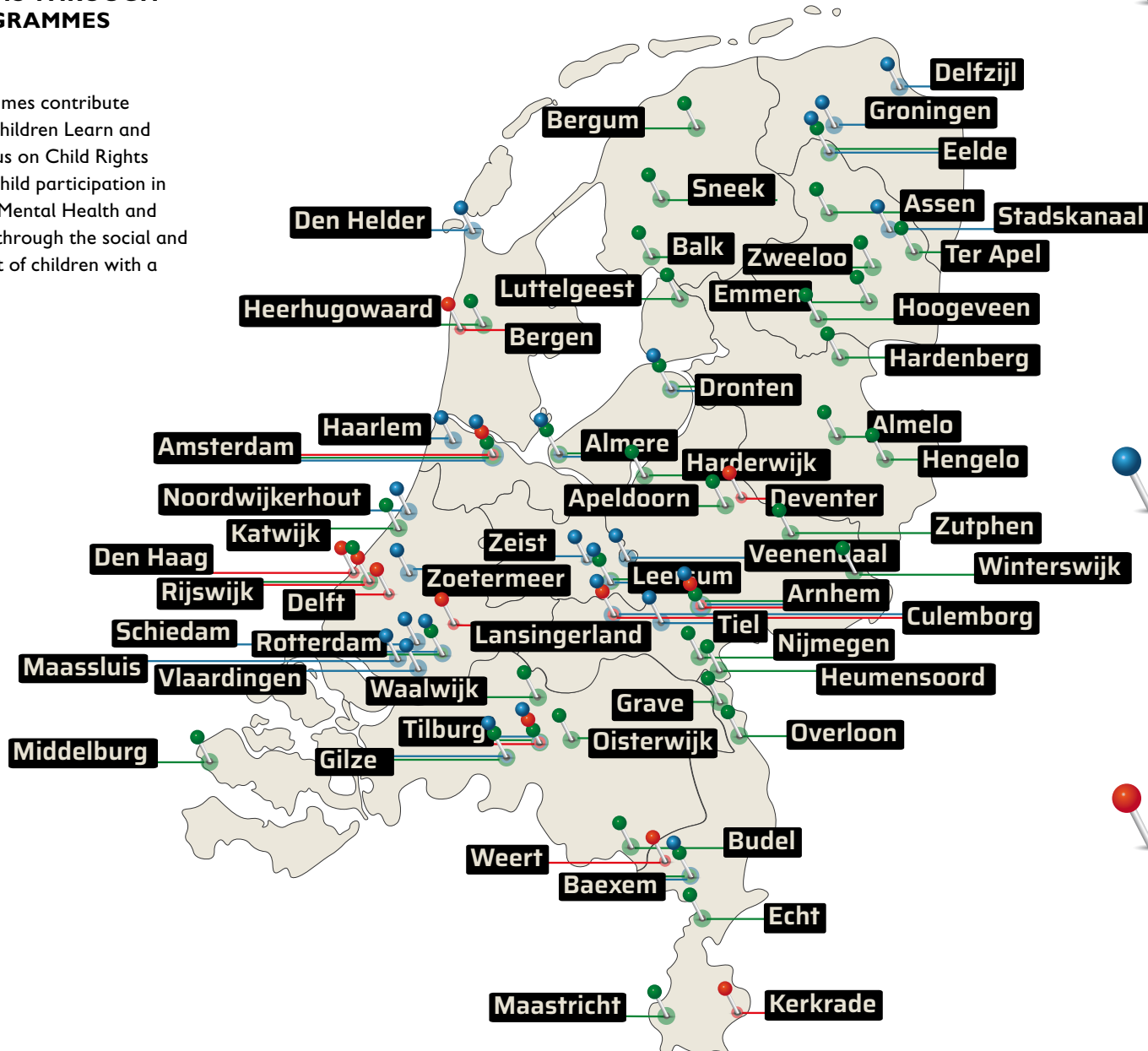
Total people reached via TeamUp at shelter locations

1119

Total people reached via TeamUp at school

263

Total people reached via Speaking Minds



Locations Team Up at shelter locations

- Almelo
- Almere
- Amsterdam
- Apeldoorn
- Arnhem
- Assen
- Baexum
- Balk
- Bergum
- Budel
- Dronten
- Echt
- Eelde
- Emmen
- Gilze
- Grave
- Hardenberg
- Harderwijk
- Heerhugowaard
- Hengelo
- Heumensoord
- Hoogeveen
- Katwijk
- Leersum
- Luttelgeest
- Maastricht
- Middelburg
- Nijmegen
- Oisterwijk
- Overloon
- Rijswijk
- Rotterdam
- Sneek
- Ter Apel
- Tilburg
- Waalwijk
- Winterswijk
- Zutphen
- Zweeloo

Locations Team Up at school

- Amsterdam
- Arnhem
- Boexam
- Culemborg
- Delfzijl
- Den Helder
- Dronten
- Eelde
- Gilze
- Groningen
- Haarlem
- Leersum
- Maassluis
- Noordwijkerhout
- Rotterdam
- Schiedam
- Stadskanaal
- Tiel
- Tilburg
- Veenendaal
- Vlaardingen
- Zeist
- Zoetermeer

Locations Speaking Minds

- Amsterdam
- Arnhem
- Bergen
- Culemborg
- Delft
- Den Haag
- Deventer
- Kerkrade
- Rijswijk
- Tilburg
- Weert

Speaking Minds

Municipal governments are required by national and international law to involve children and families in decision making around topics which affect them. Founded and implemented by SCNL, Stimulansz and Defence for Children, Speaking Minds (SpM) is a proven child rights governance method focusing on policy making processes with municipalities and youth in vocational schools, to give youth a voice and involve them in a practical and meaningful way in policy making.

In 2021, Speaking Minds has been strongly affected by COVID-19 measures. Schools and municipalities had to close doors. Although we were able to provide online sessions when and where circumstances allowed it, this format limited meaningful child participation, as online sessions have a more superficial dynamic and come with certain child safeguarding complications. Moreover, COVID-19 effects resulted in delays or cancellation of some trajectories.

In 2021, SpM has run 12 trajectories in 11 municipalities, increasing knowledge, skills and mutual understanding of 200 youngsters and 63 professionals through a mix of live and online sessions. Adding up to a total of 1,200 youth in over 30 municipalities since the start of the project in 2016. Furthermore, SpM fulfilled the aim to engage in more vocational and VMBO level trajectories and was also able to expand thematically through the setup of two pilots on sexual inclusion and parenting without violence. A collaborative research with the University of Amsterdam on the effectiveness of the SpM sexual inclusion (LHBTI+) pilot started at the end of 2021 and will be finalized at the end of 2023. The program also increased the role of youth in the implementation of local policy with the SpM 'Maatschappelijke Diensttijd' (MDT) social service project. Speaking Minds MDT brings youngsters between 12 and 17 years and policymakers together to create and sustain dialogue about social themes that affect youth, while at the same time ensuring that these children become acquainted with the world of local politicians and policymakers.

"It's pretty cool that you get to know so many new people from all kinds of organisations. I didn't even know that some organisations existed, but now I know where to go if you have problems and I know that you can just go and talk to these people."

Participating youngster, Municipality of Kerkrade (Speaking Minds MDT)

In 2021, a diversified income model was created, making use of both grants as well as invoicing to municipalities, increasing financial sustainability and embedding the responsibility for meaningful youth participation at local municipal level. Additionally, we improved our structural data collection and monitoring of SpM trajectories and their impact. Internal and external exchanges on project learnings and data-analysis were used to learn from and adjust projects where possible and needed. Moreover, results for participating municipalities were published, enabling increased advocacy for the benefit of children in vocational education levels. We also started discussions on improving lobbying and advocacy on Child Poverty, the EU Child Guarantee and national action plans, including talks with the Ministry of Social Affairs and Employment and the Ministry of Health, Welfare and Sport.



TeamUp at Shelter Locations

TeamUp is a joint program of War Child, SCNL, and UNICEF Netherlands. It was created to improve the psychosocial wellbeing of children (6 – 17 years) with a refugee background in the Netherlands through structured play and movement activities. In a playful way they learn to deal with their emotions, process experiences, and gain more confidence. TeamUp in shelter locations is funded by the Asylum, Migration and Integration Fund (AMIF), and the Ministry of Justice and Safety, among other donors.

In 2021, TeamUp provided activities in 34 shelter locations (asylum centres) to 53 groups. Due to the COVID-19 restrictions, it was not always possible to offer TeamUp on a weekly basis. Additionally, the restrictions also led to a higher turnover of volunteer facilitators. 164 facilitators were active in 2021 and 151 new facilitators were trained. Despite the limitations as a result of COVID-19, we were able to reach 2,994 children. Moreover, together with Stichting Kinderpostzegels and COA we offered extra activities for 867 children at 14 shelter locations during the summer holidays. As a result of TeamUp, children reported that the activities support them in making new friends, and to deal with anger and stress. For example, we consulted 55 children through 13 focus group discussions, who indicated that their wellbeing had improved (with 92.3% positive feedback).

“I want to play since for me TeamUp sessions can help us to deal with our anger or stress. When we came to the Netherlands, we had many stress problems but in time with the help of Teamup sessions we feel better”

– TeamUp participant

We are piloting together with organisations like Sterk Huis (to offer TeamUp to unaccompanied minors living in small scale shelter locations) and the Red Cross (to offer TeamUp to (undocumented) children in a community centre in Rotterdam), to provide TeamUp activities to children with a migration background but who are not living in the shelter locations. Furthermore, as youngsters aged 15-17 join TeamUp activities less often, TeamUp conducted a participatory research project together with teenagers of several locations on their needs and interests, and ran two pilots of adapted TeamUp activities in 2021. The results helped us to adapt our program to the needs of older youth. In 2022 we will continue developing an adapted programme for this age group.

TeamUp at School

Since 2017, TeamUp activities have also been carried out in schools within newcomer primary education. **TeamUp at school** was heavily impacted by COVID-19 in 2021. Primary schools were closed from December 16 2020 to February 8 2021 and teaching continued online. Throughout the year, challenges remained with schools having to continually adapt to changing COVID-19 restrictions. For the TeamUp team, coaching efforts and contact with educational staff was kept at a minimum as educational staff were already under a lot of pressure. Priority was given to build TeamUp skills through training and coaching, and to further expand TeamUp within newcomer education for children with a refugee background.

Despite the challenges, the number of children reached in newcomer education almost doubled to 1,119 children compared to 2020. In 2021, TeamUp at school has been able to implement its activities in 27 schools and 85 classes. The program established an income model by asking a small fee from all the contracted schools in exchange for an implementation package that includes training, coaching, access to an online learning

environment for educators, and TeamUp materials. This new income model will increase financial sustainability when scaled further.

A successful pilot was carried out with TeamUp in kindergarten with 10 schools. The pilot showed that TeamUp is viewed as a very relevant contribution to social and emotional learning for schools and that it can be adapted quite easily to newcomer children aged 4 and 5. Many of the primary schools that TeamUp has been implementing in have now included TeamUp activities in kindergarten as well.

“Samira can be very shy and reserved in class, but during TeamUp she regularly takes the lead. She thinks along and shows herself,”

Cora, teacher of Samira (9)



3.2.3 OVERVIEW OF PROGRAMMES

HEALTH AND NUTRITION

Country	Project description	Budget	Donor	Duration
Eswatini	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026	€ 800.916	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Zambia	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026	€ 744.380	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Mozambique	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026	€ 946.910	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
South Africa	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026	€ 852.886	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Southern Africa (region)	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026	€ 1.654.908	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Afghanistan	Emergency health, nutrition, education, and child protection response in high need areas of Afghanistan	€ 7.777.778	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 January 2020 - 30 April 2022
Burkina Faso	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Burkina Faso	€ 7.444.695	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Mali	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Mali	€ 11.487.348	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Niger	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Niger	€ 6.520.888	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Global	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme global	€ 1.547.069	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Ethiopia	RESET Plus: Family Planning for Resilience Building amongst youth and women in drought prone and chronically food insecure regions of Ethiopia	€ 1.333.347	INTPA - International Partnerships (European Commission)	16 January 2018- 15 October 2021
India	VISHWAAS (Breath of Hope): bringing high-quality pneumonia care to approximately 90,000 under-five children	€ 918.761	Philips Electronics	1 September 2019 - 31 January 2022
Laos	Partnership for Improved Nutrition in Lao PDR Pillar 3: Sustainable Change Achieved through Linking Improved Nutrition and Governance (SCALING)	€ 10.382.504	INTPA - International Partnerships (European Commission)	16 December 2017 - 15 June 2022
Yemen	Philips donation of ultra Sound devices	€ 136.976	Philips Electronics	14 July 2021 - 13 July 2023
Yemen	DRA Joint Response Yemen (2021)	€ 859.422	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
Netherlands	Right2Grow NL: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 2.101.978	Ministry of Foreign Affairs	1 January 2021 - 31 December 2025
Bangladesh	Right2Grow Bangladesh: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 360.468	Ministry of Foreign Affairs	1 January 2021 - 31 December 2025

HEALTH AND NUTRITION

Country	Project description	Budget	Donor	Duration
South Sudan	Right2Grow South Sudan: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 3.777.269	Ministry of Foreign Affairs	1 January 2021 - 31 December 2025
Burkina Faso	Right2Grow Burkina Faso: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 2.111.263	Ministry of Foreign Affairs	1 January 2021 - 31 December 2025
India (and Asia Region)	Giro555 Samen in Actie tegen Corona: SHO Vaccination Campaign	€ 481.787	SHO	1 June 2021 - 30 June 2022
Somalia	Installing a solar desalination unit to provide a sustainable source of water for nearly 35.000 people in Hafun District, Somalia	€ 270.969	Trusts and Foundations	22 March 2021 - 31 December 2022
South Sudan	Essential lifesaving primary health and nutrition services in Abyei state administrative area, South Sudan (ECHO HIP 2021)	€ 1.239.443	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 - 31 March 2022
South Sudan	DRA Joint Response South Sudan Covid: 2021 Programme	€ 528.605	Ministry of Foreign Affairs	5 September 2020 - 5 June 2021
South Sudan	DRA Joint Response South Sudan Covid: 2021 Coordination	€ 116.700	Ministry of Foreign Affairs	5 September 2020 - 5 June 2021
Ethiopia	DRA Joint Response Ethiopia (Tigray)	€ 969.556	Ministry of Foreign Affairs	4 February 2021 - 31 March 2022
South Sudan	Providing Life-Saving Health Services to Vulnerable Communities in South Sudan	€ 300.000	Trusts and Foundations	1 May 2021 - 31 March 2022



CHILD POVERTY

Country	Project description	Budget	Donor	Duration
Armenia	Nagorno- Karabakh response	€ 250.000	Trusts and Foundations	1 December 2020 - 31 July 2021
China	Facilitating the development of entrepreneurship and vocational training for young women and ethnic minorities	€ 104.398	Trusts and Foundations	1 January 2021 - 31 December 2021
Georgia	Skills for success: improving employability of Georgian citizens through relevant skills building, entrepreneurship and skills matching services.	€ 1.125.000	DG NEAR - International Cooperation and Development (European Commission)	1 September 2020 - 31 August 2023
Global	Seamless MHPSS Cross-Border Care for the most vulnerable children and families: engaging the voices of both services users (children and families on the move) and service providers	€ 199.448	Ministry of Foreign Affairs	1 November 2019 - 30 April 2021
Global (via UK)	START fund III: Dutch MFA contribution to Start Network	£9.909.908	Ministry of Foreign Affairs	1 October 2019 - 30 September 2022
Lebanon	Improving prospects for refugees and vulnerable host communities in Lebanon: by providing child protection services and alternative livelihood opportunities	€ 1.857.850	Ministry of Foreign Affairs	1 June 2019 - 31 May 2022
Lebanon	Beirut explosion response	€ 250.000	Trusts and Foundations	17 August 2020 - 15 April 2021
Lebanon	Giro555 Samen in Actie voor Beiroet: SHO Beirut explosion response	€ 989.933	SHO	17 August 2020 - 31 January 2021
Nigeria	DRA Joint Response Nigeria: 2021 prorgamme	€ 983.069	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
Nigeria	Nigeria Joint Response 2021 lead	€ 333.582	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
South Sudan	South Sudan Joint Response 2021 - Coordination	€ 491.570	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
South Sudan	South Sudan Joint Response 2021 - Programme	€ 713.435	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
South Sudan	DRA Joint Response South Sudan Food Insecurity - Programme	€ 533.663	Ministry of Foreign Affairs	15 April 2021 - 14 October 2021
South Sudan	DRA Joint Response South Sudan Food Insecurity - Coordination	€ 74.257	Ministry of Foreign Affairs	15 April 2021 - 14 October 2021
Thailand	Enhancing Civil Society Organisations' Capacities in Response to COVID-19 in Thailand: Southern Border Provinces Intervention (Deep South) - COVID response	€ 1.000.000	INTPA - International Partnerships (European Commission)	7 July 2020 - 6 July 2022
Global (via UK)	Dioptra: Dioptra is an intuitive web-based tool that helps humanitarian staff quickly and rigorously analyse the cost-efficiency of their program activities through the smart use of financial data, and compares results to benchmarks to identify adaptations that could improve the reach and impact of life-saving programs.	€ 43.680	Ministry of Foreign Affairs	1 July 2021 - 31 December 2021
Uganda	Clean Energy Kiosks Uganda: improve accessibility (distance) for refugees (in particular women) to be able to purchase quality and affordable clean energy solutions and/or obtain aftersales/maintenance	€ 500.000	Ministry of Foreign Affairs	1 January 2021 - 31 December 2021
Haiti	DOB Haiti Earthquake response	€ 300.000	Trusts and Foundations	15 October 2021 - 15 April 2022
occupied Palestinian territories	DRA Joint Response Gaza	€ 480.551	Ministry of Foreign Affairs	25 June 2021 - 24 December 2021
Uganda	Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	€ 5.870.685	INTPA - International Partnerships (European Commission)	4 January 2021 - 31 December 2024

EDUCATION

Country	Project description	Budget	Donor	Duration
Thailand	Basic Education Support towards Transition - phase IV (BEST IV): Ensuring quality education for Myanmar refugee students and supporting the return and reintegration of Myanmar refugee students and teachers	€ 2.050.000	INTPA - International Partnerships (European Commission)	1 March 2019 - 28 February 2021
Thailand	Basic Education Support towards Transition - phase V (BEST V): Ensuring quality education for Myanmar refugee students and supporting the return and reintegration of Myanmar refugee students and teachers	€ 1.500.000	INTPA - International Partnerships (European Commission)	1 March 2021 - 28 February 2023
Thailand	Better quality education for children: Teacher training by TeacherFOCUS to strengthen the quality of education in 7 refugee camps under BEST V	€ 23.017	Various donors (major donor)	1 August 2021 - 31 July 2022
Uganda	INCLUDE I Uganda: INnovative and inCLUusive accelerated eDucation programme for refugee and host community children	€ 4.909.037	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2018 - 31 March 2021
Uganda	INCLUDE II Uganda: INnovative and inCLUusive accelerated eDucation programme for refugee and host community children - phase 2	€ 2.034.196	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 - 31 December 2022



CHILD PROTECTION

Country	Project description	Budget	Donor	Duration
China	No Tears, No Fears: Prevention, assistance and protection of girls and boys against various forms of violence	€ 660.000	Royal Netherlands Embassy in China	1 July 2019 - 31 December 2022
Global	SGBV Research Nigeria, Yemen, Haiti: Research for change - assessing responses to the needs of survivors of SGVB in humanitarian settings in Haiti, Yemen, and Nigeria	€ 224.733	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 January 2019 - 30 June 2022
Global	North Africa Migration Initiative: engaging experts in child protection and safeguarding and developing child protection standards for children on the move	€ 25.000	Our private donors	1 January 2019 - 31 December 2021
Global	Communities in the driver's seat: facilitating community-driven social change for the protection of children in conflict settings	€ 50.000	Ministry of Foreign Affairs	1 November 2019 - 31 October 2021
Global	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - global	€ 1.576.633	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
India	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 2.172.170	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Ivory Coast	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 1.594.121	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Jordan	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 1.391.316	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Mali	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 1.642.360	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Uganda	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 1.218.135	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Vietnam	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025	€ 1.573.201	Ministry of Foreign Affairs	1 July 2019 - 30 June 2024
Lebanon	DRA Joint Response Lebanon: Joint Response to address effects of the explosion in Beirut	€ 385.344	Ministry of Foreign Affairs	9 August 2020 - 8 April 2021
Netherlands	Speaking Minds: Further development of the Speaking Minds methodology on the subject of Sexuality, in collaboration with Stichting Rutgers - as expertise partner.	€ 30.618	Various donors	1 April 2021 - 31 May 2022
Netherlands	TeamUp reception centers: Children on the move for better well-being	€1.044.484	Ministry of Social Affairs and Employment	1 September 2019 - 31 December 2021
Netherlands	TeamUp reception centers: additional budget to cover ineligible costs under 'TeamUp'	€ 38.991	Ministry of Justice and Security	1 September 2019 - 31 December 2021
Netherlands	TeamUp reception centres: additional budget to current 'TeamUp' project (2019-2021), through fundraising efforts by TeamUp alliance - consisting of War Child, UNICEF Netherlands and Save the Children Netherlands.	€ 40.189	Various donors	1 January 2021 - 31 December 2021
Nigeria	ASRHR advocacy towards ending child marriage for vulnerable, out of school girls, married and unmarried adolescents (TECM)	€ 500.000	Royal Netherlands Embassy in Nigeria	1 September 2018 - 30 November 2021
Netherlands	TeamUp Groeit!: TeamUp aims to reach more children living in Dutch reception centers by expanding to more target age groups at different reception centers and by scaling up to new locations.	€ 265.404	Various donors	1 January 2021 - 28 February 2022
Netherlands	TeamUp for youth: Development of an existing initiative: TeamUp wants its methodology to better meet the needs of youngsters aged 15-18 years.	€ 76.153	Various donors	1 January 2021 - 28 February 2022
Netherlands	Summer Activities: TeamUp, through COA/ 14 reception centres, to organise easy accessible summer activities for children aged 0 - 17 y in shelter locations, aiming at increasing their resilience.	€ 54.922	Stichting Kinderpostzegels Nederland	1 July 2021 - 6 March 2022
South Sudan	TeamUp Ready? Go!: Improving systems to allow for scaling of the TeamUp intervention in South Sudan and the wider Sub Sahara Africa region	€ 311.645	Ministry of Foreign Affairs - Dutch Relief Alliance Innovation Fund	1 April 2021 - 31 March 2022
Syria	MHPSS programme in Syria: This project aims to strengthen the resilience and psychosocial wellbeing of children affected by armed conflict	€ 1.250.000	Ministry of Foreign Affairs	15 November 2021 - 14 November 2023

CHILD RIGHTS GOVERNANCE

Country	Project description	Budget	Donor	Duration
Global	Making the Most of What we Know: learning project on the links between adolescent female sexuality and child marriage	€ 542.118	Ministry of Foreign Affairs	1 September 2019 - 30 September 2021
Netherlands	Speaking Minds - Growing up safely: youth participation in the context of municipal youth assistance.	€ 19.294	Ministry of Health, Welfare and Sport	1 November 2019 - 31 December 2021
Netherlands	Speaking Minds - Getting out of debt sooner: what works?	€ 37.972	"The Netherlands Organisation for Scientific Research (NWO)"	1 May 2020 - 1 May 2023
Netherlands	Speaking minds MTD (social service): project to provide youngsters enrolled in pre-vocational education with sufficient knowledge and skills as regards their own rights and political and social issues.	€ 391.588	ZonMw	31 December 2020 - 30 June 2023
Netherlands	Speakings Minds Lansingerland: participation of youngsters in the development of poverty policies in the municipality of Lansingerland	€ 12.884	Municipality of Lansingerland	1 January 2020 - 30 April 2021
Netherlands	Speaking Minds Roermond: Participation of young people in the development of poverty policies in the municipality of Roermond	€ 22.090	Municipality of Roermond	1 September 2019 - 31 March 2021
Netherlands	Speakings Minds Delft: participation of youngsters in the development of poverty policies in the municipality of Delft through training of youngsters and training of trainers	€ 21.121	Municipality of Delft	1 January 2020 - 31 December 2021
Netherlands	Speaking Minds Deventer: Participation of young people in the development of poverty policies in the municipality of Deventer	€ 13.389	Municipality of Deventer	1 February 2021 - 1 November 2021
Netherlands	Speaking Minds Maastricht: Participation of young people in the development of poverty policies in the municipality of Maastricht	€ 13.504	Municipality of Maastricht	1 January 2020 - 31 March 2021
Netherlands	Speaking Minds ALL-IN: young people as promoters of local poverty and debt approaches	€ 183.866	Ministry of Social Affairs and Employment	1 August 2019 - 31 January 2022
Netherlands	Speaking Minds 2021 trajectories (sales) in various municipalities: Rijswijk, Culemborg	€ 39.880	Various donors	1 January 2021 - 31 December 2021
Thailand	Local Engagement to Advocate for Peace Phase II (LEAP II): empowering children and youth affected by the conflict in the Deep South to promote peaceful social cohesion, conflict reconciliation and better protection of children/youth from violence	€ 666.666	INTPA - International Partnerships (European Commission)	26 November 2019 - 25 November 2022

OTHER

Country	Project description	Budget	Donor	Duration
Uganda	RIL facilitation of DRA Innovation Fund	€ 43.028	Ministry of Foreign Affairs	1 July 2020 - 31 January 2021
Global	Save the Children Netherlands 2021 contribution to the global Humanitarian Fund (SCI's main source of humanitarian flexible funding)	\$947.528	Our private donors (SCI's main source of humanitarian flexible funding)	1 January 2021 - 31 December 2021

3.3 LOBBY AND ADVOCACY

Save the Children advocates for the rights of children worldwide – through implementation of the United Nations Convention on the Rights of the Child (UNCRC). All our advocacy work is supported by the Sustainable Development Goals (SDG's) and the voices of children themselves. Throughout 2021 we continued to work closely with our peer Save the Children Members, the SCI office, our Regional, Country and Advocacy Offices, and numerous national (often implementing) partners. Within the Save the Children Movement we strengthen local civil society advocacy capacity, enabling our local partners to raise their voices in local, political debates.

We also worked with political parties to ensure children's rights were strongly considered during the Dutch General Parliamentary election that took place in March 2021. We focused on children in poverty, foreign trade policies and development aid, including humanitarian crises, and child rights governance. We called upon the party leaders and 'informateurs' to keep children central in their coalition negotiations. The coalition agreement that was finally agreed at the end of the year was translated into a language that was understandable for children, the 'Regeerakkoord in Kindertaal', and a campaign around it was developed in the beginning of 2022. Encouraging participation in the decision-making process for children and youth is central to our work when influencing politics, both in elections and formation of a new government as in the thematic work we do.

Our overall aims

We advocate for legislation and policies that improve the rights and lives of children worldwide. We aim for clearly communicated advocacy based on data from our programmatic work across the globe. Within our advocacy work we make use of new channels and opportunities, innovative wherever we can. Either individually or in collaboration with partners with whom we join forces in advocacy coalitions.

Research Overview 2021

1. Building on research by Save the Children Germany, on [strengthening child's rights in the cobalt supply chain in the Democratic Republic of Congo \(DRC\)](#), we commissioned research to examine the potential positive influence of the Dutch financial sector on this issue (to be published in March 2022).

Published in 2021:

2. In collaboration with the Vereniging Beleggers voor Duurzame Ontwikkeling (VBDO), the WNCB programme launched [a report on child labour policies in sustainable investment](#).
3. [Advancing Justice for Children](#): Innovations to strengthen accountability for violations and crimes affecting children in conflict
4. SCNL commissioned the Verwey Jonker Institute, in collaboration with Utrecht University, to research the implementation of [article 26 of the UNCRC – the right to social security](#) – and the consequences for children of the Dutch social security system.
5. In collaboration with Save the Children Denmark, we invested in the development of **MHPSS technical guidance** for aid providers and country offices, including case studies.



Photos: Allison Joyce / Save the Children

BREAKTHROUGH 1 SURVIVE

We continuously advocate for **children affected by conflict and crises**. Based on the humanitarian needs, the crises in **Syria, Yemen, Ethiopia, and Afghanistan** continue to be our priority. The impact of the crisis in Afghanistan on children is enormous and has led to the largest humanitarian crisis in the world. To call for increased humanitarian funding for life saving support for children SCNL collected more than 88,500 signatures. These were presented to Parliament, calling for broad humanitarian support and the opening of schools for boys and girls. The Dutch government increased its support to address the humanitarian needs and committed to the humanitarian principles regarding the independent support and the rights of women that SCNL was calling for.

“The fate of Afghan children is close to our hearts. We are distributing Save the Children’s petition among the other members of the house of representatives and already tonight we will include it in the budget debate. We are also planning a debate on Afghanistan before Christmas.”

Jasper van Dijk – MP; Permanent Committee of Foreign Trade and Development Cooperation

SCNL strongly advocated for upholding International Humanitarian Law and specifically to push for humanitarian access. Furthermore, we continued our advocacy for stricter arms export regulations and actively discourage insurance companies to invest in businesses potentially engaged in the production or sale of weapons. We strongly advocated against anti-terrorism legislation that might hamper our humanitarian work where needs are most urgent.

It is important that those who commit violations of children’s rights are prosecuted. In 2021, SCNL engaged with the International Criminal Court about the needs for a more child centred approach at the ICC and beyond. We promoted the need to develop and support international accountability mechanisms to effectively address violations against and affecting children.

Nutrition

The Right2Grow consortium aims to get to zero undernutrition and zero people without access to basic WASH services. In the first operational year of the program, we brought local realities to the attention of global policy makers at the UN Food Systems and Nutrition for Growth Summit. We united

parliamentarians from our programme countries (Bangladesh, South Sudan and Burkina Faso) and the Netherlands to discuss opportunities and reflect on best practices. Inroads were created for civil society organisations from Ethiopia, Burkina Faso, Uganda and Bangladesh to take part in global policy dialogues and directly voice the needs of the people they represent on the ground. We networked and built relations to ensure we can work towards sustainable and long-lasting positive change. In doing so, we place strong emphasis on empowerment: together we make an analysis of what is needed, with who is needed and bring this to the attention of those who have the power to change it.



Child Poverty in The Netherlands

New data shows that poverty among children is still highly prevalent in the Netherlands, with 221,000 children currently living in poverty (CBS, 2021). Poverty is a thematic focus within our Speaking Minds program, which allows children to influence local policies aiming to tackle the effects of poverty on children and families. Our advocacy work builds on those experiences and enables us to bring first hand experiences to the negotiation table. Furthermore, we advocate to main institutions, such as the Ministry of Social Affairs, and do research to create a structural approach to tackle child poverty. In 2021, we published the report “Kinderen missen recht op sociale zekerheid”. This was a study by the Verwey Jonker Institute, in collaboration with Utrecht University, on the implementation of article 26 of the UNCRC – the right to social security – and the consequences for children of the Dutch social security system. In follow up of this study, a conversation with the Ministry of Social Affairs led to a breakthrough: the government is now examining the implementation of this article.

Following the success of the adoption of the Child Guarantee by the European Council, we continue to contribute to the Dutch implementation plan to ensure children at risk of poverty and exclusion have access to all essential services such as healthcare and education to prevent and combat the risk of social exclusion for children living in poverty.

SCNL has also been asked to provide input to a legislative proposal initiated by two political parties (Partij van de Arbeid and ChristenUnie) aiming to structurally reduce poverty amongst children.



Environmental Sustainability and Climate Change (ESCC)

The climate crisis affects children's rights in very significant ways. Save the Children's international study 'Born into the Climate Crisis' shows that children born now will experience up to 7 times more natural disasters in their lifetime than their grandparents. Wildfires, droughts, floods, etc., can – among others – impact their access to nutrition, health and education. That is why SCNL has started to grow their advocacy to create awareness amongst policymakers that they need to consider the child's rights perspective and consult children and youth on this issue when shaping their policies. The report was also translated into Dutch and presented to two member of the official Dutch delegation to the Climate Conference in Glasgow (COP26): the Dutch Climate Envoy, Jaime de Bourbon de Parme, as well as the youth representative, Aoife Fleming.

“Youth participation is the key to more active and inclusive climate action. That is a take-away that I will definitely bring to the Climate Conference in Glasgow”

Aoife Fleming, UN youth representative Sustainable Development

SCNL was invited to participate in a dedicated meeting with the UN Committee on the Rights of the Child on Environment and Children's Rights in the Netherlands, where together with partner organisations and children we called for better inclusion of youth's voices. Among SCNL staff, the dedication to fight the climate crisis is high and a big group marched together in the Klimaatmars in Amsterdam.



Photos: Sander Foederer / Save the Children

BREAKTHROUGH 3: CHILDREN ARE PROTECTED

Child Rights Governance

Every 5 years, each country that has ratified the UN Convention on the Rights of the Child must report to the UN Children's Rights Committee (UNCRC) on the implementation of children's rights. The Dutch government submitted their report in October 2020. Non-governmental organisations also share a report on the situation for children. In the Netherlands, the Children's Rights Collective (KRC), of which SCNL is a key member, provides this so-called NGO-report. We report on the following themes: child poverty, children's rights and business and foreign policies regarding children in conflict - identifying the most recent developments in these areas. This report was published in April 2021. The UNCRC holds a shadow session with all civil society organisations that contributed to that report to ask questions and learn in more detail about the status of children's rights in the Netherlands. SCNL was present at the session to give input on Child Rights & Business.

For more information: www.kinderrechten.nl

Mental Health and Psychosocial Support (MHPSS)

In 2021, SCNL achieved increased priority and funding for Mental Health and Psychosocial Support across national and international donors. SCNL's Kifak report and petition on psychosocial wellbeing of Syrian youth in the Netherlands and abroad attracted significant political attention.

On national level, the Dutch Ministry of Education has included wellbeing in schools as a priority for its COVID-19 education recovery funds and has entered into dialogue with SCNL to advice on implementation and monitoring. The Ministry of Foreign Affairs invited SCNL to enter into a partnership to promote psychosocial

wellbeing and resilience of Syrian children and to increase Child and Adolescent MHPSS capacity in the Middle-East region.

SCNL successfully lobbied with the 'Kind in AZC' (Child is Asylum Centres) working group for increased focus and funding for psychosocial wellbeing of children in asylum centres and by coordinating the Dutch MHPSS coalition ensured inclusion of MHPSS in humanitarian budgets in the government's 2022-2025 coalition agreement.

SCNL is leading Save the Children's international efforts on global advocacy on MHPSS, having resulted in an increased focus on children and adolescent's mental health in the WHO updated Comprehensive Mental Health Action Plan 2030; enabling meaningful participation of youth in the Ministerial Mental Health Summit in France; the release of a funding study highlighting a mere 0.31% of Overseas Development Assistance going towards Children's MHPSS and being invited by ECHO to support improving their policies to better integrate MHPSS.



Child Labour

New numbers on the prevalence of child labour showed that for the first time in 20 years, there was an increase in the number of children who are made to work instead of going to school. A shocking 160 million children are estimated to be subject to child labour. These numbers are likely to increase because of the worldwide COVID-19 pandemic.

Within the Work: No Child's Business alliance we advocate for combating child labour, promoting fulltime quality education and, for youth between the ages of 15 and 18 years the transition to decent work. 2021 was the UN International Year for the Elimination of Child Labour. During this year, WNCB mainly focused on private sector engagement.

In collaboration with Vereniging Beleggers voor Duurzame Ontwikkeling (VBDO) the issue of child labour is brought to the attention of the financial sector. With their responsible investing policies they can use their leverage with companies to address the issue in their supply chain. Three expert sessions were organised and the results of a survey on how child labour is currently integrated were published at the end of the year. In 2022 we will continue to build on this and work together with the financial sector to be agents of change for children's rights in the supply chain.

Another milestone is the collaboration with VNO/NCW and MKB Nederland to create awareness among its members on the issue of child labour through a webinar and a dedicated website page. WNCB contributed by providing knowledge and expertise to develop the content of the company guidance and the website, and participated in three webinars.

Children's Rights & Business

Save the Children has been part of several Sector Covenants within the financial sector. Within the Covenant for the Insurance Sector, we focused on increasing the access to remedy for people and communities impacted by human rights and environmental violations as part of their due diligence. In the Covenant for the Pension Funds, we kicked off the project on child labour in mica mines. Together with funds, the collective engagement project successfully engaged with a German car brand leading them to appoint a dedicated mica focal point in their sustainability department. The project will continue in 2022 to further improve the due diligence for mica.

A huge breakthrough from the government that was adopted in the coalition agreement this year was a binding national legislation for business on responsible business conduct. When properly executed this due diligence law would go beyond the adopted Wet Zorgplicht Kinderarbeid and would oblige companies to detect, prevent and tackle all human rights violations and adverse environmental impact. To ensure the international standards for due diligence stay fit-for-purpose, we are also working on ensuring that child rights are recognised within standard setting international organisations such as OECD.

Little Amal

On 18 November, a very special 'VIP' participated in a TeamUp activity in The Hague. Little Amal is a 3.5 meters high doll that symbolizes a 10-year-old refugee girl. In 2021, this living artwork of a young Syrian refugee child walked across Turkey, Greece, Italy, France, Switzerland, Germany, Belgium, the UK and the Netherlands to focus attention on the urgent needs of young refugees. For a week, Amal raised attention in The Hague to the increasing number of children on the run. She participated in the activities of TeamUp to experience how important play and movement are for children who, like Amal, are fleeing from war and violence. It was a moving experience for all people present. On behalf of the three organisations – War Child, UNICEF and SCNL – attention was also drawn to the current dire situation of children in the Dutch asylum (emergency) centres and a letter was handed over to representatives of the Ministry of Foreign Affairs and Justice & Security. [Watch the video here.](#)



Photos: Sander Foederer / Save the Children

3.4 KEY PERFORMANCE INDICATORS

OUR WORK FOR CHILDREN				
KPI description	Explanation	Baseline 2020	Target 2021	Total value 2022
% of all acquisition that is related to a thematic or geographic focus	This indicator measures newly approved projects that are either located in one of the priority countries or focus on one of the 6 selected focus themes versus all newly approved projects.	Na	85%	86,3%
% of all acquisition that meets the SCNL Quality Criteria	This indicator measures the percentage of programmes that obtain a score of at least 7 out of 10, as an average in a self- assessment tool on a set of quality criteria. These have been identified by the department and are included in the SCNL Quality Framework.	Na	80%	79,0%
% of the required co-financing for EU programmes that comes from means other than unrestricted income	This measures unrestricted co-financing versus semi-restricted or restricted co-financing for newly approved EU projects	Na	50%	83,3%
% of project budget dedicated to MEAL	This measures the average % of budget of newly approved projects, that is dedicated to Monitoring, Evaluation, Accountability and Learning	8,4%	8%	1,7%
% of new projects that apply Common approaches	% of new projects that apply common approaches, relative to the total number of registered projects (*new meaning from January 2021 onwards)	36,4%	50%	39%
Number of participants in Speaking Minds f2f and online courses (direct + train the trainer)	This indicator counts number of participants (youth < and > 18 y) both in physical as online workshops. These workshops are hosted by either Save staff or local trainers (trained by Save). This excludes indirect reach.	105	400	263
Number of participants in f2f Team Up sessions and online video views	This indicator counts number of participants (children only), both in physical as online sessions	2677	3350	4980
Percentage of paid Speaking Minds trajectories / total number of Speaking Minds trajectories	% of fully (100%) paid trajectories /projects by external parties (excl subsidy) versus total nr of trajectories /projects.	50%	75%	31%
% of domestic projects that use quality benchmarks	This indicator counts number of domestic projects which use quality benchmarks	0%	100%	33%
% of facilitators with improved skills/and or knowledge on applying the project method	This indicator counts % of external persons (not staff) who have improved skills or knowledge to apply the project method (such as local trainers and facilitators), versus total trained external persons	75% (estimate)	70%	98%
Number of SCNL advocacy products	This KPI measures our ability to influence public and political debate on our thematic priorities. This includes meetings / presentations / lectures/ advocacy briefings etc. Held with / targeted at stakeholders.	100	120	113
Number of advocacy products produced in collaboration with external partners	This KPI measures our ability to influence public and political debate on our thematic priorities – when we do so in collaboration with external partners	100	120	120
Number of requests by stakeholders for input and/ or information on our strategic priorities, both in political and public events.	Measures the expertise and reputation of SCNL as an informed stakeholder, providing relevant information to enhance the protection of children's rights.	30	50	47

Explanation on KPI's

- The value of the year-end KPIs show that we succeeded to achieve thematic and geographic focus. It also shows that our work on programmatic quality has had an impact. Although the implementation of Common Approaches is still behind when we look at the entire year, we also know there was a major uplift in the last quarter of the year, so we are anticipating better results next year. There is still more work to be done to achieve sufficient attention and resources for Monitoring, Evaluation, Accountability and Learning.
- Our new KPI on co-financing measures percentage of funds that should be attained through other programmes or partnerships & philanthropy initiatives. For this KPI we overachieved our initial target. For humanitarian programmes, it was possible to match and co-finance large part of what had been planned. For the development programmes, the good result with regards to co-financing is attributable to programmes in country being used as match, and local partners providing their share of co-financing. 2021 was a very successful year with regards to this KPI, however the willingness of foundations and private donors and the possibility to link to in-country programming is not always feasible. Additionally, the ability of local partners to contribute to the co-funding requirements varies greatly.
- COVID restrictions in schools and municipalities hampered the implementation of Speaking Minds more than anticipated at the end of 2020. Therefore, the number of participants in Speaking Minds was lower than anticipated.
- Positive was that the fast expansion and the high need for Team Up activities led to a higher number of participants in Team up activities than anticipated. The under reach of the percentage of paid Speaking Minds trajectories KPI was caused by the large number of trajectories being funded by subsidiaries which are excluded in this target. Regarding the use of quality benchmarks in domestic projects the target turned out not to be realistic due to the small size of some projects. For Team Up the quality benchmark format is still under development.
- Considering that in 2021 the L&A team experienced understaffing for almost three quarters of the year, the final KPI results indicate that despite these challenges the results did not suffer significantly. Despite not meeting the full targets this year, under normal circumstances L&A is highly likely to meet these KPIs.





CHAPTER 4

OUR POSITION IN DUTCH SOCIETY

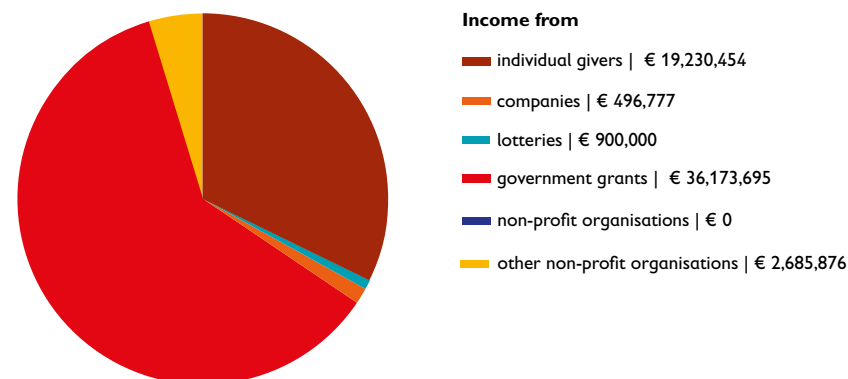


4.1 FUNDRAISING

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

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

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



Our guidelines

- Save the Children spends each and every euro very carefully, to ensure we are helping as many children as possible. We must be reasonable and transparent in how much we spend on our programs and objectives versus our investments in fundraising and our operating costs. According to current Dutch standards, the percentage of total expenses spent directly on reaching our goals for children must be at least 70% on average calculated over the past three years. In 2019-2021 SCNL spent on average 92% of its total expenses to its objectives.
- As a member of the Direct Dialogue Marketing Association (DDMA) we adhere to its codes of conduct for all major fundraising activities. We also maintain the Privacy guarantee quality certification and observe the rules of Postfilter and the 'Do-not-call' register.

4.1.1 INSTITUTIONAL DONORS

ECHO

ECHO, the European Commission's Humanitarian Aid Office, provides humanitarian assistance in emergency situations such as natural disasters and armed conflicts for countries outside the European Union. Thanks to ECHO, we were able to provide children with primary health care and treatment for acute malnutrition in seven provinces, and with education in two provinces in Afghanistan in 2021, while integrating child protection throughout the project. Similarly, in Abyei (South Sudan) ECHO's support enabled us to ensure children and their families have access to primary health care and treatment for acute malnutrition. Moreover, since 2018 ECHO's funding has allowed us and our partners to provide Education in Emergencies to conflict affected (refugee) children and the communities hosting them in Uganda. In 2021, SCNL continued a research project on SGBV with ECHO funding and in partnership with KIT in Nigeria and Yemen - the results of this research will be available in 2022.

EU (INTPA and NEAR)

Through 2021, our strong partnership with the European Union continued. Funding from the European Commission's Directorates General for International Partnerships (INTPA) and Neighbourhood and Enlargement Negotiations (NEAR) supported our development work on advocacy for peace, responding to COVID-19 and ensuring continuity for refugees' basic education in Thailand, addressing malnutrition in Laos and improving employability for youth and women in Georgia. 2021 also saw the completion of our project on access to family planning in Ethiopia and the start of our response on addressing environmental degradation in Uganda's refugee hosting districts, both funded by the EU Trust Fund for Africa.



Photo: Save the Children

MINISTRY OF FOREIGN AFFAIRS

The department for Social Development

In 2021, through the Power of Voices grant instrument, funding was allocated to the Right2Grow Alliance. The Right2Grow programme seeks to enhance the capacity of civil society organisations and strengthen the voice of local communities to claim their rights and access to WASH services and the right to nutrition. SCNL is a consortium member, and together with local partners is implementing this programme in Burkina Faso, South Sudan and Bangladesh.

The department for Sustainable Economic Development

In 2019, the Work: No Childs Business programme received funding from the Ministry of Foreign Affairs. In an Alliance with Stop Child Labor and Unicef Netherlands, the programme is addressing the root causes of child labor, and providing alternative pathways for children and their families. SCNL is actively implementing the programme in India, Ivory Coast, Jordan, Mali, Uganda, and Vietnam.

The department for Stabilisation and Humanitarian Aid

Since 2015, SCNL is part of the Dutch Relief Alliance, a coalition of 14 humanitarian organisations. The DRA is aiming to allocate funding to humanitarian crises in a more timely, effective and efficient manner, while working closely together with local and national partners. Over the strategic agenda period 2018 – 2021, €320 million was made available, and additional funding was added in 2021 to scale up the acute crisis response in Tigray, Ethiopia. In 2021, the DRA developed a new strategy and secured funding for the period 2022-2026. SCNL was able to provide more than €6 million in aid through DRA joint responses in Yemen, northeast Nigeria, South Sudan, Occupied Palestinian Territories, Ethiopia and Madagascar.

Embassies:

With Netherlands embassy support, boys and girls in China are being protected in both schools and communities. In Nigeria girls benefit from advocacy and awareness work towards ending child marriage. Through the embassy in Mozambique, in partnership with the International Organisation for Migration (IOM), a second phase of a programme aimed at protecting young people and migrants from diseases such as HIV is being implemented. The programme is implemented in Eswatini, Mozambique, South Africa and Zambia and has a strong focus on cross-border interventions. In Mali, Niger and Burkina Faso young people are gaining knowledge on sexual reproductive health and rights and are accessing high-quality sexual and reproductive healthcare services due to funding from the Netherlands Embassy in Niger.

Ministry of Health, Welfare and Sport:

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

Through the support of the Ministry, SCNL and Team-Kim have developed the Speaking Minds method for youth participation in the context of safety at home, in Amsterdam Zuidoost.

Dutch municipalities:

The Speaking Minds programme allows Dutch municipalities to pro-actively involve young people in the development of policy making in their local areas on poverty and debt, sexuality & inclusion, and safety at home.

Ministry of Social Affairs and Employment:

In 2021, the Ministry of Social Affairs and Employment provided funding through:

- **The department for Participation and Decentralized Services**

Since 2019, SCNL was awarded a grant for its Speaking Minds ALL-IN project. Within this framework, professionals and financially vulnerable young people (aged 14 to 24 years) developed an instrument to strengthen the connection between implementing organisations in the social domain and financially vulnerable young people. It is available online via ALL-IN – Speaking Minds.

- **Department of Service, Collaboration and Implementation, with funding from the European Commission's Asylum, Migration and Integration Fund (AMIF)**

AMIF generously supported our TeamUp programme in Dutch shelter locations: Team Up – children on the move for better well-being.

Ministry of Justice and Security:

The TeamUp programme in Dutch shelter locations was granted co-funding from this Ministry.

4.1.2. INDIVIDUAL DONORS

In support of the Dutch public

Save the Children began implementing its current fundraising strategy in 2016, focussed initially on broadening our base of structural supporters and flexible funding to respond quickly and flexibly around the world, where our support is needed most.

Following that five year strategy (2016 – 2020), we grew our donor base to more than 200,000 in 2021, and continued to maintain our existing (growth) activities in 2021 while developing a new five-year strategy. This new five year strategy (2022 – 2028) follows a robust global strategy and planning process, in which all global members also agreed to the introduction of a 'Global Funding Framework' to better align our global fundraising activities to the areas of greatest need for children. This new framework was finalized in 2021, and we will continue refining and adjusting our fundraising, partnership and innovation activities to the new strategy in 2022.

At the same time, Save the Children Netherlands fundraising department completed a transition to a new management structure, with one department head and four Team leaders, working together with our communications colleagues in a marketing management team. This transition was necessary to anchor and stabilize the ways of working in the department, which has grown significantly over the past six years.

We ended 2021 above our expected forecast, with approximately 234.000 active financial supporters giving in total more than €20 million in flexible and earmarked income for our key areas of programmatic need.

Communication with our supporters and recruiting new donors

We are committed to keeping an open dialogue with our supporters and donors about the needs of children, the impact of their contributions, and the dilemma's that we face in our work. We keep our contributors

and followers up to date through social media channels, emails, and a bi-annual magazine. We also continue to raise both awareness and funds for threats facing children around the world through television, radio and newspaper advertising, door-to-door donor recruitment, direct mailings, telemarketing and digital advertising.

Our fundraising team works with business intelligence tools to constantly evaluate the effectiveness of every donor recruitment activity. As such, we continuously adjust our marketing programme to raise the most

money for children at the lowest cost. Television, radio and digital advertising, as well as direct mail, typically allow us to get the best return on investment and have an important role in keeping our total fundraising investment as efficient and effective as possible.

We also follow all relevant marketing codes and are actively involved in the Direct Dialogue Marketing Association, Goede Doelen Nederland and all other groups that work to improve and regulate the ethical and appropriate use of marketing channels.



Photo: Zeeshan Azam / Save the Children

4.1.3 COMPANIES, FOUNDATIONS AND TRUSTS

Partnerships with companies, trusts and foundations are vital for Save the Children. The impact of these long-term – often very sustainable and low-cost – partnerships can improve the lives and futures of children anywhere in the world at a fairly low cost. Our partners provide money, materials, technology and skills & expertise with which Save the Children can help even the most difficult to reach children. Working with private sector partners is particularly important for underfunded areas of our work, and in finding new innovative ways for different sector players to work together, using diverse operating models to achieve joint and sustainable impact. Both on a national and international level. In 2021 dozens of companies, foundations and family trusts supported our work for children. Partners included: Discovery, Inc., Philips Foundation, Bernard van Leer Foundation and the GSRD Foundation.

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

Astrid Lindgren Company

Astrid Lindgren/Pippi of Today - This year Pippi Longstocking is celebrating its 77th birthday. That's how long it has been since the first book by author Astrid Lindgren came out. To celebrate this, Save the Children started a partnership with The Astrid Lindgren Company. With the 'Pippi's van Nu' campaign, both organisations draw attention to children on the run. Worldwide products are launched by international brands with the image of Pippi Longstocking. In the Netherlands, Save the Children is working with Rubinstein and Ploegsma publishers to draw attention to the 'Pippi's van Nu' campaign. Proceeds go to the TeamUp program.

Bernard van Leer

Our partnerships team is developing together with the Bernard van Leer Foundation and our technical Early Learning Working Group a proposal to further develop our strong common approach Building Brains (children 0-3) and to raise awareness about this approach and the organisation.

Discovery Inc.

Discovery Inc. Benelux and Save the Children Netherlands have been working together since 2020 to improve many children's lives. Discovery Inc. supports us in several member countries to support children and their families and by providing information, hygiene packages, (remote education), psychosocial care and protection. Through the employee engagement Discovery RISE (Reducing Inequality and Supporting Empowerment) platform, Discovery was once again able to make a donation in 2021 that will benefit the Team Up program. In addition, the Discovery employees at the office here in the Netherlands are also working hard to encourage children who are part of our programs, through the Letter Writing and Make Your Bookmark concept.

4.1.4 FUNDRAISING STRATEGY 2021 AND BEYOND

Following our 5-year fundraising strategy launched in 2016 and concluded in 2020, 2021 was a transition year to evaluate the progress towards our 2030 Ambition for Children, and to extend and revise fundraising strategies and activities within a new 5-year plan, with a view for the period 2022 – 2026.

Philips Foundation

The Philips Foundation and Save the Children have been working closely together in a joint mission to provide access to qualitative basic healthcare for children and their families worldwide. Among multiple projects and initiatives in previous years, the most recent finalization of the Vishwaas (Breath of Fresh Air) project in India. Yearly around 140.000 children under the age of 5 in India die of pneumonia because it is too often not correctly diagnosed, so adequate treatment starts too late in many cases. The Vishwaas project aimed to accelerate the correct diagnosis of pneumonia for young children so they can receive the right treatment as soon as possible, from rural to the most remote areas in India. The project has been very successful, with local awareness levels increasing from 40% to 90% in some areas. The project has also reached and helped more than 100.000 children, which is an overperformance of the initial target of 83.000 children at the start of the project.



4.2 COMMUNICATION

Communicating about the needs of children is a statutory goal of Save the Children: informing the public about the living conditions of and threats to children around the world and reporting back to them on our joint results and impact. In this way, we can continue financing our work and leverage public support and awareness – all to improve the world for children. We develop our communication messages and instruments to reach new and existing donors, the public in general, companies, foundations, politicians, alliances we are part of and our internal organisation. To increase our visibility and strengthen our brand and reputation we rebuilt our campaign strategy and we invested in our media visibility.

Campaigns

We ran four mass market campaigns this year on the topics Education, Mental Health, Nutrition and Child Labour. Based on the actuality around the elections, we also arranged a PR campaign to make sure children's voices were heard in the Dutch voting process. In addition, halfway through the year the situation in Afghanistan urged us to ask support from the Dutch audience. We created a symbolic kite event in Scheveningen to lobby for more support from the government. Thanks to these campaigns, we were able to share a deeper knowledge on the context and impact of our work for children. As a result from all our campaign efforts Save the Children jumped up by as much 10 positions in the ranking of strongest brands among the Dutch charities.

Media

Our media strategy was mainly focused on our global humanitarian work for children. Thanks to huge efforts of our media team our media reach multiplied by 6: we managed to get a total reach of >9 million people at a media value of over €1,7 mln.

The topics contributing to these results the most were the poverty report issued in June, the support for the situation in Afghanistan after the invasion of Kabul and the horrifying attack on civilians in Myanmar in December, where two members of our staff lost their lives.

Digital marketing and social media

Besides paid advertisements our digital communication also includes organic content to that offers background information on our campaigns and programs to donors and fans to improve our brand positioning: Our website welcomed 768.000 people on savethechildren.nl with an increase in average time spent. Our efforts on LinkedIn have grown to 197.000.

Twitter has shown an increase of 159% compared to 2020 which resulting in 155.000 impressions. In our Facebook activity, we see that we have reached over 5,5 million people that have seen our content through our page, posts or ads. For Instagram, this number is over 2,8 million people, which is an increase of 85% compared to 2020.

42.700 people signed our international petition in the Netherlands; particularly the Afghanistan petition performed well, bringing in more than 27.000 petition entries alone. Our email marketing efforts have shown a consistent growth; in 2021 we have welcomed 36.200 new subscribers to our newsletters which is an increase of +3% compared to 2020.



**WAAR ONDERVOEDING
NOG NIET TEN EINDE IS,
GEVEN WIJ KINDEREN
EEN GOEDE START.**

ONVOORWAARDELIJK.

 **Save the Children**

Special support

We are grateful for the continuing commitment of our patroness **Viktoria de Bourbon de Parme**. Her vast knowledge on food security and transformation matched perfectly during an 'interparliamentary dialogue' organized by Save The Children and the Right2Grow Alliance in November. Together with parliamentarians from The Netherlands, Ethiopia, Uganda, Bangladesh, South Sudan and Burkina, Viktoria de Bourbon de Parme talked about how to ensure that children worldwide can reach their full potential, by tackling malnutrition, gender inequality and climate change. The dialogue deepened connections and collaborations between parliamentarians working on eradicating child hunger.

Our ambassador **Nadia Moussaid** wrote a heartfelt foreword in the children's book 'Mahadiya en de kleine Kameel' issued by Save the Children on order to make audience aware of the importance of education, especially during the pandemic when schools were closed. Nadia urged the relevance for education for children. With our Education campaign we reached more than 1.8 million people.

Big thanks to our loyal supporter **Dutch Postcode Lottery**, who give us the opportunity to share our work through their media channels on a regular basis which helps us to reach the Dutch audience and share the importance of our work. Save the Children has been a beneficiary of the Dutch Postcode Lottery

(NPL) since 2002, receiving an annual contribution of € 900.000 in 2020. This contribution is very important especially because it is not earmarked. In 2021, after an extensive evaluation, the NPL decided to extend the collaboration with Save the Children Netherlands for 5 years beginning 1 January 2022. In our collaboration with the NPL, we feel a strong, joint drive. The drive to have an unconditional impact on the world, in our case the well-being of children and young people. Moreover, both Save the Children and the National Postcode Lottery strive to make the Dutch public part of our mission. We find each other in our shared principles and we implement our common objectives in a constructive and professional manner. We look forward to further expanding this vital collaboration in the future.

4.3 KEY PERFORMANCE INDICATORS

OUR POSITION IN THE DUTCH SOCIETY

KPI description	Explanation	Baseline 2020	Target 2021	Total value 2022
Number of active individual donors	Includes everyone with an active periodic debit or anyone with adonation in the last 12 months	207.544	Net increase of 50.000	233.945 (total increase of 26.401)
Number of legacy pledgers and prospects (in active cultivation)	Number of individuals who have indicated SCNL in their will or in an active legacy cultivation journey	13 pledgers	500 pledgers + prospects in active cultivation	79,0% 1.507 prospects in active cultivation
Overall YTD retention of new donors	Percentage of new donors (within first 12 months of recruitment) that do not attrite / continue to give.	84% (Nov 2020)	85%	88,5%
Overall YTD retention of existing donors (13+ months)	Percentage of donors after the first year that continue to give/do not attrite	87% (Nov 2020)	85%	92,6%

Explanation on KPI's

- We were less successful in 2021 in recruiting new donors than planned, but our quality of both recruitment and retention has greatly improved. As a result, we have made a shift from volume to quality, in order to ultimately achieving the same financial result.

CHAPTER 5

OUR INTERNAL RESOURCES AND ORGANISATION



5.1 INTERNATIONAL STRUCTURE

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

- 30 NATIONAL MEMBERS
- SAVE THE CHILDREN ASSOCIATION
- SAVE THE CHILDREN INTERNATIONAL

Members

Save the Children member organisations:

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

Help beyond the border

Seventeen Save the Children member organisations also help children in other countries. The other 13 only raise funds for programmes in their own country, for which they also receive funds from the group of 16. The Netherlands is one of the 17 countries that helps beyond its national borders, for example by supporting Save the Children India in safeguarding the rights of 'their' children.

Association

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

Save the Children Association

The Association is made up of the 30 member organisations and is based in Geneva. Through the Association, the members join forces so that Save the Children:

- is a strong partner for governments, multilateral organisations and donors;
- can make a real impact in humanitarian emergencies, on the development agenda and on national and international policy in relation to children's rights;
- can apportion activities between themselves, so that each member can contribute in the way that they are best able to.

International

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

Save the Children International

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

- a central office in London;
- country offices in 60 countries;
- 5 regional offices;
- 4 lobby and advocacy offices.

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

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

A single International Board

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

The Board consists of:

- nine board members, nominated by the members that provide more than 8% of the total income;
- three board members, nominated by the small and medium-sized members, such as Save the Children Netherlands;
- two board members, nominated by the twelve previously-elected board members.

In addition, a Management Committee mandated by the board to execute policy.

The Dutch CEO Pim Kraan was elected into the Management Committee in 2019. He is also the CEO Sponsor for Humanitarian affairs and the Grand Bargain Sherpa of the international organisation. As of 1st of November, Pim co-leads the Europe group of members and helps to align the members and the EU agenda.



5.2 INTERNATIONAL REPORTING

Each member and Save the Children International send their yearly income and expenditure reports to the Save the Children Association. The Association publishes the results in the global accountability report.

The Association's annual accounts are approved at the Members Meeting. In 2021, this was held online, due to COVID-19 related travel restrictions.

Save the Children International provides accountability through an annual report and the yearly accounts. As in the Netherlands, these are audited by an independent accountant and approved in an auditor's report. These documents are published on the international website.

5.3 SAVE THE CHILDREN NETHERLANDS

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

THE DUTCH ORGANISATION CONSISTS OF:

Patron

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

Supervisory board

Please refer to the next chapter.

Managing Board & Management Team

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



Chief Executive Officer

Pim Kraan (17 Juli 1963)

CEO since: September 2014

Relevant additional work:

Member of Board Stichting Samenwerkende Hulporganisaties (SHO)



Chief Operations Officer

Wilco de Jonge (16 April 1964)

COO since: April 2018

Relevant additional work:

Member of Supervisory Board of Stichting Beheer Subsidiegelden Dutch Relief Alliance

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

The remuneration policy for the statutory Chief Executive Officer is in accordance with the *Regeling belonging directeuren van goede doelen organisaties* (Regulations for remuneration for directors of charitable organisations) guidelines drawn up by Goede Doelen Nederland and with the SBF Code Goed Bestuur

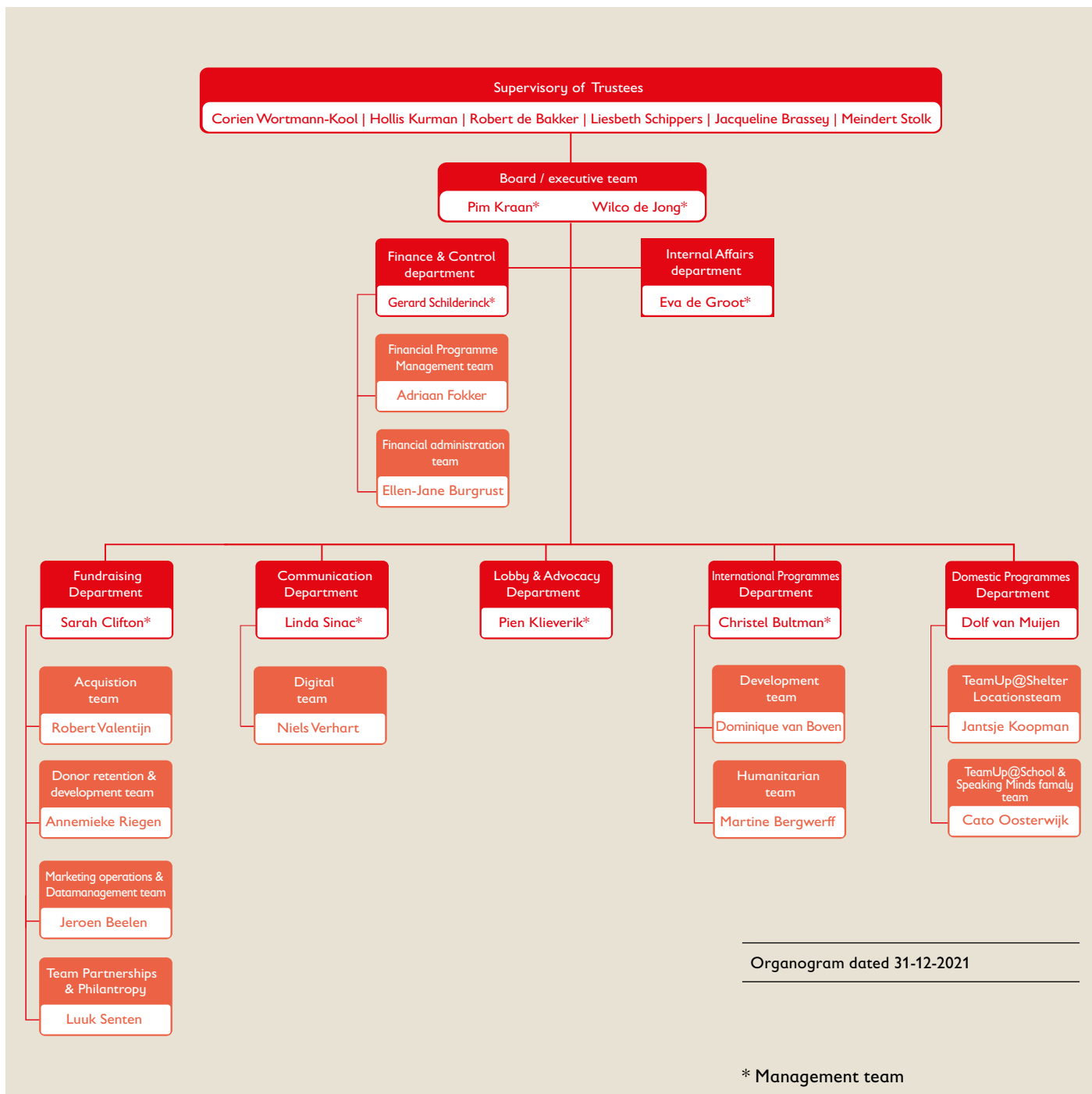
(Good Management Code). Both codes set a maximum annual salary based on weighted criteria.

The Managing Board, composed of the CEO and the COO, is responsible for the day-to-day management of the organisation. The CEO focuses on strategy and external representation, while the COO is responsible for operations. The Management Team is composed of the managers of the six departments (in 2021 excluding the manager of the domestic programmes department). The Managing Board and the Management Team meet every month and discuss the direction of the organisation, the progress of activities, budget, annual plan and human resources issues. The manager of the internal affairs department also acts as executive secretary of Managing Board.

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



Photo: Claire Thomas / Save the Children



Departments

The organisation has seven departments

- International Programmes
- Domestic Programmes
- Lobby & advocacy
- Communication
- Fundraising
- Finance & control
- Internal affairs

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

Several steps were taken to strengthen the internal organisation in 2021.

- We continued to create team leader positions to accommodate the growth of the organisation and keep the span of control at acceptable levels. Several positions could be filled by internal candidates, thus creating opportunities for mobility within the organisation.
- A pilot on giving and receiving feedback was started, as well as conversations on the subject within departments. An all-staff training was postponed to 2022, due to COVID-19 restrictions.

5.4 HUMAN RESOURCES

Save the Children continued to grow in 2021. We paid attention to staff wellbeing and thorough induction, cohesion, a shared culture, and employee engagement, within the restrictions imposed by the COVID-19 measures. On 31 December 2021, the organisation had 125 employees (113.7 FTE), an increase from 95 (85.5 FTE) at the end of 2020. During the year, the capacity of the HR team was increased, as well as the budget for external recruitment. Our office space was extended and furnished. We continued to offer extensive induction programs, including a week of (online) introductory meetings for new staff every quarter. These programs are continuously evaluated and amended if necessary. There were regular (online) Save Together (all-staff) meetings, team (building) outings, team lunches, an all-staff meeting in September, active working groups on various themes, and a dedicated HR-room in the new office area.

In February we carried out our biennial employee engagement survey. A total of 80% of staff would recommend Save the Children as a good place to work. The outcomes showed that staff knows what is required of them at work, are given space to take responsibility where possible and that they feel trusted and respected by their manager or team lead. Also, staff knows how to report child safeguarding concerns (98%) and undesirable behaviour (93%) within SCNL. Learning from the survey outcomes, we have identified the fact that staff report to feel stressed at work as a point of improvement. During the year, wellbeing and employability was monitored by managers and team leads. Staff could borrow equipment for a workspace at home, the office opened to accommodate staff needs and we created additional positions after the midterm review and in 2022 budget to balance workload.

We adapted our policies to accommodate a maximum of 50% working from home after COVID-19 restrictions for working in the office are lifted. Also, we participated in the benchmark on salaries carried out by Goede Doelen Nederland, to follow up on the competitiveness of SCNL as an employer within the sector. The general conclusion of the report is that variations between salaries at SCNL are in line with the charities sector in the Netherlands, while the payment for two specific positions at SCNL in the programme departments requires further investigation. The latter has been taken up by the respective managers. The outcomes of an internal evaluation of our modernised performance and appraisal system were positive and resulted in some slight improvements. The next employee engagement survey will be carried out at the beginning of 2023.



Photo: Rajan Zaveri / Save the Children

5.5 CORPORATE SOCIAL RESPONSIBILITY IN THE INTERNAL ORGANISATION

2021 was a successful year in terms of CSR. SCNL renewed its CSR certification against the CSR Performance Ladder level 3 for the next three years. We furthermore adopted an Environmental Sustainability and Climate Change policy which includes the ambition of becoming a carbon neutral organisation in 2030. SCNL continues to measure its carbon emissions on an annual basis with support from SCI. The COVID-19 pandemic allowed

us to cut our carbon emissions from 127 tons to 92,4 tons between 2019 and 2020. In 2021, the organisation prepared to leverage these gains by adopting a CO2 ceiling and a stricter travel policy. Furthermore, SCNL further anchored Diversity and Inclusion in the organisation through the formalization of the Diversity, Equity and Inclusion (DEI) working group.

Progress of the identified objectives and activities:

Objective	Activity	KPI	2019	2020	2021
Reduce CO2 emissions Responsible purchasing policy Reduction in energy consumption	Less international flights per FTE	10% reduction per year	40%	80%	86,4%
	CO2 compensation for travel by plane	CO2 emissions based on 2019 carbon baseline are offset	Decision to compensate CO2 emission from previous flights	Inclusion of a carbon offsetting fund in the budget for 2021	In 2021 we have identified a Biogas Program in Kenya implemented by Hivos. In 2022 we will compensate 127 tons of CO2 emissions through this project
	Use of public transport with commuter traffic is more encouraged	90% of the employees travel by public transport or bicycle, unless this is not reasonable in individual cases		A commuting policy that favors the use of public transport or bicycle over private transport was approved and will be introduced in 2021	The commuting policy is developed but not yet rolled out. The policy will be rolled out after the COVID-19 measures are lifted.
	Use of Ecosia search engine is being more encouraged	At the end of 2021, 90% of SCNL staff uses Ecosia as a standard search engine		40% of SCNL employees uses Ecosia	80% of the respondents have installed Ecosia as a search engine and 20% uses this as their main search engine.
	Sustainable purchasing	Sustainable variants are purchased, unless this is not reasonably possible for good reasons		A new purchase policy that includes CSR has been developed which will be finalized and approved in 2021	SCNL has adopted the CSR criteria developed by the Dutch government whilst awaiting the roll out of CSR criteria developed by Save the Children International.
	Awareness energy consumption elevator use	In 2021, 75% of SCNL staff will take the stairs more often than in previous years	A Stair Miles competition has led to increased awareness on the energy consumption of elevators.	30% uses the stairs most of the time, 30% uses the stairs half the time and 40% uses the stairs 2 out of 10 times	20% uses the stairs most of the time, 46% uses the stairs half the time and 34% uses the stairs 2 out of 10 times
Reduce the quantity of waste through digitization and recycling	Reduction of paper consumption	20% paper reduction per year	27% reduction	85% reduction	The use of paper per FTE increased more than 60% since more people worked at the office in 2021 in comparison to 2020.
	Awareness on reusing of materials	At the end of 2021, at least 75% of SCNL employees will consciously deal with food waste and the reuse of materials.		70%	Only 40% of the employees indicated they are more aware of food waste and reuse of materials. This can be explained by the fact that not many people frequented the office due to COVID-19.
	Separating waste	At the end of 2021, all SCNL employees consciously segregate plastic, paper and residual waste	At the initiative of Save the Children the manager of the office building agreed to introduce plastic waste separation	Separate waste bins were introduced but due to COVID-19 their usage could not be measured	Separate waste bins were introduced in 2020 but due to COVID-19 their usage could not be measured

Objective	Activity	KPI	2019	2020	2021
Young people are involved in the work of SCNL	Internship positions are offered within various departments.	Each department considers one intern or trainee ship/year	1 trainee, 5 interns	2 trainees, 5 interns	2 trainees, 6 interns
	Make a proposal for a youth inclusion policy based on SCNL accountability system, Team Up and current youth ambassadors and SCI policy.	Policy is in place for structural and meaningful involvement of young people in SCNL.		-	This was postponed to 2022 due to competing priorities.
Promote inclusive cultural awareness	The theme inclusive cultural awareness is an essential part of the working culture	70% of the employees feels that there is improvement towards inclusive cultural sensitivity as an essential part of SCNL working culture	The theme of inclusive cultural awareness has been discussed during the Mid-Term Review, the annual plan day and the annual outing culture	A diversity and inclusion day has been postponed to 2021 due to COVID-19 A new inclusive and interactive format for all-staff meetings has been designed	A training on Diversity & Inclusion for the management team in May 2021, an all-staff workshop on Diversity & Inclusion took place in September 2021. In 2021, 68% of the SCNL employees agreed that SCNL is committed to diversity and inclusion and values the different perspectives, experiences, backgrounds, knowledge and approaches
Cross-cutting	Investment policy and its implementation is in line with UNGPs and OECD guidelines	Pension funds and insurance companies have undertaken actions towards reducing impact on environment within their investment chains	Climate change has been put on the agenda of the insurance covenant, including a particular session on measuring CO2 emissions in investment portfolios Child labour has been taken up as a salient issue in the gold value chain	Policy framework on Children's Rights was drafted Engagement with the automotive sector about child labor in their mica supply chain Engagement with the pharma industry with the insurers on access to medicine	SCNL engaged the insurance companies on increasing access to remedy for impacted communities (including children). End product will be finalised Q1 of 2022. We continued collective engagement with pension funds on the issue of child labour in mica mines in India and Madagascar. This project will continue throughout 2022, after which the results will be published
	Roll out investment policy	SCNL investments are in line with CSR criteria			SCNL made two investments which are in line with SCNL investment policy



Photo: Kate Stanworth / Save the Children

5.6 DIVERSITY, EQUITY AND INCLUSION

We are supported by an active internal working group to promote Diversity, Equity, and Inclusion in our organisation. In 2021 courageous conversations about diversity, equity and inclusion took place in all teams, and in September there was a training on the subject during a live all-staff meeting. We used the methodology of Diversity Cards, developed by Marten Bos, to create awareness and share experiences. The working group has prepared our affiliation with the SER Diversity Charter and developed an action plan to be carried out in 2022.

5.7 WORKS COUNCIL

The Works Council facilitates dialogue across the organisation through advising, monitoring and mediating. In addition, the Works Council participates in decision making on measures relevant for all staff and takes her responsibility towards all employees for a stable and future proof organisation. 2021 has been a year where working during an ongoing pandemic has been made part of our daily lives. Unfortunately, the majority of the year we have not been able to go to the office, also making it harder for the Works Council to make full use of networking with colleagues. A priority for the Works Council will be to be more visible in 2022. The Works Council has furthermore provided input on several internal policies such as the integrity, working from home and travel compensation.

5.8 FINANCE & CONTROL

Save the Children Netherlands applies an iterative internal control mechanism based on the principles of the plan-do-check-act cycle developed by William Deming. The internal control mechanism takes place on three different levels. First, on organisational level (managed by the COO), second, on department level (managed by the respective managers), and third, on

project level (managed by the programme manager together with the financial programme manager). In order to strengthen the plan-do-check-act cycle, Save the Children Netherlands started in 2021 the implementation of a new Enterprise Resource Planning system, a Project Management system and Coding Model which will provide faster, and more extensive programmatic and financial data. At the same time the systems will bring alignment with other Save the Children Members and Save the Children International. By mid-2022 the systems will be deployed.

5.9 IT AND DATA PRIVACY

As the COVID-19 situation continued in 2021 Save the Children invested more in its IT infrastructure in order to advance remote working, strengthen cyber security and increase data protection. Also the office space in The Hague is to a higher degree equipped for meetings and (remote) conferencing.

We upheld the policy to protect data privacy in conformity with the demands of privacy law (AVG).



Photo: Sacha Myers / Save the Children

5.10 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

In 2021 we continued our work on MEAL with various activities conducted for our programmes, as well as to support operations and processes in the organisation.

For our programmes, milestones included the coordination of a broad assessment in 5 countries, using the SenseMaker methodology, to explore the root causes of child labour for the 'Work: No Child Business' programme and to test the programme design. Various baseline, midline and endline studies were conducted to track our progress and measure our achievements, capturing lessons learned for our continuous improvement. We developed a learning database to keep track of the various learnings from our interventions, so that we are better able to leverage those in our new programmes. We focused on accountability: within the global movement, we co-led the development of a tool that enables our Country Offices and Member Offices to assess the quality of their accountability systems. For our Domestic programme, we initiated the process to put in place an accountability system, by providing an in-depth training to domestic staff and developing guidance on how to share information, facilitate participation and receive and manage feedback from the children and communities we work with in the Netherlands.

With the coordination of the Learning Organisation project, a range of internal evaluations were conducted to reflect and learn from our key activities, processes and operations. We also held a Learning Day for the second time: all staff participated in workshops to discuss issues of relevance and facilitate peer learning. We also initiated a Community of Practice on data to share examples and practices of how we work with data in the organisation.

MEAL capacity for our programmes in 2021 was increased to 3 MEAL staff supporting MEAL work for both the International and the Domestic programmes.



Photo: GMB Akash // Save the Children

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

Save the Children:

- provides impartial aid in accordance with the Code of Conduct for the International Red Cross
- applies the basic standards for emergency response of the Core Humanitarian Standard
- is CBF-recognised, has ANBI status and meets the standards of the SBF Good Governance Code
- meets the ISO-9001:2015 standard for quality management
- meets the Partos 9001:2015, version 2018 standard and has CSR performance ladder level 3
- meets the subsidy requirements of the Ministry of Foreign Affairs
- meets the 'low risk partner' requirements of the EU for the receipt of humanitarian aid funding

5.11 INTERNAL COMMUNICATION

To ensure every staff member feels part of the organisation and shares the same objectives, we actively shared all relevant news and developments internally- through the use of the platform Workplace and all-staff meetings (Save Together) which took place twice a month. The format of these meetings is interactive and inclusive. A working group from the staff prepared these meetings. The plan to introduce an intranet site to further streamline internal communication and replace the role of E-mail and Workplace was postponed until 2022.

5.12 QUALITY AND CERTIFICATES

The existing quality management certificates ISO 9001, ISO 9001-Partos were granted again in 2021, and the 'Erkend Goed Doel' certification by Centraal Bureau Fondsenwerving (CBF) was continued as well. Save the Children holds an ANBI status from the Dutch tax authority (Belastingdienst)

In 2021 Save the Children Netherlands and ECHO (the humanitarian emergency department of the European Commission) teamed up in the Framework Partnership Agreement (FPA). This agreement will run for five years.

Save the Children Nederland meets the International Aid Transparency Initiative (IATI) standard for the transparent reporting of humanitarian spending. Since 2016, the Ministry of Foreign Affairs requires that the parties that it finances meets this reporting standard. Save the Children also meets the Core Humanitarian Standards, which ensure the quality of the humanitarian aid provided. Save the Children is also an independent signatory to the Grand Bargain, which is a set of agreements between donors and aid organisations – both NGOs and UN organisations – concerning multi-year, predictable funding and the effectiveness of aid.

5.13 INTEGRITY

Safeguarding at Save the Children International

As Save the Children we work for children in 122 countries with about 23.000 staff members. Ensuring that anyone who comes into contact with our organisation, especially children and adults in the communities we work in, is 'safe' is paramount to what we do. We are committed to protecting children and adults from both deliberate and accidental harm and abuse caused by Save the Children staff and other representatives.

Within Save the Children we have a zero-tolerance policy towards the abuse and exploitation of children. To this end we have several policies, procedures and training programmes in place to help us deliver our commitment to safeguarding and prevent misconduct by our own staff, partners and other representatives of Save the Children. Our safeguarding approach consists of four key areas: Awareness, Prevention, Reporting and Responding. We work hard to keep children and adults safe within our activities by training all our staff on our child safeguarding policy, so they know their responsibilities and where and when to report inappropriate behaviour. We raise awareness among children and their families about the standards of behaviour they can expect from us and how they can raise a concern. We always apply a child safeguarding lens when we design new projects where safety of all participants is paramount. Finally, we take all concerns seriously and respond quickly in a way that puts the rights of the child first. Where needed, survivors are provided with support. Despite all our efforts to prevent misconduct, there were still cases of misconduct that have been reported in our international network in 2021.

International safeguarding cases

Globally, 751 child safeguarding concerns were reported in Save the Children in 2021. Of these concerns, 497 cases are still under investigation, 94 cases were closed and unsubstantiated, and 160 cases were closed and substantiated. This has resulted in dismissals or contract terminations, suspensions, staff who resigned, official warnings, supervision and counselling, and referrals to local police or authorities. Three child safeguarding concerns related to safer programming by Save the Children Netherlands and partner staff or volunteers were reported, two of which were substantiated and one was unsubstantiated. Both substantiated cases were followed up by training for the involved individual.

The increase in reported concerns compared to 2020 is mainly seen as an indication that our culture of awareness raising on the importance of reporting, what constitutes a safeguarding issue as well as our survivor-centered approach continues to move in the right direction, and reflects our continuous efforts to build trust within the communities we serve.

Save the Children also recorded 212 adult safeguarding concerns in 2021, relating both to adults in the communities we serve and staff, partner staff or other representatives. Of these concerns, 50 cases are still under investigation, 97 were closed and unsubstantiated, and 65 cases were closed and substantiated after investigation. This has resulted in dismissals or contract terminations, suspensions, non-disciplinary action such as training, official warnings, and referrals to local police or authorities.

Also for adult safeguarding concerns we see an increase in reports compared to 2020 which can largely be attributed to the increased sophistication in identifying secondary

incident types and continuous efforts to raise awareness around adult safeguarding.

Save the Children's Global Accountability report addresses the nature and consequences of misconduct in the international Save the Children network in greater detail.

Integrity in the Netherlands

Save the Children Netherlands requires the highest level of integrity and professionalism from all its staff, partners and other representatives. Child and adult safeguarding is our individual and collective responsibility. All staff members, partners and other representatives of Save the Children Netherlands must sign our Code of Conduct, Child Safeguarding Policy and Anti-harassment policy. A Certificate of Good Conduct (VOG) has to be provided upon commencement of employment and every three years following this. In 2021, Save the Children Netherlands also started implementing the Inter-Agency Misconduct Disclosure Scheme, which facilitates sharing of misconduct data between employers to stop perpetrators of sexual misconduct moving between organisations without consequence.

New staff follow an induction programme at the start of their employment where they become acquainted with the organisation, including our Quality Handbook, the Convention on the Rights of the Child and our policies and procedures related to integrity. An induction training session on child safeguarding is held within 90 days of staff members starting, followed by a refresher training at least every two years.

We have two child safeguarding advisors, two confidential advisors, and one integrity officer in Save the Children Netherlands. We also have a clear, accessible whistleblowing policy.

5.14 RISK MANAGEMENT

Like all organisations, Save the Children Netherlands faces the risk of unexpected, harmful events that may hamper Save the Children Netherlands to achieve its objectives for children. In order to mitigate the negative impact of those events, Save the Children Netherlands maintains a risk management system in which threats are identified, assessed and controlled to the highest extent.

The risk management system is based upon a risk appetite model. The model, adopted by the entire Save the Children family, defines the maximum risk appetite per potential threat category. Save the Children Netherlands identified and rated all relevant threats and risks and has defined mitigation measures in such way that the maximum risk appetite is not exceeded.



Photo: Kate Stanworth / Save the Children

5.15 KEY PERFORMANCE INDICATORS

OUR INTERNAL RESOURCES AND ORGANISATION

KPI description	Explanation	Baseline 2020	Target 2021	Total value 2022
Sick leave	Sickness absence rate per month	3,34%	5%	5,59%
Training	Percentage of fixed budget spent on training	63%	70%	87%
Employee engagement	Percentage of employees that state in the engagement survey that SCNL is 'a good place to work' (survey in 2021)	76%	80%	80%
Integrity	Percentage of employees that state in engagement survey that they know how to report undesirable behaviour at SCNL	98%	100%	93%

Explanation on KPI's

- The average percentage of absenteeism in 2021 was 5,59%, which is slightly above our target of 5%. The special circumstances of the COVID-19 pandemic had an influence on sick leave numbers. In 2020 this was 3,34% and in 2019 it was 6,65%.
- The expenditure on trainings was monitored closely, stimulated, and above target. We have organised organisation wide trainings for all staff, honoured individual training requests, and offered mandatory trainings for safety and security of staff.
- Employee engagement is monitored biannually and a next survey will be carried out in 2023.
 - In 2021, 80% of staff stated SCNL is a good place to work.
 - In 2021, 93% of staff stated they know how to report undesirable behaviour at SCNL. Even though this is a high percentage, we aim for 100% in line with our high standards on integrity. Considering that many new staff joined in 2021, integrity is part of our induction programmes, and the subject was discussed during all-staff and department meetings.



CHAPTER 6

SUPERVISORY BOARD REPORT



Photo: Kate Stanworth / Save the Children

6.1 SUPERVISORY BOARD

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

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

Furthermore, in 2021 the Supervisory Board paid particular attention to subjects such as:

- international programmes
- fundraising, in particular legacies
- integrity and child safeguarding
- diversity and inclusion
- national visibility, social media and reputation
- management and organisational development
- professionalisation and growth of the organisation
- benchmark remuneration research
- power of attorney arrangement
- risk identification and risk management
- systems implementation
- investment policy
- international developments regarding SCA/SCI, i.e. operating expenses and operations in the Save the Children global organisation; developments in the organisation and in the organisation's field of activity; the system of accountability to the member organisations, and the international governance structure.

SUPERVISORY BOARD

Number of (online) meetings in 2020	5
Stipend or fee paid to Board members	none

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

6.2 SUPERVISORY BOARD REPORT

The Board notes that the organisation continued to grow in 2021, despite the COVID-19 challenges, and that it was able to increase the aid that it provides through spending on organisational objectives. Fundraising grew, from both institutional and private donations.

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

The Board notes continuous improvement in the internal processes and dynamics at Save the Children. Communication between management, the departments and employees has improved, and this also benefits the external aspects of the organisation. For example, contact with the general public through the media has increased, and lobby and advocacy efforts are having a greater impact through the interplay of the media, the political arena and donors. A strong increase in the number of regular donors and the resulting increase in fundraising efforts means that Save the Children is reducing its financial dependence. As a result, the organisation has more influence on public debate in the Netherlands, as well as within the international Save the Children organisation. The Dutch organisation is therefore able to have a greater impact on the lives of children all over the world.

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

COVID-19 and travel restrictions continued to impact the organisations' activities in 2021. Online employee presentations were given to the Supervisory Board about humanitarian deployment and developments, lobby & advocacy efforts, campaigns, and our commitment to evacuations from Afghanistan. The Board discussed and approved the annual report and yearly account 2020.

As in former years, the members of the Supervisory Board were very involved in the organisation in 2021, especially by providing advice during the regular consultation meetings on the subjects International and Culture & Organisation. In October 2021, the yearly meeting with the Management Team took place (hybrid), where – as part of the preparation of the annual plan 2022 – developments in the past year, goals and challenges were discussed.

The Board discussed and approved the annual plan 2022. The Board also had two meetings with the Works Council, in which exchange of views took place on issues like COVID-19 and work stress. One of the Board Members (Jacqueline Brassey) acted as focal point for the confidential counsellor for misconduct issues. The members of the Board regularly represent Save the Children at events such as the Goed Geld Gala of the Dutch Postcode Lottery and international meetings of the Save the Children Alliance, some of which took place online due to COVID-19.

In 2021, the Vice-chair's attendance at various (online) international meetings ensured the continued involvement in the international movement of Save the Children Netherlands. The Save the Children Association Members Meeting took place online and was attended by the Vice-chair, together with the CEO.

A self-evaluation to assess the functioning of the Board was prepared in 2021 to take place in the beginning of 2022. Recommendations of the previous (externally supervised) evaluation were followed up during the year. One of these was the introduction of regular consultation meetings with a delegation of Board members on the subjects International Movement and Culture & Organisation, as a supplement to the Board meetings.

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

6.3 MEMBERS OF THE SUPERVISORY BOARD IN 2021

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

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

The Supervisory Board is impressed by the performance of the SCNL organisation, its growth of fundraising and increase in programs. As a result of this performance, Save the Children has a growing impact on children in need all over the world. We express our gratitude and appreciation to the Managing Board, the Management Team and the whole staff for their important and valuable contributions to helping children survive and thrive in the past year.



Chair and member of the Audit Committee

Corien Wortmann-Kool (27 June 1959)

Chair since: February 2014¹.

Member of the Remuneration Committee

Work: Chair of Board of ABP.

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

Member of Supervisory Board of Royal DSM N.V.



Member

Meindert Stolk (19 February 1965)

Member since: January 2018.

Work: Regional minister of Zuid-Holland

Relevant additional work: Member of the Advisory Board of Koninklijke Anko



Member

Jacqueline Brassey (22 November 1973)

Member since: September 2017.

Work: Chief Scientist & Director of Research Science People & Organisation Performance at McKinsey & Company

Relevant additional work: Adjunct Professor IE University Madrid, Spain / Research Fellow VU Amsterdam, / Member of the Advisory Board of the Master Learning and Development in Organisations, Maastricht University School of Business and Economics.



Member, Vice-chair and Chair of Audit Committee

Robert de Bakker (14 September 1950)

Member since: December 2014.

Member of the Remuneration Committee

Work: Chair of Supervisory Board WCC Group B.V. / Board Member Stichting ADP and Board Member ADP Industries B.V. / Board Member Stichting Continuïteit TomTom / Board Member Resort Holdings B.V. & International Park Holdings B.V.



Member

Liesbeth Schippers (19 September 1958)

Member since: December 2015.

Work: lawyer and partner at Pels Rijcken & Droogleeve Fortuijn.

Relevant additional work: none.



Member – since 8 May 2020

Hollis Kurman (20 April 1963)

Member since: May 2020

Work: Writer, Chairperson Ivy Circle, Moderator.

Relevant additional work: Member of Supervisory Board of the Fulbright Commission / Founder of the Human Rights Watch NL Committee and Member of the Human Rights Watch Women's Rights Global Advisory Council / Strategy Advisor / Contributing member on the Board of Barrow Street Books.

¹ Corien Wortmann's term as Chair ended on 1 February 2022. She was succeeded by Laetitia Griffith.

Name	Position	Date of (re)appointment	End of term	Re-appointable
Corien Wortmann-Kool	Chair of the Supervisory Board Member of the Audit Committee	1 February 2014 - 1 February 2018	1 February 2022	No
Robert de Bakker	Vice Chair of the Supervisory Board Chair of the Audit Committee	1 December 2014 - 1 December 2018	1 December 2022	No
Liesbeth Schippers	Member of the Supervisory Board	1 February 2015 - 1 February 2019	1 February 2023	No
Jacqueline Brassey	Member of the Supervisory Board	1 September 2017 - 1 September 2021	1 September 2025	No
Meindert Stolk	Member of the Supervisory Board Member of the Audit Committee	1 January 2018 - 1 January 2022	1 January 2026	No
Hollis Kurman	Member of the Supervisory Board	1 May 2020	1 May 2024	Yes

6.4 ACCOUNTABILITY STATEMENT

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

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

Supervision

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

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

Management

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

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

Implementation

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

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



Photo: Shafak / Save the Children

CHAPTER 7

BUDGET 2022





EUR x 1,000	2022 Budget
REVENU	69,718
Revenu own fundraising	25,219
Regular givers	17,076
One-off givers	5,000
Major donors	2,636
Legacies	507
Revenu lotteries	900
NPL	900
Grants	40,859
Revenu from other organisations	2,740
SHO	2,168
Other organisations	572
EXPENSE	68,229
Spent on objectives	60,478
Improving children's lives and future	48,422
Humanitarian aid	22,470
Sustainable development	23,198
Domestic programme	2,753
Awareness raising	12,056
Spent on fundraising	5,057
Spent on administration & general	2,694
FINANCIAL REVENU & EXPENSE	180
RESULT	1,669

APPROPRIATION OF THE RESULT	1,669
Continuity reserve	974
Designated reserves	-863
Designated funds	1,558

ANNUAL ACCOUNTS 2021



Save the Children



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1. FINANCIAL STATEMENTS

1.1 Balance sheet as per December 31, 2021

	\$	31-12-2021	31-12-2020
ASSETS			
Fixed assets			
Tangible fixed assets	4.1	232,471	128,052
		232,471	128,052
Current assets			
Receivable grants	4.2.2	6,864,220	4,013,022
Prepaid (sub)awards	4.2.3	4,551,571	2,654,176
Other receivables and accrued income	4.2.4	2,507,752	2,530,429
Securities	4.2.5	9,068,001	-
Cash and cash equivalents	4.2.6	15,515,115	23,169,293
		38,506,659	32,366,920
		38,739,130	32,494,972
LIABILITIES			
Reserves and funds			
Reserves			
Continuity reserve	4.3.1	8,505,092	5,948,765
Designated reserves	4.3.2	5,949,589	4,886,341
		14,454,681	10,835,106
Funds			
Designated funds	4.3.3	1,718,024	1,580,178
		16,172,705	12,415,284
Current liabilities			
Prepaid grants	4.4.2	20,270,668	18,481,770
Project payables	4.4.3	170,768	79,561
Other liabilities and accrued expenses	4.4.4	2,124,989	1,518,357
		22,566,425	20,079,688
		38,739,130	32,494,972

1.2 Statement of income and expenses for the year 2021

	\$	Actual 2021	Budget 2021	Actual 2020
INCOME				
Income from individual givers	5.1	19,230,454	15,690,082	16,617,154
Income from companies	5.2	496,777	-	477,361
Income from lotteries	5.3	900,000	900,000	900,000
Income from government grants	5.4	36,173,695	29,602,093	31,521,443
Income from affiliated non-profit organisations	5.5	-	-	56,756
Income from other non-profit organisations	5.6	2,685,876	2,610,000	2,984,849
Total fundraising income		59,486,802	48,802,175	52,557,563
Other income	5.7	89,902	167,696	115,916
Total income		59,576,704	48,969,871	52,673,479
EXPENSE				
Spent on objectives				
- Improving children's lives and futures		41,708,311	35,226,215	36,352,365
- Information and awareness raising		9,489,346	9,571,727	8,286,291
	5.8	51,197,657	44,797,942	44,638,656
Fundraising expenses	5.9	2,978,471	3,463,942	2,822,363
Management and administration expense	5.10	1,727,416	1,491,309	1,301,578
Total expense		55,903,544	49,753,193	48,762,597
Financial income and expense	5.13	84,261	81,110	-58,990
RESULT		3,757,421	-702,212	3,851,892
Appropriation of the result				
Addition to / withdrawal from				
- Continuity reserve		2,556,327		1,604,185
- Designated reserves		1,063,248		2,109,391
- Designated funds		137,846		138,316
		3,757,421		3,851,892

1.3 Cash flow statement

	Actual 2021	Actual 2020
Received from individual givers	19,297,256	16,735,935
Received from companies	501,777	462,361
Received from loteries	900,000	900,000
Received from goverment grants	35,245,855	26,702,375
Received from associated non-profit organisations	-	56,756
Received from other non-profit organisations	2,679,015	3,052,495
Received from sale of goods or rendering services	89,846	100,313
Received others	46	15,726
	58,713,795	48,025,961
Project payments	-41,839,689	-33,920,635
General payments	-15,252,146	-14,392,671
	-57,091,835	-48,313,306
Cashflow from operations	1,621,960	-287,345
Changes in securities	-8,899,222	-
Received interest	18,190	193
Paid interest and banking charges	-209,697	-129,187
Cashflow from monetairy investment	-9,090,729	-128,994
Investments in tangible fixed assets	-199,508	-57,267
Cash flow from investing activities	-199,508	-57,267
Net Cash flow	-7,668,277	-473,606
Exchange rate differences	14,099	-24,332
Changes in cash and cash equivalents	-7,654,178	-497,938
Cash and cash equivalents as per January 1st	23,169,293	23,667,231
Cash and cash equivalents as per December 31st	15,515,115	23,169,293
	-7,654,178	-497,938

1.4 Key performance indicators

	Actual 2021	Budget 2021	Actual 2020
Expense on objectives as a percentage of total expenses	92%	90%	92%
Fundraising expense as a percentage of total expenses	5%	7%	6%
Management and admininstration expense as a percentage of total expenses	3%	3%	3%
Expense on objectives as a percentage of total expenses (three-year average)	92%	91%	91%

In 2021 expense on objectives increased with 15 percent compared to both the 2020 actuals and the 2021 budget mainly as a result of increased humanitarian relief activities. The percentage of expense on objectives slightly increased with one percentage point. The three-year average amounts 92 percent and therefore Save the Children Netherlands is in compliance with the so-called Erkeningsregeling (seal of approval for fundraising organisations in the Netherlands).

Fundraising expense represents five percent of total expense. This percentage is lower than budgeted mainly due to higher total expense and cost savings on direct fundraising expense.

Management and administrative expense against total expense developed according to the 2021 budget and stayed below the maximum of five percent set by the board of directors.



Photo: Ubangari Donald / Save the Children

2. EXPLANATION TO THE FINANCIAL STATEMENTS

2.1 General

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

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

2.2 Reporting period and currency

The financial statements have been prepared for calendar year 2021. Unless stated otherwise, the financial statements are presented in EURO, which is the functional currency of Save the Children Netherlands.

2.3 Applied standards

The financial statements are prepared in accordance with the Guideline RJ650 which applies to Dutch fundraising institutions. Save the Children Netherlands adopts the remuneration regulations of Goede Doelen Nederland and the “Executives’ Pay (Standards) Act”¹.

2.4 Use of estimates

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

2.5 Going concern

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

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



Photo: Marieke van der Velden / Save the Children

3. ACCOUNTING PRINCIPLES

3.1 Balance sheet

3.1.1 General

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

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

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



Photo: Rajan Zaveri / Save the Children

3.1.2 Transactions in foreign currencies

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

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

3.1.3 Tangible fixed assets

Tangible fixed assets are measured at the costs of acquisition less accumulated depreciation and impairment losses. Depreciation is recognised on a straight-line basis

over the estimated economic useful life of three year for computer equipment and four years for other assets. Depreciation starts as soon as the asset is available for its intended use, and ends at decommissioning or divestment.

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

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

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

3.1.4 Receivables, pre-payments, and accrued income

Receivables, pre-payments and accrued income are recognized in the balance sheet at the moment the contractual right originates. These assets are derecognised if a transaction results in a considerable part of the contractual risks or rewards with respect to that asset being transferred to a third party. Receivables, pre-payments, and accrued income are initially recognised at fair value. After initial recognition, receivables are carried at amortised cost on the basis of the effective interest method, less impairment losses. Allowances for doubtful debts are deducted from the carrying value of the receivable.

3.1.5 Securities

Securities are accounted at fair value through profit or loss. Securities denominated in foreign currencies are translated into EURO at the exchange rate applied by the asset managing bank. Transaction costs, dividends and interest arising from securities are accounted through profit or loss. Securities that are not readily available to Save the Children Netherlands within 12 months are presented under financial fixed assets.

3.1.6 Cash and cash equivalents

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

3.1.7 Reserves and funds

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

The continuity reserve is in place to enable Save the Children Nederland to meet its obligations in the long-term. The Managing Board defines the level of the continuity reserve in accordance with Save the Children's financial policy. As per the recommendations of "Goede Doelen Nederland" the value of the reserve is maximized at 1.5 times the yearly operating costs. The operating costs are defined as direct cost of own fundraising and cost of work. The designated reserve for projects relate to funds designated by the board to be spent on specific projects and public relations activities. These disbursements are not legally enforceable. For ongoing projects a minimum of 50% of the budgeted spending for the next financial year is included in the reserve. Furthermore Save the Children has a designated reserve in place for Emergency Aid in order to act instantly in case of an emergency situation. The conditions to use this reserve have been registered in the protocol Reserve for Emergency Aid.

The designated reserve for tangible fixed assets equals the book value of the tangible fixed assets.

The designated funds are related to funds designated by a third party to be spent on a designated purpose.

3.1.8 Current liabilities

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

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



3.2 Statement of income and expense

3.2.1 General

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

3.2.2 Income from individual givers

Income from individual givers consist of direct donations and legacies. Direct donations are accounted for in the year in which they are received. Revenue from legacies is recognised at the moment the deed of division or, if there is no deed of division is, the invoice and justification of the legacy has been received.

Provisional payments in the form of advance payments are recognised as income from legacies in the financial year in which they are received, insofar as they have not already been recognised in a previous financial year.

3.2.3 Income from companies

Income from companies is accounted for in the year in which the income is received.

3.2.4 Income from lotteries

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

3.2.5 Income from government grants

Income from government grants are recognised as income for Save the Children Netherlands insofar the grants are utilised for activities accounted for as expenses on objectives. Grants received for activities for which Save the Children Netherlands do not carry the economic risk are not accounted for as income. The cash flow associated with these grants is reported in the balance sheet under prepaid (sub)awards and prepaid grants.

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

3.2.6 Income from affiliated non-profit organisations

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

3.2.7 Income from other non-profit organisations

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

3.2.8 Other income

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

3.2.9 Income from gifts in-kind

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

3.2.10 Expense on objectives

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

In the event that project expenses incur by consortia of which Save the Children Netherlands is the lead party towards the donor, the economic risk for that part of the funding that is not expensed by Save the Children Netherlands, will be diverted to the partners participating in the relevant consortia. Project expense by the partners to whom the economic risk has been diverted will not be accounted for in the statement of income and expenses of Save the Children Netherlands.



Photo: Hanna Adcock / Save the Children

3.2.11 Fundraising expenses

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

3.2.12 Management and administration costs

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

3.2.13 Employee benefits

Employee benefits are charged to the statement of income and expenses in the period in which the employee services are rendered and, to the extent not already paid, as a liability on the balance sheet. If the amount already paid exceeds the benefits owed, the excess is recognised as a current asset to the extent that there will be a reimbursement by the employees or a reduction in future payments by Save the Children Netherlands.

The recognised liability relates to the best estimate of the expenditure necessary to settle the obligation at the balance sheet date. The best estimate is based on contractual agreements with employees (collective agreement and individual employment contract).

Additions to and reversals of liabilities are charged or credited to the profit and loss account.

Termination benefits are employee benefits provided in exchange for the termination of the employment. A termination benefit is recognised as a liability and an expense when the Company is demonstrably and unconditionally committed to make the payment of the benefit. Termination benefits are measured in accordance with their nature. When the termination benefit is an enhancement to post-employment benefits, measurement is done according to the same policies as applied to post-employment plans. Other termination benefits are measured at the best estimate of the expenditures required to settle the liability.

3.2.14 Pensions

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

Basic principle is that the pension charge to be recognised for the reporting period is equal to the pension contributions payable to the pension provider over the period. In so far as the payable contributions have not yet been paid as at balance sheet date, a liability is recognised. If the contributions already paid at balance sheet date exceed the payable contributions, a receivable is recognised to account for any repayment by the fund or settlement with contributions payable in future.

The coverage ratio of the pension fund on the balance sheet date is 106.6 percent. The policy funding ratio (which is calculated as the average of the monthly funding ratios in 2021) amounts to 99.7 percent. The pension agreement with PFZW does not contain any additional commitments for Save the Children Netherlands.

Table 1: Cost allocation to management and administration

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

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



3.2.15 Leasing

Save the Children Netherlands may enter into finance and operating leases. A lease agreement under which the risks and rewards of ownership of the leased object are carried entirely or almost entirely by the lessee are classified as finance leases. All other leases are classified as operating leases. For the lease classification, the economic substance of the transaction is conclusive rather than the legal form. At inception of an arrangement, the Company assesses whether the lease classifies as a finance or operating lease.

Save the Children Netherlands did not enter into any finance leases.

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

3.3 Cash flow statement

The cash flow statement is prepared using the direct method. The funds in the cash flow statement consists of cash and cash equivalents that can be converted into cash without restrictions and without material risk of impairment as a result of the transaction.

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

3.4 Subsequent events

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

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

4. NOTES TO THE BALANCE SHEET

4.1 Tangible fixed assets

Table 2: Tangible fixed assets

	31-12-2021	31-12-2020
Carrying value January 1	128,052	159,053
Investments	199,508	57,267
Depreciation	-95,089	-88,268
Carrying value December 31	232,471	128,052

In 2021 Save the Children Netherlands (re)invested mainly in IT equipment in order to advance remote working, strengthen cyber security and increase data protection. Also the office space in The Hague is to a higher degree equipped for meetings and (remote) conferencing.

Table 3: Movements in tangible fixed assets

	IT equipment	Office inventories	Total
Balance at January 1			
Purchase price	231,762	55,668	316,990
Accumulated depreciation	134,498	24,880	188,938
Accumulated impairments	-	-	-
Carrying value January 1	97,264	30,787	128,052
Changes			
Investments	162,207	37,301	199,508
Disposals	-	-	-
Depreciation	78,573	16,516	95,089
Balance at December 31			
Purchase price	393,969	92,969	486,938
Accumulated depreciation	213,071	41,396	254,468
Carrying value December 31	180,898	51,572	232,471

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



Photo: Kate Stanworth / Save the Children

4.2 Current assets

4.2.1 General

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

4.2.2 Receivable grants

Table 4: Receivable grants

	31-12-2021	31-12-2020
Ministry of Foreign Affairs	5,076,989	2,226,083
European Commission	1,166,706	1,723,146
Other donors	620,525	63,793
	6,864,220	4,013,022

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

4.2.3 Prepaid (sub)awards

Table 5: Prepaid (sub)awards

	31-12-2021	31-12-2020
Save the Children Members	2,812,612	2,158,957
Save the Children International	1,689,564	467,951
Other projects	49,395	27,268
	4,551,571	2,654,176

Save the Children Netherlands prefunds a large proportion of its (sub)awards. The prepaid (sub)awards consist of the difference between the total prefunding and the reported expense by the implementing country offices, Save the Children members, or third parties.

Save the Children members provided with prepayment are Save the Children India, Save the Children South-Africa, and Save the Children UK. The prepayment to Save the Children India concerns the “Work no child’s business” global programme. The prepayment to Save the Children South Africa relates to HIV responses. Finally, the prepayment to Save the Children UK is concerns the contribution to the START Fund. The objective of the START Fund is to finance small and medium size emergencies with limited attention from international donors.



Photo: Charles Atiki Lomodong / Save the Children



4.2.4 Other receivables and accrued income

Table 6: Other receivables and accrued income

	31-12-2021	31-12-2020
Save the Children International	1,184,322	804,869
Nationale Postcode Loterij (Dutch Lottery)	900,000	900,000
Individual givers	166,698	233,500
Non-profit organisations	58,000	62,124
Companies	20,985	15,000
Save the Children Sweden	-	69,955
Other prepaid amounts	90,227	319,120
Other receivables	87,520	125,861
	2,507,752	2,530,429

The other receivables include both committed earmarked and unearmarked donations. These donations are received prior to the expenses, and therefore differ in its nature from grants. The accrued assets are amounts that have already been paid, but for which the performance has yet to be delivered by third parties. The receivable regarding the Nationale Postcode Loterij concerns the maximum contribution that Save the Children Netherlands will receive in 2022 from the lottery revenue realized in 2021. Save the Children The Netherlands has a claim against Save the Children International concerning a working capital buffer and the advance payment for the first quarter of 2021. The prepayments and accrued income are included under other prepaid amounts, and include amongst others the January contribution to the Save the Children Association, and prepaid office rent.

4.2.5 Securities

Table 7: Securities

	31-12-2021	31-12-2020
Shares	4,093,275	-
Bonds	4,067,160	-
Other	907,566	-
	9,068,001	-

In order to avoid negative interest payments Save the Children Netherlands has obtained two investment portfolios consisting of shares, bonds, alternative investments and foreign currencies.

Investments are subject to the three conditional principles:

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

Any investment made by Save the Children Netherlands may not contribute to human rights violations, child labour, forced labour, violation of free trade unions and collective bargaining, discrimination, corruption, production and supply of weapon systems, animal suffering, damage to nature and the climate.

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

4.2.6 Cash and cash equivalents

Table 8: Cash and cash equivalents

	31-12-2021	31-12-2020
Saving accounts	8,388,009	500,193
Cash and current accounts	7,077,106	21,619,100
Short term deposits	50,000	1,050,000
	15,515,115	23,169,293

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

4.2.7 Financial instruments

4.2.6.1 General

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

4.2.7.2 Liquidity risk

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

4.2.7.3 Foreign exchange rate risk

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

4.2.7.4 Fair value

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



Photo: Said Fadhye / Save the Children



4.3 Reserves and funds

4.3.1 Continuity reserve

Table 9: Continuity reserve

	31-12-2021	31-12-2020
Balance on January 1	5,948,765	4,344,580
Dotation	2,556,327	1,604,185
Balance on December 31	8,505,092	5,948,765

The Continuity Reserve is formed in accordance with the recommendations of “Goede Doelen Nederland” and is intended to ensure continuity of the operations of Save the Children Netherlands in the event of a temporary funding shortfall. Save the Children Netherlands adds EUR 2,556,327 to its continuity reserve to a total of EUR 8,505,092 in 2021. The increase enables Save the Children Netherlands to maintain the coverage of the increased operating costs (see 5.9 and 5.12) by the continuity reserve at the same level as in 2020. The volume of the continuity reserve remains within the limits defined by Goede Doelen Nederland amounting to EUR 13.676.819 (see 3.1.7).

4.3.2 Designated reserves

Table 10: Movement schedule designated reserves

	31-12-2020	Dotation	Withdrawal	31-12-2021
Designated project reserve				
Reserve for co-funding of programmes	1,229,237	961,234	777,219	1,413,252
Reserve for foreign countries	2,994,218	3,064,134	2,864,522	3,193,830
Reserve for emergency response	243,567	532,079	-	775,646
Reserve for domestic programmes	180,954	282,068	215,372	247,650
Reserve for awareness raising	-	-	-	-
	4,647,976	4,839,515	3,857,113	5,630,378
Reserve for tangible fixed assets	128,052	104,419	-	232,471
Reserve for organisational costs	100,313	164,524	188,097	76,740
Staff fund	10,000	-	-	10,000
	4,886,341	5,108,458	4,045,210	5,949,589

The designated reserve projects relates to the part of the equity earmarked by the board for specific projects and public relations activities. These allocations are not legally enforceable, there is no external obligation.

For ongoing projects a minimum of 50% of the budgeted spending covered by unrestricted funds for the next financial year is reserved. In 2021 Save the Children Netherlands will dotate EUR 532,079 to the reserve designated to Humanitarian aid. In 2022 Save the Children Netherlands will contribute EUR 770,000 to the Save the Children International Humanitarian Fund. The reserve for tangible fixed assets is maintained to fund the depreciation costs of the tangible fixed assets. The reserve for organisational costs consists of non-grant project revenues to cover organisational cost accounted for in previous years. Based upon the respective project spend funds are withdrawn from this reserve. The staff fund is maintained to support personnel.

4.3.3 Designated funds

Table 11: Movement schedule designated fundsw

	31-12-2020	Dotation	Withdrawal	31-12-2021
National Postcode Lottery	-			-
Designated funds for international programming	764,277	1,786,512	1,415,518	1,135,271
Designated fund "giro 555" (SHO)	730,585	448,091	777,420	401,256
Designated funds for domestic programming	85,316	553,588	457,407	181,497
	1,580,178	2,788,191	2,650,345	1,718,024

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

The designated funds for international programming is a consolidation of unspent funding provided by a number of Foundations and Companies .

The designated fund "giro 555" (Samenwerkende Hulporganisaties) relates to the "giro 555" campaigns 'Together in action for Beirut' and "Together in action against Corona".

The closing balance of designated fund for domestic programming is formed by funding from Lenovo, Save the Children Sweden, Warchild, and various donations.



Photo: Malama Mwila / Save the Children

4.4 Current liabilities

4.4.1 General

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

4.4.2 Prepaid grants

Table 12: Prepaid grants by donor

	31-12-2021	31-12-2020
Ministry of Foreign Affairs	14,109,450	14,210,607
European Commission	5,255,758	4,085,210
Ministry of Social Affairs and Employment	-	146,220
Ministry of Justice and Security	-	-
Municipalities	42,294	39,588
Others	863,165	145
	20,270,668	18,481,770

Received funds related to project grants that have not been spent are accounted for as prepaid grants. The grant prepaid by the Ministry of Justice and Security is related to two domestic programmes, being TeamUp at Shelter Locations 2022-2024 and TeamUp, movement for better well-being.

4.4.3 Project payables

Table 13: Project payables

	31-12-2021	31-12-2020
Project payables to country offices and implementing SC members	170,768	79,561
	170,768	79,561

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

4.4.4 Other liabilities and accruals

Table 14: Other liabilities and accruals

	31-12-2021	31-12-2020
Holiday entitlement / Holidays	559,772	420,847
Accounts payable	904,010	405,566
Audit costs	56,483	52,900
Other accruals and deferred income	604,724	639,044
	2,124,989	1,518,357

The increase of the accrual for holiday entitlement and holidays is a result of the staff increase during 2021.

The accounts payable at 31 December 2021 was exceptionally high due to some material payables related to fundraising activities.

4.4.5 Off-balance-sheet liabilities

Table 15: Rent and lease commitments

	< 1 year	1 - 5 years	> 5 years
Rent and lease commitments	198,632	513,627	

The rental and lease commitments relate to the rent of the office building, the printers and copiers, and a car. The current lease expiry date of the property is June 30, 2026. A bank guarantee has been issued for the property's lease of EUR 8,157 to Van Wilsum Vastgoedbeheer B.V.

The Save the Children members guaranteed to bridge an unforeseen shortfall at the end of Save the Children International in order to ensure ongoing activities. On December 31, 2021, the guarantee of Save the Children Netherlands amounts to EUR 554,712. However, the risk that Save the Children International actually invokes on this guarantee is considered low.



Photo: Christophe Viseux / Save the Children

5. EXPLANATION TO THE STATEMENT OF INCOME AND EXPENDITURE

5.1 Income from individual givers

Table 16: Income from individual givers

	Actual 2021	Budget 2021	Actual 2020
Donations and gifts	18,783,100	15,590,082	16,211,336
Legacies	447,354	100,000	405,818
	19,230,454	15,690,082	16,617,154

Income from individual givers increased compared both the 2021 budget and the 2020 actuals. The increase is explained by a growth of individual givers while the average donation per individual giver was maintained.

5.2 Income from companies

Table 17: Income from companies

	Actual 2021	Budget 2021	Actual 2020
Income from companies	496,777	-	477,361
	496,777	-	477,361

Next to contributions from individual givers, Save the Children is supported by various companies.

5.3 Income from lotteries

Table 18: Income from lotteries

	Actual 2021	Budget 2021	Actual 2020
Nationale Postcode Loterij	900,000	900,000	900,000
	900,000	900,000	900,000

Save the Children Netherlands receives annually a donation from the Nationale Postcode Loterij. In 2021 the net contribution amounted to EUR 900,000³.

5.4 Income from government grants

Table 19: Income from government grants

	Actual 2021	Budget 2021	Actual 2020
Emergency aid			
Dutch Ministry of Foreign Affairs	8,456,014	6,599,876	8,218,123
European Commission	5,152,100	3,090,856	3,732,514
Other donors	2,970,150	1,890,384	3,564,768
	16,578,264	11,581,116	15,515,405
Structural development			
Dutch Ministry of Foreign Affairs	9,406,433	8,791,396	10,370,788
European Commission	3,894,676	4,996,430	5,142,920
Other donors	5,320,106	3,562,384	140,260
	18,621,215	17,350,210	15,653,968
Other activities			
Dutch Ministry of Foreign Affairs	-	-	118,187
Other donors	974,216	670,767	233,883
	974,216	670,767	352,070
Grand total	36,173,695	29,602,093	31,521,443

Save the Children Netherlands acquires government and institutional grants for both its domestic and international programmes. Also sub-awards from third parties with governments as back-donor, like the Joint Response Leads within the Dutch Relief Alliance are accounted for under this income category. Main grant providers are the Dutch Government and the European Commission.

³ From 2010 the Nationale Postcode Loterij supports Save the Children Netherlands with a contribution of EUR 1,000,000 annually. At the same time Save the Children Netherlands participates in the so-called “Dream fund” of the Nationale Postcode Loterij, and therefore Save the Children Netherlands deposit 10 percent of the contribution in the Dream Fund.

5.5 Income from affiliated non-profit organisations

Table 20: Income from affiliated non-profit organisations

	Actual 2021	Budget 2021	Actual 2020
Save the Children Denmark	-	-	31,756
Save the Children Sweden	-	-	25,000
Save the Children USA	-	-	-
	-	-	56,756

Affiliated non-profit organisations are Save the Children members and Save the Children International. All activities funded by other Save the Children Members were completed in 2021.

5.6 Income from other non-profit organisations

Table 21: Income from other non-profit organisations

	Actual 2021	Budget 2021	Actual 2020
"giro 555" (Samenwerkende Hulporganisaties)	481,818	-	989,933
Foundations and private funds	2,204,058	2,610,000	1,994,916
	2,685,876	2,610,000	2,984,849

Income from "giro 555" (Samenwerkende Hulporganisaties) concerns an additional contribution from the national "Together in action for Beirut" and "Together against corona" campaigns. In addition, Save the Children Netherlands received donations from foundations and private funds.



Photo: GMB Akash / Save the Children

5.7 Other income

Table 22: Other income

	Actual 2021	Budget 2021	Actual 2020
Sale of products and services	89,846	167,696	100,313
Other income	56	-	15,603
	89,902	167,696	115,916

Due to the Covid-19 situation less domestic on-site activities take place compared to 2020, which has a downward effect on the revenue out of services. Services delivered to Save the Children International drive up the revenue and partly offset the total decrease.



Photo: Andrew Pacutho / Save the Children

5.8 Expense on objectives

5.8.1 Expense on objectives

Table 23: Expense on objectives

	Actual 2021	Budget 2021	Actual 2020
Expense on international programming			
Humanitarian aid	19,673,488	14,948,778	18,489,189
Structural development	20,242,438	19,076,530	17,031,017
	39,915,926	34,025,308	35,520,206
Expense on domestic programming			
Netherlands	1,792,385	1,200,907	832,159
Total expense on programming	41,708,311	35,226,215	36,352,365
Awareness raising & advocacy	9,489,346	9,571,727	8,286,291
	51,197,657	44,797,942	44,638,656

Save the Children Netherlands defines its two objectives as follows:

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

The expense on objectives as percentage of total expense amounts in 2021 92 percent, which is a continuation of 2020 and slightly above the budgeted percentage for 2021. Goede Doelen Nederland requires that the three-year ratio of expense on objectives against total expense is on average at least 70 percent. The average three-year ratio of Save the Children Netherlands is 92 percent.

Table 24: Expense on objectives per funding source

Funding source	2021					2020
	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total	Total
	Emergency Aid	Structural Development				
Ministry of Foreign Affairs	8,469,704	8,710,854			17,180,558	15,914,306
Other Ministries			22,490		22,490	210,004
European Commission	4,961,094	4,933,111			9,894,205	7,425,771
Other grant providers	2,071,899	4,414,447	867,091	176,026	7,529,463	5,929,013
SHO	777,420				777,420	191,435
NPL					-	486,298
Own fundraising	3,393,370	2,184,026	902,805	9,313,320	15,793,521	14,481,825
Actual 2021	19,673,487	20,242,438	1,792,386	9,489,346	51,197,657	44,638,656
Actual 2020	18,489,189	17,031,017	832,159	8,286,291	44,638,656	

5.8.2 Improving living conditions of children and young adults

Save the Children Netherlands meets its objective to improve the living conditions and future prospects of children and young adults through humanitarian aid and structural development programmes both in The Netherlands and abroad. As a result of the continuation of the Covid-19 pandemic in 2021 the need for humanitarian aid remains high. Save the Children Netherlands increases the humanitarian activities with 35 percent compared to the budget.



Photo: Sacha Myers / Save the Children

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

Table 25: Expense on improving living conditions and future prospects of children and young adults

	Actual 2021	Budget 2021	Actual 2020
Expense on (sub)awarded activities via SC Country Offices / Members	36,196,916	30,295,306	31,793,239
Save the Children Netherlands own implementation	3,758,988	2,569,242	3,115,968
	39,955,904	32,864,548	34,909,207

Direct expense consist of two categories: expense by Save the Children International of Save the Children members funded by Save the Children Netherlands, and direct project expense by Save the Children. Total direct expenses amount to EUR 39,689,063 in 2021. The direct expense on objective per project is summarised in the table below:

Table 26: Overview of direct programme expense on objectives per donor per project

	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Ministry of Foreign Affairs					
Adolescent Transition in West Africa	-	8,039,564	-	-	8,039,564
The Start Fund	3,954,326	-	-	-	3,954,326
DRA Joint Response Nigeria	1,213,781	-	-	-	1,213,781
DRA Joint Response South Sudan	1,092,811	-	-	-	1,092,811
Improving prospects for refugees and vulnerable host communities in Lebanon	602,022	-	-	-	602,022
DRA Joint Response South Sudan Food Insecurity	563,361	-	-	-	563,361
Clean Energy Kiosks Uganda	448,692	-	-	-	448,692
DRA Joint Response South Sudan Covid	412,028	-	-	-	412,028
Making the Most of What We Know	-	328,295	-	-	328,295
No Tears, No Fears: Prevention, assistance and protection of girls and boys against various forms of violence	-	190,855	-	-	190,855
ASRHR advocacy towards ending child marriage for vulnerable, out of school girls, married and unmarried adolescents (TECM)	-	163,913	-	-	163,913
TeamUp Ready? Go!	112,831	-	-	-	112,831
Seamless MHPSS Cross-Border Care for the most vulnerable children and families	68,061	-	-	-	68,061
Other programs	1,791	-11,773	-	-	-9,982
	8,469,704	8,710,854	-	-	17,180,558



Photo: Hadil Saeed / Save the Children

Part 2 - Table 26: Overview of direct programme expense on objectives per donor per project

	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Ministry of Foreign Affairs					
Emergency Health, Nutrition, and Food Security response in the provinces of Kunduz and Nangarhar, Afghanistan	3,023,258	-	-	-	3,023,258
Partnership for improved Nutrition in Laos PDR Pillar 3: Sustainable Change	-	2,040,972	-	-	2,040,972
Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	-	830,053	-	-	830,053
Essential lifesaving primary health and nutrition services in Abyei state administrative area, South Sudan	741,174	-	-	-	741,174
Include II Uganda	643,273	-	-	-	643,273
Include I Uganda	560,109	-	-	-	560,109
Thailand Basic Education Support towards Transition - Phase V (BEST V)	-	541,704	-	-	541,704
Enhancing Civil Society Organisations' Capacities in Response to COVID-19 in Thailand: Southern Border Provinces Intervention-COVID response	-	464,490	-	-	464,490
Ethiopia- family planning	-	405,934	-	-	405,934
Skills for Success	-	277,972	-	-	277,972
Thailand Local Engagement to Advocate for Peace Phase II (LEAP II)	-	198,939	-	-	198,939
BEST IV Basic Education Support for Transition Thailand	-	189,039	-	-	189,039
Other programs	-6,720	-15,992	-	-	-22,712
	4,961,094	4,933,111	-	-	9,894,205
Min Justitie & Veiligheid	-	-	22,490	-	22,490
Other grant providers					
Work: No Child's Business	-	2,498,911	-	56,345	2,555,256
Right2Grow	-	985,479	-	55,011	1,040,490
SRHR-HIV Know no Borders	-	930,057	-	-	930,057
DRA Joint Response Yemen	788,762	-	-	-	788,762
Team-Up	-	-	685,274	-	685,274
DRA Joint Response Gaza	444,954	-	-	-	444,954
DRA Joint Response Ethiopia	439,641	-	-	-	439,641
Speaking Minds various trajectories	-	-	176,390	-	176,390
DRA Joint Response Lebanon	149,542	-	-	-	149,542
SGBV Research Nigeria, Yemen, Haiti	42,755	-	-	-	42,755
DRA Vice-Chair Innovation Working Group	41,797	-	-	-	41,797
Pensioen convenant	-	-	-	38,454	38,454
Verzekeringen convenant	-	-	-	26,216	26,216
Speaking Minds Schulden-en armoede	-	-	5,427	-	5,427
Other programs	164,448	-	-	-	164,448
	2,071,899	4,414,447	867,091	176,026	7,529,463
SHO					
Giro555 Samen in Actie tegen Corona	125,980	-	-	-	125,980
Giro555 Samen in Actie voor Beiroet	651,440	-	-	-	651,440
	777,420	-	-	-	777,420
Other Programs	2,482,252	1,459,800	609,716	-	4,551,768
TOTAL	18,762,369	19,518,212	1,499,297	176,026	39,955,904

5.8.4 Expense on awareness raising and advocacy

Table 27: Expense on awareness raising and advocacy

	Actual 2021	Budget 2021	Actual 2020
Communication costs	3,494,744	2,991,725	3,082,772
Contracted services	3,001,775	3,396,488	2,606,990
Direct project expense	176,026	68,430	174,353
Personnel costs	2,388,484	2,341,539	2,040,346
Other costs	428,317	773,545	381,830
	9,489,346	9,571,727	8,286,291

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

5.9 Fundraising expenses

Table 28: Fundraising expenses

	Actual 2021	Budget 2021	Actual 2020
Contracted services	1,952,977	2,540,325	1,836,218
Communication costs	179,191	25,000	207,126
Personnel costs	747,313	777,235	670,276
Other costs	98,990	121,382	108,743
	2,978,471	3,463,942	2,822,363

Fundraising expense relates to the acquisition of both public and private funds. Save the Children Netherlands develops in 2020 an upscaled fundraising plan for 2021. Like in 2020 the Covid-19 situation limits face-to-face activities. Together with extreme high fees for broadcasting time during the last quarter of 2021, the budgeted expense for fundraising cannot be completely consumed.



Photo: Save the Children

5.10 Management and administrative expenses

Table 29: Management and administrative expenses

	Actual 2021	Budget 2021	Actual 2020
Personnel costs	1,526,583	1,285,472	1,080,264
Other costs	200,833	205,837	221,314
	1,727,416	1,491,309	1,301,578

Management and administrative expenses increased with 49 percent compared to the 2020 actuals and 16 percent to the 2021 budget. The driver behind this increase is a higher number of FTE in supporting services needed for accelerated programme, awareness raising and fundraising activities both compared to the 2021 budget and 2020 actuals. Management and administrative costs cover three percent of total expense. This is in line with the 2021 budget. The target percentage for management and administration costs is a maximum of 5 percent of the total costs.

5.11 Cost allocation to the different activities

According the cost allocation method as described in paragraph 3.2.12 the costs incurred per activity an per cost category are as follows:

Table 30: Cost allocation

	Actual 2020					Budget 2021	Actual 2020
	Objectives		Fundraising	Management Administration	Total		
	Improving children's life and future	Awareness raising Advocacy					
Grants and contributions	36,196,916	-	-	-	36,196,916	30,295,306	31,793,239
Direct project expense	3,582,962	176,026			3,758,988	2,569,242	3,115,968
Fees to affiliated organisations	150,747	101,395	33,849	47,251	333,242	385,124	310,856
Aankopen en verwervingen							
Contracted services	-	3,001,775	1,952,977	-	4,954,752	5,936,813	4,443,208
Communications	-	3,494,744	179,191	-	3,673,935	3,016,725	3,289,898
Personnel	3,494,923	2,388,484	747,313	1,526,583	8,157,303	7,644,098	6,586,678
Housing	85,770	51,091	16,816	26,352	180,029	217,894	174,990
Office and general	378,314	424,565	39,308	128,198	970,385	1,330,761	897,171
Depreciation	45,027	27,292	9,017	13,703	95,039	171,267	88,268
Charged to projects	-2,226,348	-176,026	-	-14,671	-2,417,045	-1,814,037	-1,937,679
Totaal	41,708,311	9,489,346	2,978,471	1,727,416	55,903,544	49,753,193	48,762,597
Budget 2021	35,226,215	9,571,727	3,463,942	1,491,309	49,753,193		

5.12 Personnel costs

Table 31: Personnel costs

	Actual 2021	Budget 2021	Actual 2020
Salaries	5,827,010	5,314,855	4,780,797
Social security contributions	934,244	892,900	810,889
Pension costs	810,958	761,973	591,692
Other personnel costs	657,625	681,174	503,746
Compensation maternity leave and charges	-66,272	-	-100,373
Total personnel costs	8,163,565	7,650,902	6,586,751
Allocated to financial income and expense (minus)	-6,262	-6,804	-73
	8,157,303	7,644,098	6,586,678

Table 32: Personnel overview

	2021	2020	difference
Average number of employees	111.5	91.8	19.7
Average number of full time equivalents (FTE)	99.3	81.4	17.9
Number of employees at December 31	127	95	32
Number of full time equivalents (FTE) at December 31	114.4	85.5	28.9

Personnel costs increased with 24 percent compared to 2020. This is explained by an increase in the average number of full time equivalents, the annual salary increase of an extra step within the salary schedule and a generic salary increase⁴ starting from July 2021. The increase of personnel costs compared to the budget results from the transfer of Warchild personnel to Save the Children Netherlands at the one hand and the assignment of additional staff members due to increased programme activities at the other hand.

⁴ Save the Children Netherlands applies the BBRA salary scale defined by the Dutch Government. This includes the scale, the steps, and salaries.

5.13 Financial income and expense

Table 33: Financial income and expense

	Actual 2021	Budget 2021	Actual 2020
Interest received on deposits	18,190	92,000	193
Interest received on cash and cash equivalents	-	-	-
Total Interest	18,190	92,000	193
Forex gain	182,878	-	-24,332
Investment costs	-116,807	-10,890	-34,851
	84,261	81,110	-58,990

5.14 “giro 555” / Samenwerkende Hulporganisatie (SHO)

5.14.1 Together in action against Covid

Table 34: Financial report for Giro555

	2021	Until and including 2021
Covid Action		
Income		
Public donations ("giro 555")	481,818	481,818
Interest	-	-
Total income	481,818	481,818
<i>Cost of preparation and coordination</i>		
ICR	-33,727	-33,727
Total available for activities	448,091	448,091
Expense		
Local expense		
- Support through implementing partners	79,191	79,191
- Support through international umbrella organisation	46,789	46,789
- Support directly through the participant	-	-
Total expense	125,980	125,980



Photo: Nina Raingold / Save the Children

5.14.2 Together in action for Beirut

Table 35: Financial report on “Together in action for Beirut”-action

Beirut action	2021	Until and including 2021
Income		
Public donations ("giro 555")	-	989,933
Interest	-	-
Total income	-	989,933
<i>Cost of preparation and coordination</i>		
ICR	-	-69,295
Total available for activities	-	920,638
Expense		
Local expense		
- Support through implementing partners		
- Support through international umbrella organisation	651,440	841,493
- Support directly through the participant	-	-
Total expense	651,440	841,493

5.14.3 Allocation key

Table 36: Amount of emergency and reconstruction aid offered, and amount of own fundraising

x EUR 1,000	2019	2020	2021
Amount of the emergency aid and reconstruction aid offered	12,593	17,454	18,762
Amount from own fundraising	14,585	19,089	21,931

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

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

6. MANAGING BOARD AND SUPERVISORY BOARD

6.1 Remuneration of the Managing Board

The Statutory Board of Save the Children Netherlands consists of one person, being the CEO. The CEO is appointed by the Supervisory Board of Save the Children. The Managing Board is two-headed and consists of a CEO and a COO. The Supervisory Board determines both the remuneration policy of the CEO and the remuneration and emoluments to be paid to the CEO. The remuneration policy is updated periodically. The remuneration of the COO is subjected to the General Terms of Employment as applicable in 2021.

The remuneration policy and the level of remuneration of the Managing Board are subject to both the regulation for executive remuneration of “Goede Doelen Nederland” and the Dutch “Executives’ Pay (Standards) Act” (WNT). Both standards determine a maximum annual salary or remuneration. At year-end the members of the Managing Board do not have any outstanding loans, advances or guarantees from Save the Children Netherlands.

6.2 Remuneration of the Managing Board according the “Goede Doelen Nederland” standards

Table 37: Remuneration of the managing board (“Goede Doelen Nederland”)

Name: Position	P.M. Kraan CEO		W.J. De Jonge COO	
	2021	2020	2021	2019
Employment contract				
Duration	indefinite	indefinite	indefinite	indefinite
Date of employment	1-9-2014	1-9-2014	1-4-2018	1-4-2018
Hours	38	38	38	38
FTE percentage	100%	100%	100%	100%
Period	1-1 through 31-12	1-1 through 31-12	1-1 through 31-12	1-1 through 31-12
Remuneration				
Annual salary				
Gross salary	127,290	122,726	93,769	89,816
- Holiday allowance	10,183	9,818	7,502	7,185
- Year-end allowance	7,637	7,364	5,626	5,389
- Variable annual salary	500	-	500	
Total annual salary	145,610	139,908	107,397	102,390
Social security contribution (employer's share)	9,713	10,156	9,713	10,156
Pension contribution (employer's share)	19,034	17,572	17,712	15,069
Total remuneration	174,357	167,636	134,822	127,615
Actual annual salary	145,610	139,908	107,397	102,390
Maximum annual salary (determined by Goede Doelen Nederland)	168,893	162,397	125,011	124,577
Ratio annual salary against maximum annual salary	86%	86%	86%	82%

Save the Children applies the “Remuneration of directors of charitable organisations” for 2018 including the addendum dd. December 2020 issued by Goede Doelen Nederland. The Remuneration Committee of the Supervisory Board has weighted the criteria and rated the position of the CEO to 492 points (the so-called BSD-score) with a maximum gross salary of EUR 168,893. The BSD-score for the position of COO is determined to 428 points with a maximum gross salary of EUR 125,011. The actual annual salaries of the Managing Board do not exceed the maximum annual salaries as set by Goede Doelen Nederland.

6.3 Remuneration of the Managing Board according the “Executives’ Pay (Standards) Act” (WNT)

Table 38: Remuneration of the managing board (“WNT”)

Figures 2021		
Amounts x € 1		
	P.M. Kraan	W.J. De Jonge
Employment data	CEO	COO
Start and end of employment	1-9-2014 – to date	1-4-2018 – to date
FTE	1	1
Employment	Yes	Yes
Remuneration		
Remuneration plus taxable expense allowances	145,370	107,192
Remuneration payable in due course	19,034	17,712
Subtotal	164,604	124,904
Individual applicable remuneration ceiling	191,000	191,000
-/- Unduly paid and not yet refunded amount	0	0
Remuneration	164,604	124,904
The exceeding amount and the reason why the exceeding is allowed or not	Not applicable	Not applicable
Explanation of the claim for undue payment	Not applicable	Not applicable

Figures 2020		
Amounts x € 1		
	P.M. Kraan	W.J. De Jonge
Employment data	CEO	COO
Start and end of employment	1-9-2014 – to date	1-4-2018 – to date
FTE	1	1
Employment	Yes	Yes
Remuneration		
Remuneration plus taxable expense allowances	139,616	102,155
Remuneration payable in due course	17,572	15,069
Subtotal	157,188	117,224
Individual applicable remuneration ceiling	189,000	189,000
Remuneration	157,188	117,224

Total remuneration according the “Executives’ Pay (Standards) Act” (WNT) of the CEO and the COO respectively amount to EUR 164,604 and EUR 124,904. For 2021 the standard defines the maximum remuneration to EUR 191,000. Therefore, Save the Children Netherlands complies with the regulation. Supervisory board members do not receive remuneration. In the Report from the Supervisory Board, which is part of annual report the members of the Supervisory Board are stated.

6.4 Save the Children Netherlands

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



Photo: Allison Joyce / Save the Children

7. EVENTS AFTER THE BALANCE SHEET DATE

No events occurred that would provide additional information about conditions in existence as of the balance sheet date, including estimates used to prepare the financial statements for 2020 nor would provide new information about conditions that did not exist as of the balance sheet date, Between the balance sheet date and the adoption date of the financial statements by the Supervisory Board on April 22, 2022.

8. PREPARATION AND ADOPTION OF THE FINANCIAL STATEMENTS

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

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

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

- Ms. mr. L.J. Griffith, chair
- Mr. drs. R.L. de Bakker, vice chair
- Ms. dr. J. Brassey
- Ms. drs. H. L. Kurman
- Ms. mr. L. Schippers
- Mr. drs. M. Stolk

date and place: April 22, 2022 at The Hague, The Netherlands



Photo: Tito Justin / Save the Children



OTHER INFORMATION

01.1 Special provisions in the Articles of Association regarding governance

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

01.2 Transactions with related parties

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

01.3 Branches

Save the Children Netherlands does not have any branch offices.



Photo: Sophie Hamandishe / Save the Children

01.4 Independent auditor's report

To: the Supervisory Board of Stichting Save the Children Nederland

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

Our opinion

We have audited the financial statements 2021 of Stichting Save the Children Nederland, based in The Hague.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Save the Children Nederland as at 31 December 2021, and of its result for the year 2021 in accordance with Guideline for annual reporting 650 'Fundraising organisations' of the Dutch Accounting Standards Board and the requirements of the Wet normering topinkomens (WNT).

The financial statements comprise:

1. the balance sheet as at 31 December 2021;
2. the statement of income and expenses for the year 2021 and;
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing and the Controleprotocol WNT 2021. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

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

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

Unaudited compliance with the anti-cumulation clause in the WNT

In accordance with the 'Controleprotocol WNT 2021' we did not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5 subsection 1n and 1o of the 'Uitvoeringsregeling WNT'. Consequently, we did not verify whether or not the maximum salary norm has been exceeded by a 'leidinggevende topfunctionaris' (managing senior official) due to possible employment at other institutions subject to the WNT, and whether the WNT-disclosure as required in relation to this clause is accurate and complete.

Report on the other information included in the annual report

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

- the Annual report (including director's report and Supervisory Board report);
- other information.

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

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

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

Description of the responsibilities for the financial statements

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

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

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

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

Our responsibilities for the audit of the financial statements

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

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

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

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, the Controleprotocol WNT 2021, ethical requirements and independence requirements. Our audit included among others:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;

- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors;
- concluding on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Amstelveen, 4 May 2022

KPMG Accountants N.V.

J.L.C. van Sabben RA

Farzana - 2 years



Arwa - 4 years



Abraham - 7 months



Ahmed - 10 years



Itir - 6 years



Isobel - 5 years



Miriam - 14 years



Razan - 8 years



Banna - 11 years



Achol - 15 years



Zainabo - 1 year



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THANK YOU!