

ANNUAL REPORT 2020



Save the Children

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FOREWORD

In 1919, Eglantyne Jebb, a young British woman stood up for children's rights. She and her sister dared to challenge the British Government. The young women believed that it was criminal to let children starve because of the imposition of sanctions on defeated post First World War Germany. Eglantyne stated publicly that wars, started and fought by adults, in fact always are waged against children. They suffer most, whilst being innocent. Jebb laid the foundation for the Convention for the Rights of the Child, an UN based convention.

In 2019 we celebrated our 100th anniversary by celebrating partnership with others. We staged an event in the Peace Palace in the Hague. There we also concluded that our ways of delivering for children had to be adapted to the rapidly changing state of global affairs. Eroding commitment by warring parties to International Humanitarian Law and restricting access to the affected populations impact our work. As do deliberate undermining of the statute of aid workers, deliberate attacks on health structures and under- and conditional funding.

2020 was overshadowed by the COVID-19 pandemic. Quicker than we thought we had to change gear in adapting to global humanitarian challenges and speed up our change processes. The lack of access to countries and the prohibition of travel pushed us automatically into the right direction. Country Directors were in the lead of the design and delivery of our responses. Working with and through national partners became more and more the norm. While in the [Grand Bargain](#) arena piecemeal change could be noted, Save the Children embraced the COVID-19 opportunity. We embarked on a full renovation of the structure to cut costs, pool assets, pool personnel and funds and become a truly global organisation. Save the Children Netherlands contributed to the international dynamics with a broad array of expertise: brand and fundraising, humanitarian aid, programme quality, nexus programming, localisation, child rights business, climate change and innovation.

Although we were among the first organisations to close our office in quarter one of 2020, we did very well in many ways. Our organisational structure allowed us to continue as usual. And although we faced similar challenges like everyone else, we succeeded in reaching both our targets and the children in need. And from our core strength –our large global presence- we were able to provide even better for children than before, because we were already present where it matters most: close to the children in need.

We gave particular attention to staff wellbeing as many staff members struggled with the new reality of working from home. Save the Children Netherlands reinforced its position in the Dutch society, both in terms of brand recognition, domestic programming and funds raised. By doing so, our independency grew yet again. Save the Children Netherlands' liquidity, solvency, and free reserves seem sufficiently robust to maintain the financial health of the organization. We needed no outside assistance in support of the organisation.

Pim Kraan
Chief Executive Officer

Wilco de Jonge
Chief Operations Officer



Photo: Fredrik Lerneryd / Save the Children

CHAPTER 1

OVERVIEW 2020



2020 IN REVIEW: TOGETHER WE FOUGHT FOR CHILDREN



JANUARY

In the Philippines thousands of people were affected when the Taal Volcano erupted sending plumes of ash tumbling onto surrounding communities. Families were forced to evacuate to cramped centres lacking access to clean water and basic healthcare. Thanks to you we distributed thousands of hygiene kits and set up Child Friendly Spaces to support children and their families.



Credit: LJ Pasion / Save the Children

MARCH

March marked five years since the beginning of the devastating conflict in Yemen. Children living through the conflict have lost so much; childhood, health, education, loved ones and their homes. With your help we continued to provide essential health and nutrition services on the ground for those children most in need.



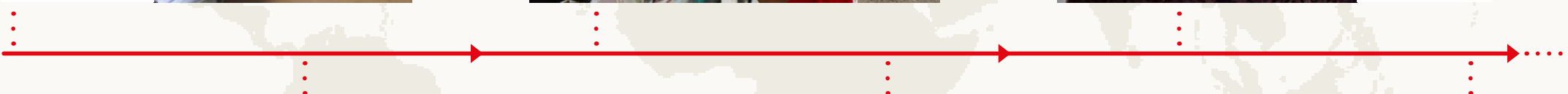
Credit: Sami M Jasser/Save The Children

MAY

We heard from children around the world who shared their feelings about the coronavirus and their hopes and advice for the future. As part of our Protect a Generation response plan, we gave more children a voice and called on world leaders to ensure access to adequate health systems and good education during and after the crisis.



Credit: Sherbel Dissi / Save the Children



Credit: Hugh Kinsella Cunningham / Save the Children

FEBRUARY

The second largest Ebola epidemic in history broke out in the Democratic Republic of the Congo with over two thousand deaths, half of which were children. Thanks to you Save the Children was immediately on the ground improving access to quality healthcare, providing critical protective equipment and training communities how to prevent the spread of the disease.

APRIL

We opened a coronavirus isolation unit in a refugee camp in Cox's Bazar refugee camp, Bangladesh. The cramped conditions and limited facilities in the camp could have led to catastrophe when the coronavirus hit.

You have made it possible for us to support Rohingya refugees since 2017, helping us to move quickly in preparing this unit to help save lives.



Credit: Catherine McGowan / Save the Children

JUNE

With your help we were able to get educational materials and books to children in rural Ethiopia after schools closed. We supported reading camps providing tens of thousands of books and a unique travelling camel library which serves smaller villages and allows children to continue their education.



Credit: Save the Children

2020 IN REVIEW: TOGETHER WE FOUGHT FOR CHILDREN



JULY

You helped us continue our coronavirus response. In Uganda we trained thousands of community health workers on how to prevent the spread of the virus, providing them with essential protective equipment. We also supported children to continue their education through radio lessons.



Credit: Anne Kobasinguzi / Save the Children



Credit: Khed Abulcrah / Save the Children

SEPTEMBER

In Sudan relentless rains caused the Nile's water levels to surge dangerously to over seventeen metres – the highest recorded in more than a century. It is estimated that 250,000 children were affected. Thanks to you we provided families with temporary shelter and much needed food assistance.

NOVEMBER

Typhoon Goni's catastrophic wind and rainfall resulted in toppled power lines, flooded and inaccessible roads and damaged houses, livelihoods, and agricultural crops.

With your help we were on the ground immediately assessing the needs of families and distributing hygiene kits including facemasks and hand sanitiser, as well as shelter kits to help weatherproof damaged homes.



Credit: Li Peison / Save the Children

AUGUST

In August a devastating explosion tore through Beirut killing hundreds and injuring thousands. Many children were left with physical and emotional scars. Thanks to your incredible response we were on the ground immediately providing shelter and setting up Child Friendly Spaces for children to play, learn and receive psycho-social support.



Credit: Tom Nidolson / Save the Children

OCTOBER

In Bolivia, you helped ambitious girls like Jesica, 15, to support their families and build their future. When the coronavirus affected their mattress business, you provided Jesica, and young entrepreneurs like her, with the training and supplies needed to adapt. Now Jesica has big, bold plans for her future.



Credit: Daniela Pirelli / Save the Children

DECEMBER

This month, we thank you. In the most challenging of times for all of us, you have been there for children. You have stood by them in their most difficult moments and given the chance to play, feel safe, learn, stay healthy, dream and most importantly just be kids.



Credit: Mustafa Soed / Save the Children

CHAPTER 2

IDENTITY & STRATEGY

Photo: Sacha Myers / Save the Children

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, Jebb 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.



Photo: Fredrik Lerneryd / Save the Children

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 (SCNL). We will 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 will support the global movement to continue our efforts towards the three breakthrough objectives to make a lasting difference for children.
- In 2020, SCNL 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 2020, 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 2020, 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 Standard](#). We worked closely with Sigrid Kaag, Dutch Minister of Foreign Trade and Development Cooperation and Eminent Person of the Grand Bargain, and her team to identify opportunities and overcome obstacles to success.
- In 2020, we invested in building our public engagement competences, and in participation in global mass mobilisation 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 2020 carefully, scaling down or postponing certain ambitions that might interfere with a balanced growth path.



Photo: Sami Jassar / Save the Children

2.3 GLOBAL BREAKTHROUGH OBJECTIVES AND UNDERLYING THEMES

SCNL remains committed in 2020 to align 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 Save the Children International (SCI) office in London, our regional, country and advocacy offices, and numerous national (often implementing) partners. In 2020, we enhanced our reputation as a competent and reliable member, working together within the movement to do what was needed most, where it was needed most. 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, SCNL is at the forefront of humanitarian innovation, actively contributing to the innovation work stream of the Dutch Relief Alliance (DRA). 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 on providing a platform for them to speak out on the challenges they are facing. 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.

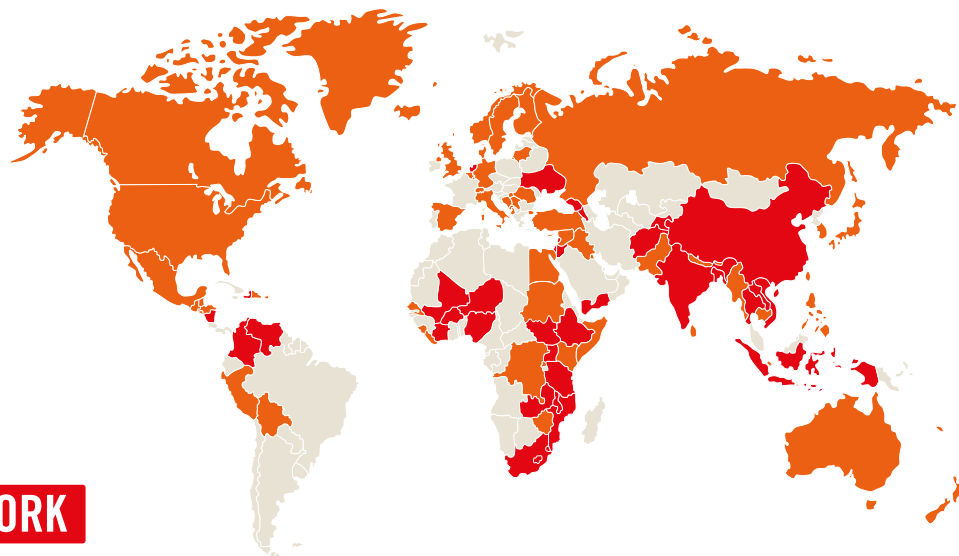


Photo: Claire Thomas / Save the Children



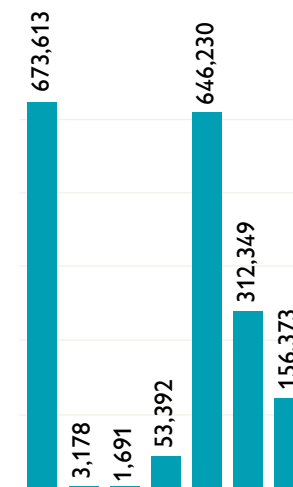
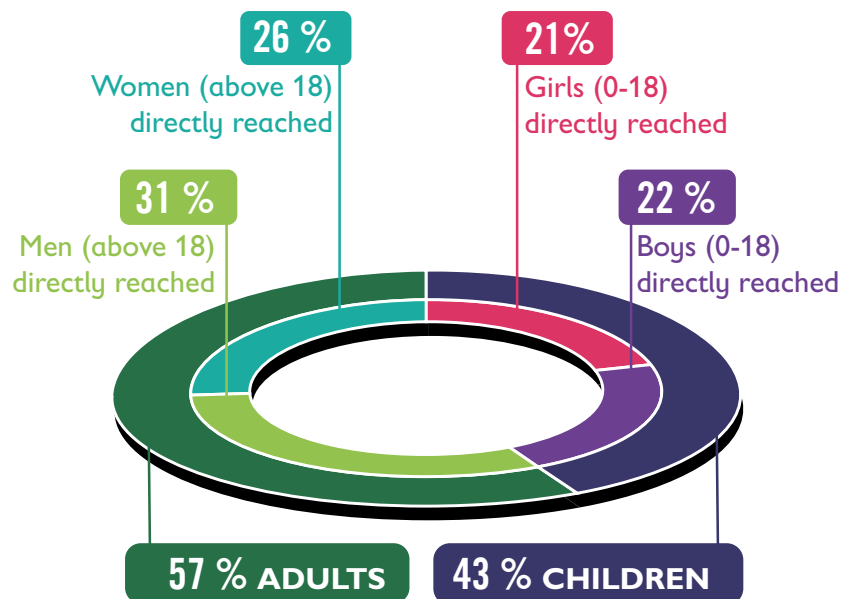
CHAPTER 3

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 38 countries



PEOPLE REACHED PER REGION

East & Southern Africa
Europe
Latin America & Caribbean
Middle East & Eastern Europe
South & Central Asia
South East & East Asia
West & Central Africa



TOTAL REACH SCNL 1,846,826

CHILDREN 786,139

ADULTS 1,060,687

386,760

399,378

479,507

581,180

3.1 PROGRAMMES

In 2020, SCNL continued to align all our work for children under the globally agreed Save the Children 2030 breakthroughs:

| | |
|---------------------|--|
| Survive | By 2030 , no child will 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 |

Our breakthroughs for children are consistent with global priorities as articulated in the Sustainable Development Goals (SDGs). Through our programming and advocacy activities, SCNL contributes to SDGs 1 through 10 and 16.

Our domestic and international programmes for children are based on consultations with children, their families, communities, governments, and other stakeholders, as well as on our evidence based [Common Approaches](#) and global expertise and experience.

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 and their application ensures effectiveness and quality of programmes. We continuously monitor our projects and programmes and conduct research and evaluations that mount into evidence of outcomes and impact, as well as lessons learned. We generate internal and use external new evidence to evolve and improve our Common Approaches.

SCNL has led or contributed to the development of a number of Common Approaches and the cross-cutting approach of Mental Health and Psychosocial Support.

In this chapter we share examples of our work for children under the global Breakthroughs and a complete list of programmes.



THREE EXAMPLES OF OUR COMMON APPROACHES:

Nourishing the Youngest focusses on the right nutrition

in the first 1,000 days of a child's life. We promote, protect and support adequate feeding of pregnant and breastfeeding mothers, of infants and young children to ensure they have the best chances of surviving. We are working with individuals, families, communities and local organisations to influence good practice and behaviors.

My Sexual Health and Rights

aims at ensuring that adolescents have comprehensive Adolescent Sexual Reproductive Health and Rights (ASRHR) information and life skills. They live in families and communities that are supportive of gender equality and ASRHR and have access to quality ASRHR services in a supportive policy environment.

Life Skills for Success aims at supporting young people to succeed in work and life, with a focus on gender equality. We focus on 5 sets of skills:

- communication skills;
- higher-order thinking skills;
- positive self-concept;
- self-control;
- social skills.



Photo: Lei Tapang / Save the Children

COVID-19 global pandemic

Throughout 2020 we experienced major consequences of the COVID-19 pandemic. Millions of children have been missing out on basic education every day. An increasing number of children were at greater risk of home-based or gender-based violence. They were also more vulnerable to numerous (secondary) consequences like food insecurity, mental health issues and lack of health services. Therefore, one can conclude without doubt that the COVID-19 pandemic has been the greatest and most impactful challenge for our organisation in 2020.

Together with our partners, donors and beneficiaries, SCNL has adapted almost all existing programmes to continue to reach targeted children and their families. We also secured additional funding for our worldwide COVID-19 response. For example, in **Thailand**. Here we promoted health and hygiene practices and skills and knowledge to strengthen local resilience to face risks of future economic shocks and outbreak relapse. In **South Sudan**, we contained the spread of the COVID-19 outbreak and disseminate accurate information on COVID-19 to communities. In **Yemen**, we supported 18 health facilities to have the capacity, supplies and equipment needed to protect both staff and patients from COVID-19 infection.

In our domestic programmes TeamUp and Speaking Minds, several trajectories had to be postponed or were temporary put on hold due to school closure in The Netherlands. Online pilots at secondary schools were started and at primary schools we were able to resume activities while obeying the COVID-19 regulations.

Our lobby and advocacy work has also been highly impacted and challenged by COVID-19. Yet we still managed to reach improvements for children due to a quick shift into pandemic related advocacy. We requested the Dutch Ministry of Finance, in anticipation of the IMF-World Bank Spring Meetings, to grant debt relief for the world's poorest countries, so they can use government funding for their coronavirus response instead. We also advocated for transparency of medical knowledge and equal distribution of vaccines.

COVID-19 will remain a persistent challenge that will impact our work for children in 2021 and beyond. It has put all our work into a new - even more challenging - perspective. The pandemic further intensifies ongoing humanitarian and development needs and gaps. And it also pauses (and often even puts back in time) the work and improvements achieved in the last decades. For example, if one looks at Sustainable Development Goals like tackling poverty, reducing inequality and providing each child a safe and sustainable learning environment.

**BREAKTHROUGH # 1:
CHILDREN SURVIVE**

INTERNATIONAL PROGRAMMES

[Examples of our work to help children SURVIVE](#)

OVERVIEW OF PROGRAMMES

[Health and Nutrition](#)[Child Poverty](#)

LOBBY AND ADVOCACY

[Breakthrough# 1](#)**BREAKTHROUGH # 2:
CHILDREN LEARN**

INTERNATIONAL PROGRAMMES

[Examples of our work to help children Learn](#)

DOMESTIC PROGRAMME

[Breakthrough# 2 Children learn](#)

OVERVIEW OF PROGRAMMES

[Education](#)

LOBBY AND ADVOCACY

[Breakthrough# 2](#)**BREAKTHROUGH # 3
CHILDREN ARE PROTECTED**

INTERNATIONAL PROGRAMMES

[Examples of our work to protect children](#)

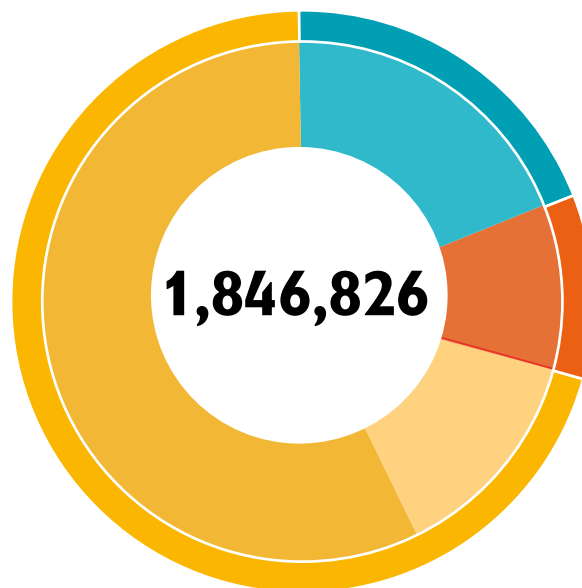
DOMESTIC PROGRAMME

[Breakthrough# 3 Children are protected](#)

OVERVIEW OF PROGRAMMES

[Child Protection](#)[Child Rights Governance](#)

LOBBY AND ADVOCACY

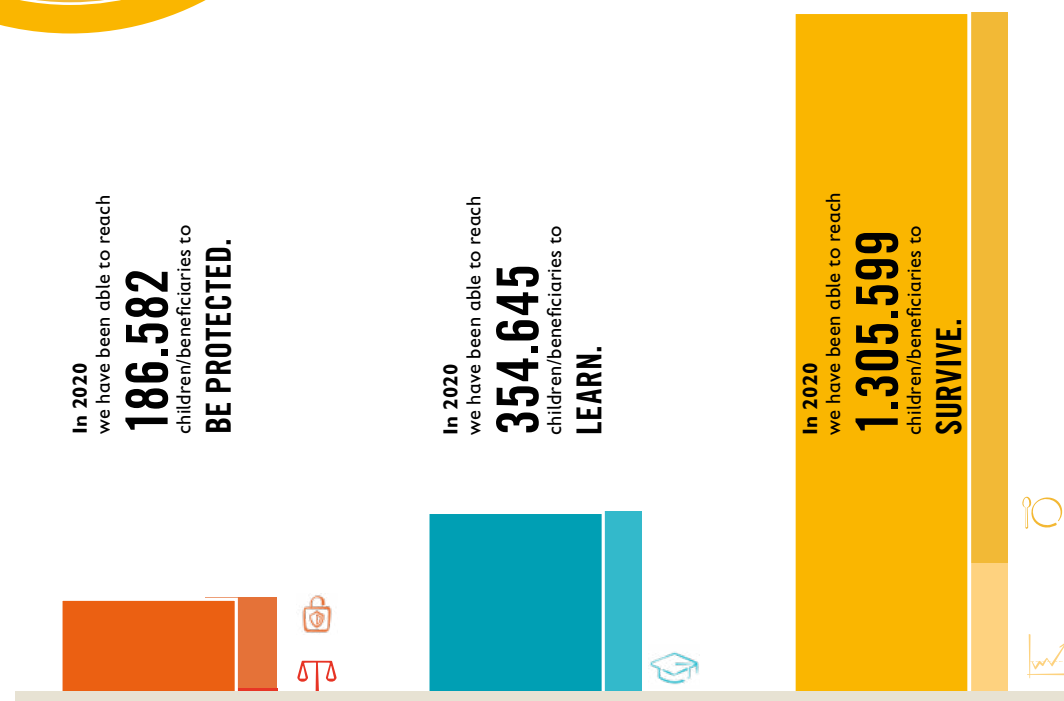
[Breakthrough# 3](#)**PEOPLE REACHED
PER THEME**

| | | | |
|------|--|-----------|-------------------------|
| 10 % | | 186,251 | Child Protection |
| 19 % | | 354,645 | Education |
| 57 % | | 1,052,420 | Health & Nutrition |
| 14 % | | 253,179 | Child Poverty |
| 0 % | | 331 | Child Rights Governance |

In 2020
we have been able to reach
186.582
children/beneficiaries to
BE PROTECTED.

In 2020
we have been able to reach
354.645
children/beneficiaries to
LEARN.

In 2020
we have been able to reach
1.305.599
children/beneficiaries to
SURVIVE.



3.1.1 INTERNATIONAL PROGRAMMES

OUR APPROACH

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

Localisation

During 2020, Save the Children has adopted its movement-wide localisation policy. SCNL solidified its commitments through the establishment of an internal localisation task force and a stronger strategic pledge for the years to come.

Our in-country SNCL teams implement our international programmes. In 2020 58% of these programmes were implemented together with and through southern partners, involving a total of 101 southern partners. Capacity building of southern partners and learning with and from our southern partners is embedded in our programmes wherever possible and relevant. In the Local Engagement to Advocate for Peace project (LEAP) in Thailand all ten civil society partners were supported with developing organisational development plans. These will form the basis for tailor-made capacity building. The Right2Grow Alliance, including SCNL, developed a successful proposal for the grant instrument Power of Voices. The development process was largely led by partners in the 6 programme countries. The key role of local partners is also reflected in the Alliance's governance structure, in which local partners have an equal representation.

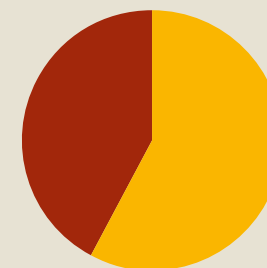
Partnerships

Partnerships are central to Save the Children's ability to achieve its breakthroughs for children. We work with a diversity of partners in The Netherlands and across the world, ranging from peer NGOs, companies, funders, professional networks and platforms to alliances/consortia. The purposes of these partnerships are wide-ranging: joint advocacy, building technical expertise and thought leadership, and achieving concrete goals that contribute to a better world for children.

For example, over the last four years SNCL has been leading the More than Brides Alliance (MTBA), working closely with Oxfam Novib, Simavi, The Population Council and numerous local organisations. Strengths of this partnership have included reaching a large geographic area, linking diverse partners across countries for learning, improve ways of working, generate new ideas and joint advocacy and campaigning.



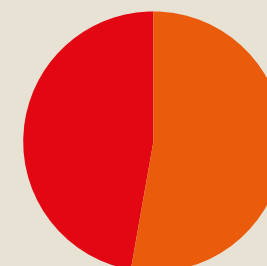
OUR WORK WITH LOCAL PARTNERS



PROJECTS IMPLEMENTED

42 % without local partners
58 % with local partners

PEOPLE REACHED PER CONTEXT



47 % Humanitarian | 873,922
53 % Development | 972,904

Gender equality and empowerment of girls

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 harmful norms in a safe environment.

SCNL is committed to taking a cohesive and coordinated approach to gender equality and inclusion. In 2017 SCNL adhered to SCI's Global Gender Equality Policy which integrates guiding principles fundamental for achieving our vision for all children. We recognise gender equality as a cross cutting theme at the core of all our interventions, by mainstreaming gender and inclusion across programmes.

We believe in a world where girls are drivers of change and enjoy equal opportunities to fulfill their aspirations and have control over their lives and future. In India for example, within the Work: No Child's Business alliance, we promote gender equality and girl's empowerment through activities such as the Young Boys' Initiatives. Boys advocate for gender equality while promoting different activities on girl's empowerment such as relevant skills acquisition, safe economic empowerment and equal education.

Innovation

In 2020, SCNL has continued to play a role in innovation both internationally by coordinating the Global Virtual Innovation Team as well as nationally as Chair of the DRA's Innovation Working Group.

With funding from the DRA Innovation Fund, several innovation projects have been active during 2020. The SCAN Tool development aimed at further improving an effective cost-efficiency tool and was continued in collaboration with Stichting Vluchteling. A Mental Health and Psychosocial Support Services (MHPSS) ideation project aimed to address the barriers people face on their migration journey with regards to MHPSS. And there was the development and pilot of a tool with the aim to ensure more community-led humanitarian responses, together with War Child Holland.

Environmental sustainability and climate change

Our work is heavily affected by the consequences of climate change, as it brings more extreme weather patterns, droughts and floods. SCNL therefore identified Environmental Sustainability and Climate Change (ESCC) as one of our priority themes in 2020 and beyond. We remain an active part of the SCI Climate Crisis Taskforce to further mainstream environmental sustainability in our programmes and way of working. In 2020 we secured EU funding for an innovative and gender responsive environment project. The project focuses on protection of natural resources and provision of alternative sources of livelihoods and sustainable energy to refugees and host communities in Uganda.

Humanitarian-development-peace nexus

In 2020 SCNL contributed to the Triple Nexus Task Team through the global network, with the goal to integrate humanitarian, development and peacebuilding approaches in our work. This resulted in a movement-wide guideline on the nexus, a project checklist and various case studies. Our COVID-19 response was a living example of nexus work and in various countries – such as Syria, Uganda, Mali and Lebanon - a nexus approach is gaining ground.



Bringing more focus to our work

In 2020, SCNL has gone through a process of defining our future thematic focus in order to have the greatest impact for children and provide high quality added value into the work of SCI.

For our international work for children we will focus efforts, capacity and expertise on the following selected themes:

- Nutrition;
- Adolescent Sexual Reproductive Health and Rights;
- Youth Economic Empowerment (including protection from harmful work);
- Environmental Sustainability and Climate Change;
- Localisation and Programmatic Innovation.

For our domestic work we will be focusing on:

- Mental Health and Psychosocial Support and;
- Child Rights Governance.

3.1.2 ACHIEVING OUR BREAKTHROUGHS



BREAKTHROUGH # 1: CHILDREN SURVIVE

2020 saw ongoing conflicts, natural disasters and the COVID-19 pandemic. This resulted in undiminished necessity to support children and their families to prevent and survive from life-threatening diseases, starvation and lack of access to basic needs. SCNL continued to invest in lifesaving food and health assistance. We supported youngsters with their sexual and reproductive health and rights and families with access to basic needs.

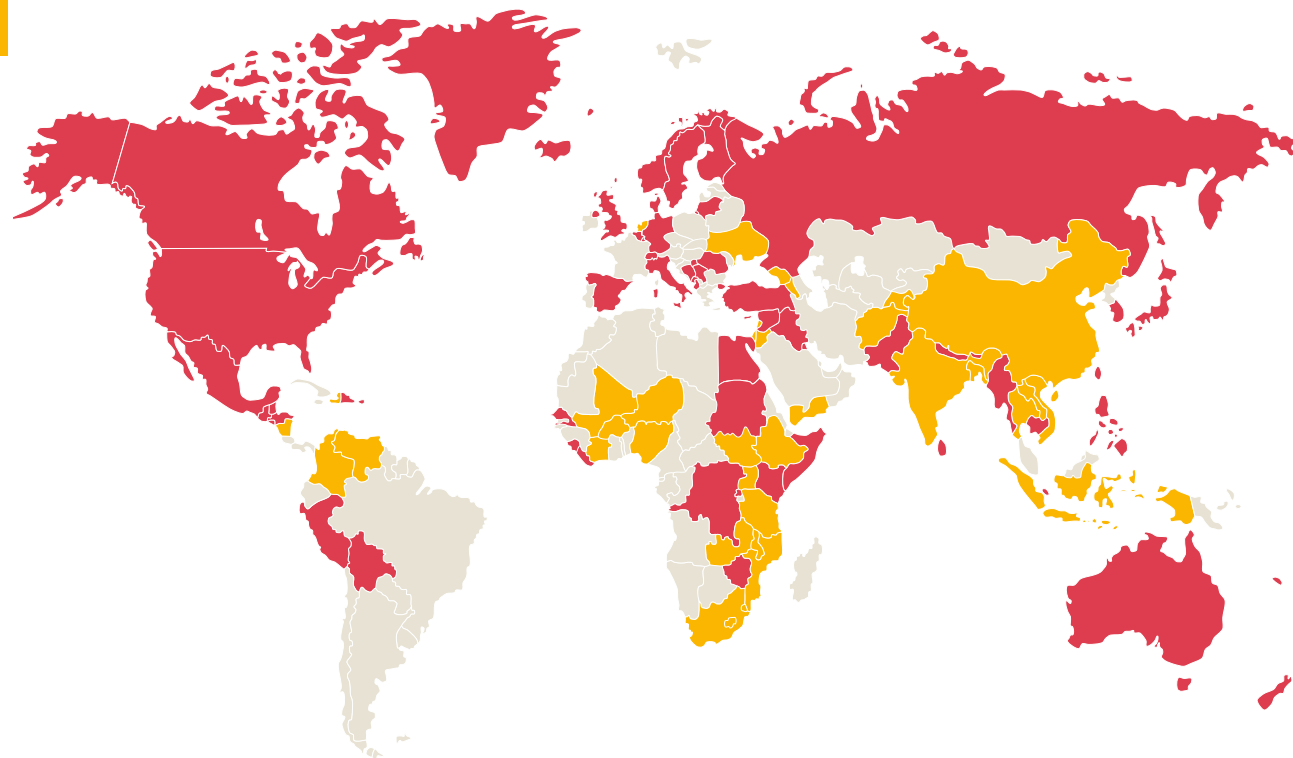
Our aims for helping children survive:

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.



Health and Nutrition

- Afghanistan
- Burkina Faso
- Ethiopia
- Georgia
- India
- Laos
- Mali
- Mozambique
- Nicaragua
- Niger
- Somalia
- South Africa : Eswatini, Lesotho, Malawi, Mozambique, South Africa and Zambia
- South Sudan
- Southern Africa
- Yemen

Child Poverty

- Armenia
- Armenia, Georgia, Ukraine
- Burkina Faso
- China
- Global
- India, Mali, Niger and Malawi (MTBA)
- India
- Lebanon
- Malawi
- Mali
- Niger
- Nigeria
- Somalia
- South Sudan
- Syria
- Thailand
- Yemen
- Zambia



In 2020 we have been able to reach

1.305.599
children/beneficiaries to
SURVIVE.



Examples of our work to help children SURVIVE:

With funding from the DRA, SCNL provided **humanitarian lifesaving assistance** in amongst others Yemen, South Sudan and Somalia. In **Yemen**, we continued our support to conflict-affected communities in Sa'ada governorate through increasing access to water, sanitation and hygiene and food security. We rehabilitated water facilities and installed latrines in two health facilities and two schools, providing nearly 12,000 people in the community, particularly children, with clean water and functional facilities. In **South Sudan**, we continued to lead the DRA response, implemented jointly by seven Dutch NGOs and ten national organisations. SCNL provided 5,711 individuals and their families with cash support to help them cope with acute food deprivation and other basic needs. We also led the DRA flood response in Jonglei, providing emergency food, WASH (water, sanitation and hygiene) and health assistance to 131,300 people. In **Somalia**, we supported households who suffered from the desert locust infestation. SCNL supported 700 households with the provision of cash to meet their immediate needs, leading to improved food security. In addition, intensive COVID-19 awareness raising and hygiene promotion campaigns were conducted. 24 handwashing facilities were installed in public places such as markets and health facilities and monthly cleaning supplies and COVID-19 hygiene kits were provided.

Funded by ECHO, a new **Health and Nutrition** programme started at the beginning of 2020, setting up a total of 15 Mobile Health Teams (MHTs) in 5 provinces in **Afghanistan**. Through these MHTs SCNL provided primary healthcare to communities who are otherwise not able to access healthcare. This included treatment of common childhood illnesses, reproductive health, mental health and psychosocial support, and treatment of acute malnutrition. Health and nutrition staff also supported appropriate infant and young child feeding. During the COVID-19 pandemic additional funding was provided by ECHO to protect MHT staff and ensure infection prevention control.

As leading partner within the More Than Brides Alliance (MTBA) SCNL worked with local organisations to **reduce child marriages** and its adverse effects on young women and girls in **India, Mali, Niger and Malawi**. The programmes strategies aimed to empower young people, in particular girls, to make informed choices about their sexual, reproductive health and rights and pursuing alternative life paths to marriage in an enabling environment. The holistic approach of MTBA successfully empowered girls affected by child marriage by, for example, giving them the skills to raise their voice, knowledge of and skills to pursue alternative choices, and a receptive family and community. Girls confirm that their voices are now heard in their communities and they are listened to when decisions that affect them are made. In fact over 500 girls convinced their parents to delay marriage and across the countries of implementation over 1,200 youth groups were formed.

Together with Philips, SCNL is implementing Project VISHWAAS - Setting Global Benchmarks for **Pneumonia Management in India**. The project prioritises the development and roll-out of mobile

“

“I feel happy to work as a community volunteer in my own community, because I have learned about giving advice to pregnant women on how to take care of their health during pregnancy and after having a baby. In addition, I have learned about how to prepare supplementary food for both mother and child, so they stay healthy”.

Chanpheng (21 years old), beneficiary from SCALING nutrition project in Laos.

health applications to improve awareness, preventive behavior and case management. An implementation study enables more accurate diagnosis through the use of an automated respiratory rate monitoring device. The project was able to equip all the frontline health workers involved in the project with a personal protective equipment kit. The project also supported COVID-19 communication and trainings in the implementation districts, reaching more than 15,000 children under 5 years of age.

SRHR-HIV Knows no Borders is a holistic, regional programme to improve sexual and reproductive health and HIV related outcomes. The programme focuses on migrants and adolescents, young people and sex workers and others living in migration-affected communities in 6 countries in Southern Africa: **Eswatini, Lesotho, Malawi, Mozambique, South Africa and Zambia**. We implement this programme in consortium with the International Organization for Migration and Witwatersrand School of Public Health. In 2020, we surpassed our reach targets with more beneficiaries benefiting from the SRHR-HIV interventions despite COVID-19.



Photo: Save the Children



BREAKTHROUGH # 2: CHILDREN LEARN

Investing in children's education is vital for lifting people out of poverty, unlocking job opportunities and creating more stable and peaceful societies. However, at the height of the COVID-19 pandemic, over 1.6 billion children were out of school (UNESCO, 2020).

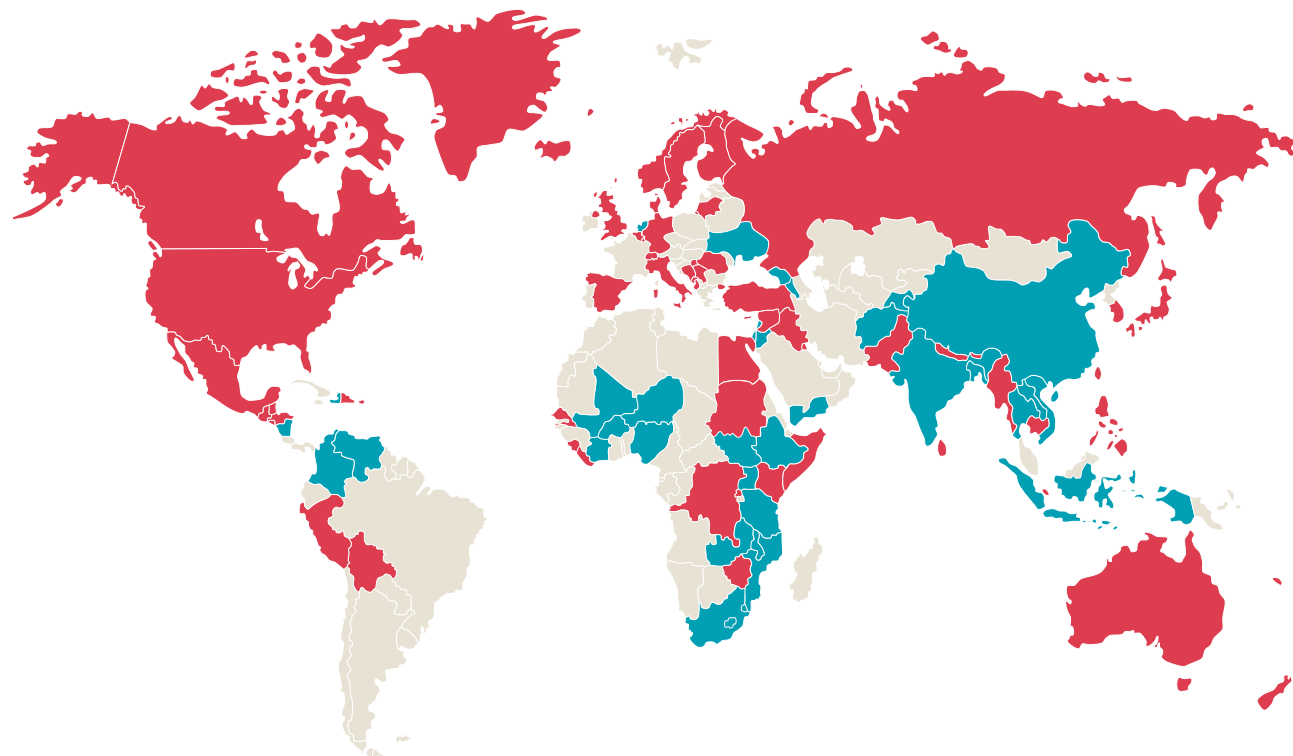
This emergency comes on top of an existing learning crisis. UNESCO's most recent projections for SDG4 – a quality education for every last child – are dire: they predict almost no progress on reducing the number of children who are out of school by 2030.

Apart from regular education programming, in 2020 SCNL invested in alternative out-of-school approaches and advocated for Back 2 School funding.

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.



Education

- Armenia
- Colombia
- Georgia
- Global
- Netherlands
- South Sudan
- Thailand
- Uganda



In 2020 we have been able to reach

354.645
children/beneficiaries to
LEARN.



Examples of our work to help children LEARN:

2020 was the third year of our ECHO funded INCLUDE programme in **Uganda**. This **Education in Emergencies** programme is implemented through a consortium of five partners, Finn Church Aid, Norwegian Refugee Council, War Child Holland, Humanity and Inclusion and led by SCNL. The programme focuses on providing primary education and a special accelerated education programme to help older children return to school and complete their primary education. We were able to continue to provide education to conflict affected (refugee) children during the COVID-19 pandemic. Out-of-school approaches were developed to enable children to access education whilst schools were closed, including radio lessons, home-based learning packages, and small-group learning sessions in the community. From the 16,082 children enrolled in education at the beginning of 2020, SCNL managed to reach 10,058 children (63%) with distance learning.

In 2020 the **Basic Education** Support Toward Transition programme continued 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** and support for successful voluntary return and reintegration to Myanmar. In response to COVID-19, prevention and response activities were initiated. For example, the provision of household WASH kits to camps and schools, home learning kits, teacher support and coping and protection messaging to children and parents.

“

“Teacher Leonard always comes to support whenever we fail to understand some questions during home learning. I have also received sanitary kits, like menstruation pads, soap and towels. I’m grateful to Save the Children for the opportunity to learn and be supported with personal needs amidst closure of schools due to COVID-19 pandemic”.

Jane (14 years old,) beneficiary from INCLUDE education program in Northern Uganda.



Photo: Save the Children



BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

Too often children are victim of violence and child rights abuses, caused by conflict situations, migration, domestic and gender-based violence, child labour or lack to access of basic services. In research conducted by SCNL on the impact of COVID-19, children reported an increase in negative feelings such as sadness, worry, insecurity, boredom, unhappiness, and less hope than before. This was due to school closures, prolonged isolation, lack of access to games and socialising with friends.

In 2020, SCNL invested in protection from dangerous living circumstances and protection 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. In 2020 we also continued to support municipal governments to involve children and youngsters in decision making around topics which affect them.

Our aim for helping children to be protected:

Child protection

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

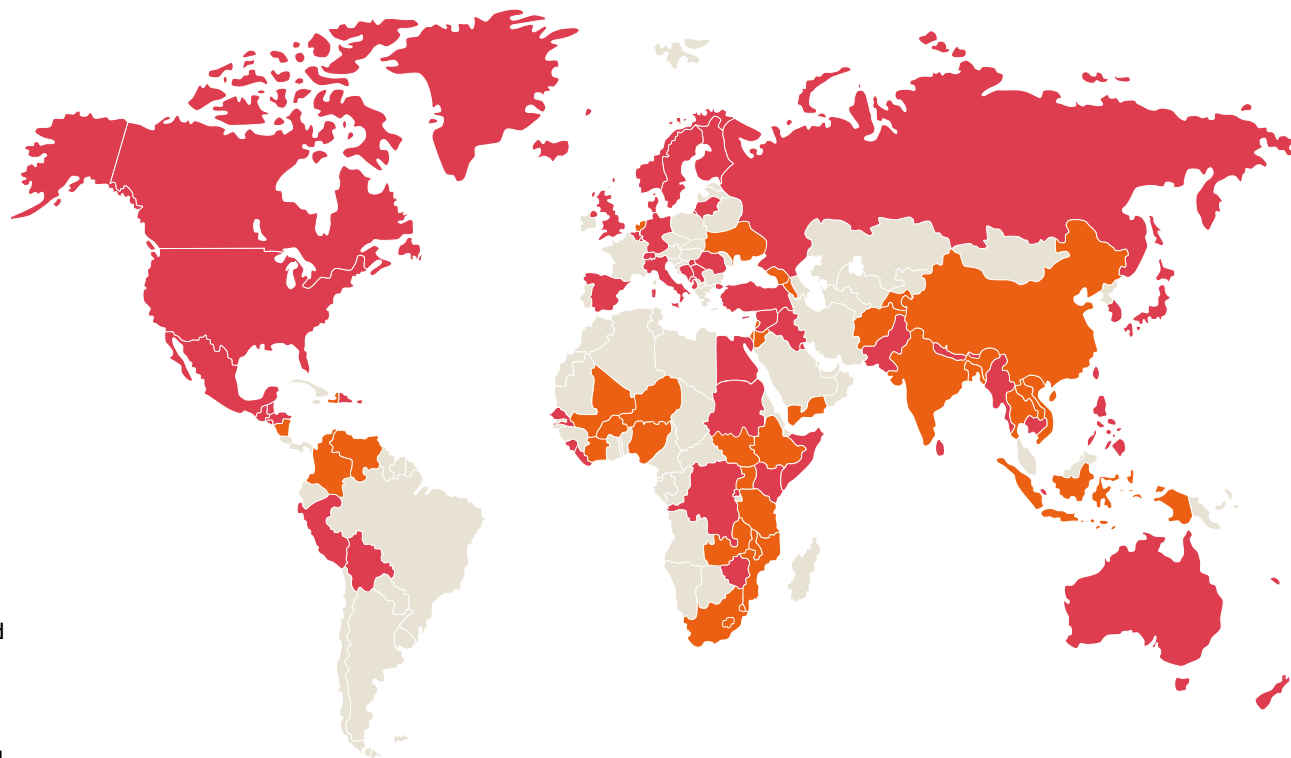
Child right governance

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

186.582
children/beneficiaries to
BE PROTECTED.



Child Protection

- Bangladesh
- China
- India
- Ivory Coast
- Jordan
- Lebanon
- Mali
- Nigeria
- South Sudan
- Uganda
- Vietnam
-

Child Poverty

- Netherlands
- Thailand



Examples of our work to **PROTECT** children:

On 4 August 2020, a catastrophic **explosion** struck Beirut's central port, injuring thousands and sending destructive shockwaves throughout the city. SCNL actively participated in the National Campaign by the Samenwerkende Hulporganisaties (SHO) to jointly respond to this crisis in **Lebanon**. With the funds raised we have been able to provide multi-purpose cash assistance to vulnerable families to cover their basic needs including food and essential non-food items. We also provided emergency support to enterprises to enable them to restart their business by addressing damage to structures/assets, by restocking, and by addressing other immediate needs to reopen. Priority was given to those businesses that are involved in the provision of essential goods and services in the community, such as food and vegetables, repair services, carpentry and electricity. With financial support from the DRA and together with the Lebanese Red Cross, SCNL also provided 600 debris removal kits to households in Beirut whose houses had been damaged by the explosion. Furthermore, we provided shelter support to households who lost their home or whose houses had become uninhabitable due to the explosion.

The **Work: No Child's Business** programme is implemented in **Ivory Coast, Mali, Uganda, Jordan, India and Vietnam**, in collaboration with Alliance partners UNICEF and Stop Child Labour. Through strengthening local child protection structures and case management, children have been removed from **child labour** in gold mines in Mali and Uganda, from the textile industry in India, and from domestic and informal work in Jordan. They have been enrolled in bridge schooling or vocational training programmes. In Jordan, two talent hubs have been established where former child labourers have participated in various arts activities and life-skills training.

TeamUp Global 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. TeamUp Global was developed by SCNL, War Child Holland and UNICEF Netherlands as a domestic programme and has expanded within our international networks.

In 2020 we have adapted the TeamUp intervention to the COVID-19 context and continued to reach children in **Colombia, OPT** (Occupied Palestinian Territory), **Uganda** and **Sri Lanka**. We have also partnered with SOS Children's Villages and are rolling out to Greece, Italy, Sweden, Burundi, Rwanda, Ethiopia, Somalia/Somaliland and Nigeria.

In 2020 we completed our **Invisibles** project in **India**.

With the financial support of the Dutch Postcode Lottery (NPL) we were able to protect and provide

future perspectives to

street children in four states. Together with local government staff, six local implementing partners and other civil society actors, SCNL has provided 287,045 street children with a legal identity document since the start of the project. With this card, 139,505 children already obtained access to basic education, health facilities, skills training, job opportunities and/or financial services. We also included COVID-19 prevention and response activities for 2,693 very vulnerable families related to the same beneficiary group.

“

“It took quite a long time but when it was my turn, I liked it. They took a picture of me and I had to put my fingers on a device. With my identity card I can now go to school and apply for a scholarship”. Ravi would like to continue his studies and pursue a career. “I don't miss anything about life on the streets, I now have time for my friends”.

Ravi (12 years old), beneficiary from NPL Invisibles project in India.



Photo: Vicky Roy / Save the Children

3.1.3 DOMESTIC PROGRAMME

OUR APPROACH

Reaching out

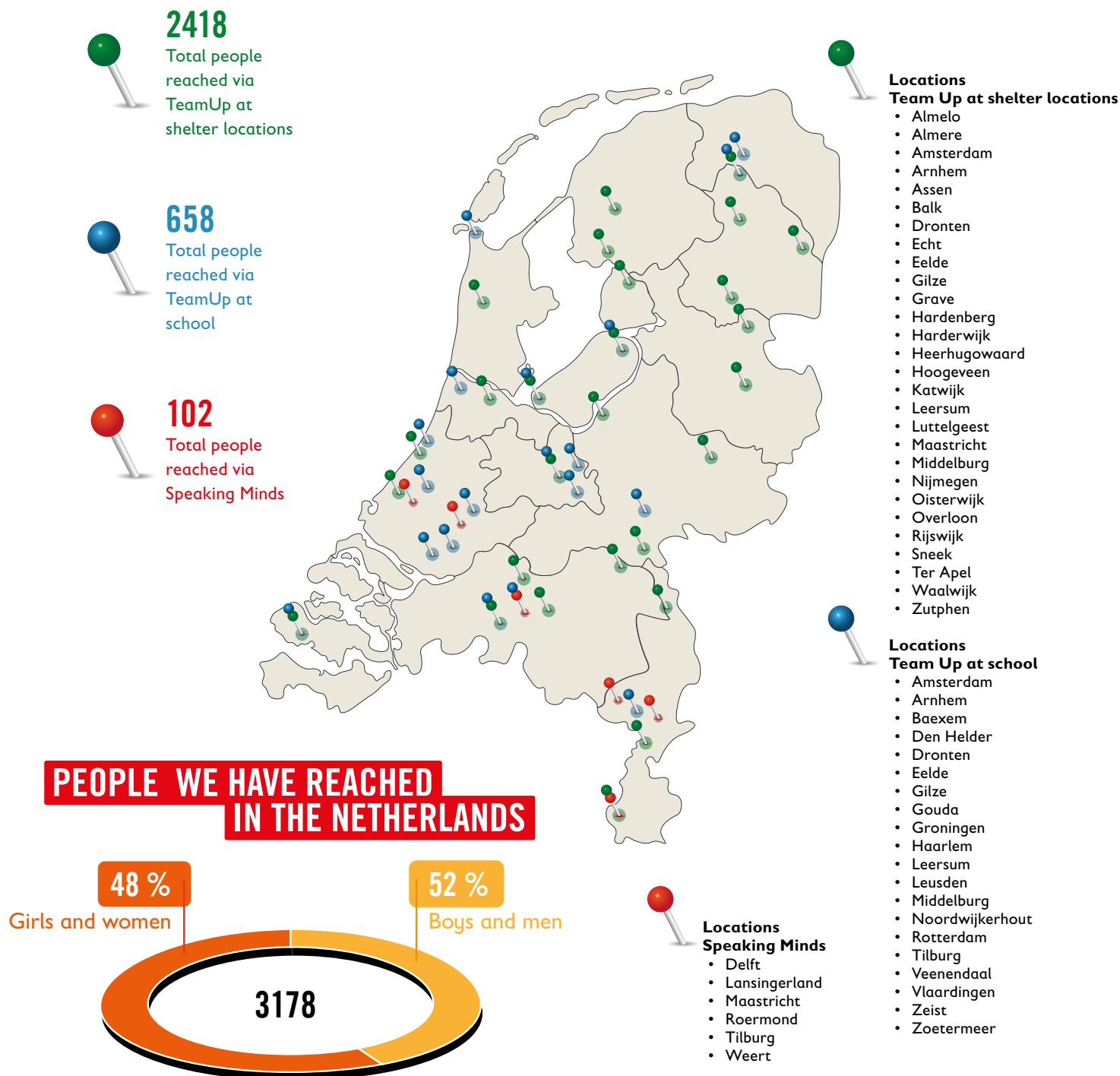
Our domestic programme shows teaming up is key to achieving results for children and young people growing up in difficult circumstances. the SCNL domestic programme is in the lead of TeamUp and Speaking Minds, on behalf of the respective coalition and consortium. Working together with our Speaking Minds and TeamUp partners, many more children and young people can be reached, even in periods of lockdown.

Child participation

To ensure programmes, projects and activities are fit for children, it is essential to involve children in programme design and adaptations. In research, evaluations and even within our activities, room is made available to reflect, evaluate and decide how to continue and improve. Children tell us they highly appreciate this. Their agency is taken into account. This central part of our child participation approach is guided by the principle 'We Do, We Model, We Care'.

Sustainable scale-up

In order to achieve nationwide coverage, to reach all children that could benefit from TeamUp and Speaking Minds, we focus on scaling up the domestic programme in a sustainable way. The importance of actually reaching out to children and young people and giving them a voice while doing so, is recognised by an increasing number of municipalities. Every year, more local trainers, educators and facilitators are trained to implement our youth programme activities at the local level, enhancing sustainability.





BREAKTHROUGH #2: CHILDREN LEARN

TeamUp at shelter locations

TeamUp – children on the move for better well-being, is a joint programme of War Child, SCNL, and UNICEF Netherlands. It is created to improve psychosocial wellbeing of children (6 – 17 years) on the move in The Netherlands through structured movement-based activities. TeamUp continued in 2020 to provide activities in 27 shelter locations in The Netherlands. Funded by the Asylum, Migration and Integration Fund, and the Ministry of Justice and Safety, we could reach 2,406 children through weekly TeamUp activities. 153 new facilitators were trained.

During the COVID-19 lockdown, we developed TeamUp@Home response: online TeamUp activities and an offline activity booklet, distributed to children in the shelter locations. Together with the Dutch [Crisisfonds](#) we offered play materials and summer activities in 17 shelter locations. As a result of TeamUp, children reported feeling safe and protected by the facilitators; building many new friends including with children they did not know before. Children learned to deal better with winning and losing, and with the emotions they experience during the games; and they became more active and vigorous because of TeamUp.



“Last year it was challenging that in the group, children from one country stuck together, leaving other children alone. In TeamUp they all had lots of fun together and they saw a different side of each other. That group formation was very beautiful to see”.

Teacher.

TeamUp at school

In 2020, our TeamUp programme in cooperation with the [CED Groep](#) was also implemented in 25 primary newcomer schools (58 classes). 74 educators received training and coaching to give TeamUp to pupils on a (bi-)weekly basis. Despite periods of school closure, more children than expected benefitted from TeamUp: 658 children were reached. A practical pilot was set up for a few schools to expand TeamUp to the toddler group (aged 4 to 6 years), continuing in 2021.

The external programme evaluation published in 2020, showed positive results. Children themselves were involved through active focus groups. They pointed out that TeamUp helps express their emotions, try new behavior and build friendships with children with other backgrounds. Teachers gave many examples of TeamUp having an encouraging effect on social – emotional development, and on how the pupils (gradually) showed positive behavioral change through TeamUp.



Photo: Jeppe Schilder / Save the Children



BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

Speaking Minds

Municipal governments are required by national and international law to involve children and families in decision making around topics which affect them. The Speaking Minds consortium (SCNL, [Stimulansz](#), [Defence for Children](#)) facilitated the participation of 92 young people in the 6 municipalities that started Speaking Minds (Delft, Maastricht, Roermond, Lansingerland) including 2 online pilots (Tilburg, Weert). Speaking Minds strengthens the capacities and knowledge of vulnerable young people. They learn to collect and

analyse information and to improve their presentation and advisory skills. They learn to build their confidence and to break the taboo around talking about poverty and debt. COVID-19 general restrictions effectuated long periods of school closure, which meant that many trajectories had to be postponed.

The evaluation amongst municipalities that ran Speaking Minds projects between 2017 and 2020 showed that much of the advice from youngsters has been

(partly) adopted, showing their relevance and practical value. Municipalities also better understand how to apply youth participation in practice: 65% indicated a continuation of youth participation after Speaking Minds ended. Speaking Minds maintained its focus in 2020 on the central theme of poverty and debt. Also, opportunities were successfully explored to include other themes addressing sensitive issues like sexual rights.

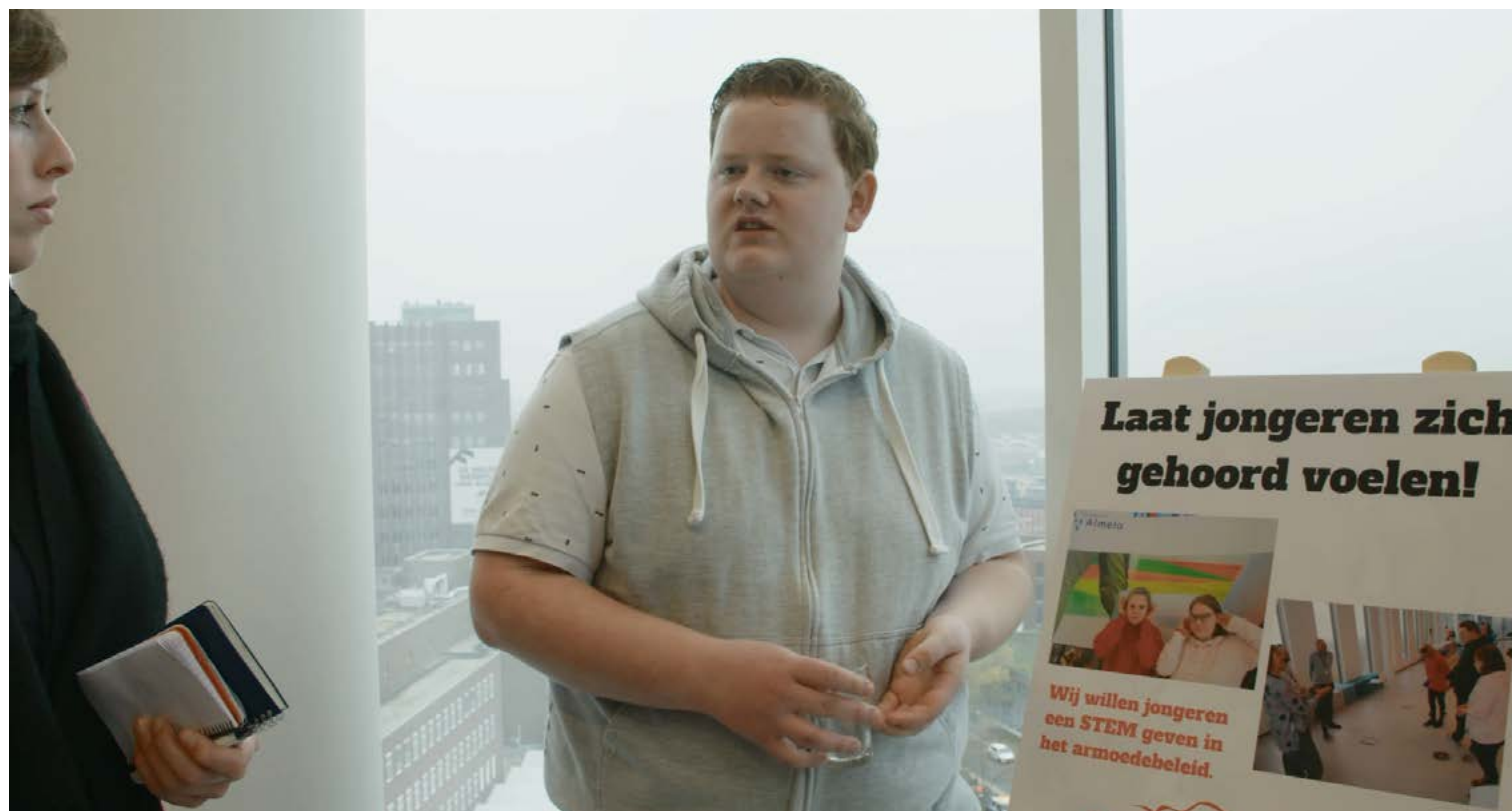


Photo: Save the Children

“

“Speaking Minds has contributed to strengthening the social bonds in our class. We were not aware of each other’s home situation and we have really been able to talk about that during Speaking Minds. We now know what everybody has gone through and that makes it easier to help each other.”

Melvin, participant Speaking Minds Almelo.

3.1.4 OVERVIEW OF PROGRAMMES

| HEALTH AND NUTRITION | | | | |
|---------------------------------|--|--------------|---|-------------------------------------|
| Country | Project description | Budget | Donor | Duration |
| Afghanistan | Emergency Health, Nutrition, Education, and Child Protection response in Afghanistan | € 7,777,778 | ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission) + our private donors | 1 January 2020 - 31 March 2022 |
| Afghanistan | Medical Pre Positioning Pooled fund: Buffer stock of medicines to quickly set up a mobile health team | € 3,500 | Our private donors | 15 July 2019 - 14 July 2020 |
| Burkina Faso | ATWA: Sexual Reproductive Health Rights programme in Burkina Faso | € 8,068,253 | Royal Netherlands Embassy in Mali | 16 January 2017 - 15 January 2020 |
| Ethiopia | RESET Plus: Family Planning for Resilience Building amongst youth and women in drought prone and chronically food insecure regions | € 1,333,347 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 15 January 2018- 17 July 2021 |
| Georgia | Skills for Success; improving employability of Georgian citizens through relevant skills building, entrepreneurship and skills matching services. | € 1,125,000 | DG NEAR - Neighbourhood and Enlargement Negotiations(European Commission) + our private donors | 1 September 2020 - 31 August 2023 |
| Global | Research for change: assessing responses to the needs of survivors of SGBV in humanitarian settings in Haiti, Yemen, and Nigeria | € 224,804 | ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission) + Royal tropical institute | 1 January 2019 - 31 December 2021 |
| Global | Making the Most of What we Know: learning project on the links between adolescent female sexuality and child marriage | € 539,446 | Ministry of Foreign Affairs | 1 September 2019 - 30 June 2021 |
| Global | Technical assistance in institutionalising quality adolescent SRH interventions in humanitarian settings | \$ 641.846 | Ministry of Foreign Affairs | 1 January 2018 - 30 September 2020 |
| India | VISHWAS (Breath of Hope): bringing high-quality pneumonia care to approximately 90,000 under-five children | € 918,000 | Philips | 1 September 2019 - 31 August 2021 |
| Laos | SCALING: Increasing food security for poor rural families and improving nutrition for young adult girls, pregnant and lactating women and children under 5 | € 10,386,136 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 16 December 2017 - 15 December 2021 |
| Mali | LAFIA: Preventing malnutrition and food security for vulnerable families in northern Mali | € 2,436,112 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 16 January 2017 - 31 May 2020 |
| Mali | ATWA: Sexual Reproductive Health Rights programme in Mali | € 12,002,220 | Royal Netherlands Embassy in Mali | 1 December 2019 - 30 November 2023 |
| Mozambique | Contribution to fund Mozambique relief | € 100,000 | Trusts and Foundations | 22 March 2019 - 20 March 2020 |
| Nicaragua | Training and capacitation of community health workers in remote areas of Nicaragua to combat pneumonia | € 78,791 | Philips + our private donors | 1 April 2019 - 31 March 2020 |
| Niger | ATWA: Sexual Reproductive Health Rights programme in Niger | € 6,929,527 | Royal Netherlands Embassy in Mali | 1 December 2019 - 30 November 2023 |
| Somalia | Provision of Life-Saving Treatment to Children with Severe Acute Malnutrition with medical complications in Baidoa, Somalia | € 300,000 | Trusts and Foundations | 1 January 2020 - 30 November 2020 |
| South Africa | SRHR-HIV Knows No Border: HIV control and reproductive care for vulnerable groups (young people) | € 644,929 | Ministry of Foreign Affairs | 1 October 2016 - 31 December 2020 |
| South Sudan | Life saving Health and Nutrition Services | € 897,963 | ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission) + our private donors | 1 April 2019 - 31 March 2020 |
| Southern Africa (region) | SRHR-HIV Knows No Border: improve SRH and HIV related outcomes in migration affected communities in South Africa, Mozambique, Eswatini, Zambia, Malawi | € 3,474,449 | Ministry of Foreign Affairs | 1 October 2016 - 31 December 2020 |
| Yemen | Yemen Joint Response 2020: WASH and Cash support to conflict-affected communities in Sa'ada governorate | € 1,465,752 | Ministry of Foreign Affairs | 1 January 2020 - 31 December 2020 |
| Yemen | Gift in Kind to distribute Plumpy'Nut | \$ 987.032 | Government of Yemen | 1 January 2014 - 30 June 2020 |

CHILD POVERTY

| Country | Project description | Budget | Donor | Duration |
|----------------------------------|---|-------------|--|------------------------------------|
| Armenia | Nagorno- Karabakh response; food security and livelihoods, child protection and education | € 250,000 | Trusts and Foundations | 1 December 2020 - 31 May 2021 |
| Armenia, Georgia, Ukraine | EU4Youth - Better Skills for a Better Future: Developing the entrepreneurial potential and employability of disadvantaged youth | € 1,534,717 | DG NEAR - Neighbourhood and Enlargement Negotiations(European Commission) + our private donors | 1 February 2018 - 31 January 2020 |
| Burkina Faso | Burkina Faso Joint Response: Emergency aid to displaced persons in crisis areas | € 477,809 | Ministry of Foreign Affairs | 1 December 2019 - 31 May 2020 |
| China | Facilitating the development of entrepreneurship and vocational training for young women and ethnic minorities | € 310,000 | Trusts and Foundations | 1 July 2018 - 31 December 2020 |
| Global | MHPSS Across the Migration Journey: engaging the voices of both services users (children and families on the move) and service providers | € 200,000 | Ministry of Foreign Affairs | 1 November 2019 - 30 April 2021 |
| multi country | MTBA Marriage: No Child's Play: empowering young people to determine if and when to get married by making informed choices about their sexual reproductive health and rights and pursuing education and economic opportunities in an enabling environment | € 3,611,765 | Ministry of Foreign Affairs | 1 January 2016 - 31 December 2020 |
| 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 |
| India | MTBA Marriage: No Child's Play: combating child marriage in the most remote areas through education, awareness and care improvement | € 3,191,137 | Ministry of Foreign Affairs | 1 January 2016 - 31 December 2020 |
| Lebanon | Providing services to protect the most vulnerable children and communities from child protection violations resulting from the COVID-19 response measures | € 1,007,169 | Ministry of Foreign Affairs | 1 June 2020 - 31 December 2020 |
| Lebanon | Beirut explosion response | € 250,000 | Trusts and Foundations | 17 August 2020 - 1 March 2021 |
| Lebanon | SHO Beirut explosion response | € 989,933 | Trusts, foundations and private donors | 17 August 2020 - 31 January 2021 |
| Malawi | MTBA Marriage: No Child's Play: Combating child marriage through education, information and improvement of care | € 1,462,107 | Ministry of Foreign Affairs | 1 January 2016 - 31 December 2020 |
| Mali | MTBA Marriage: No Child's Play: Combating child marriage through education, information and improvement of care | € 1,808,311 | Ministry of Foreign Affairs | 1 January 2016 - 31 December 2020 |
| Niger | MTBA Marriage: No Child's Play: Combating child marriage through education, information and improvement of care | € 2,872,023 | Ministry of Foreign Affairs | 1 January 2016 - 31 December 2020 |
| Nigeria | Nigeria Joint Response 2020 program - child poverty, child protection, health and nutrition + coordination | € 1,426,299 | Ministry of Foreign Affairs | 1 January 2020 - 31 December 2020 |
| Somalia | Somalia Joint Response to families affected by desert locust and COVID-19 mitigation | € 481,070 | Ministry of Foreign Affairs | 22 April 2020 - 21 October 2020 |
| South Sudan | South Sudan COVID Joint Response - Program + Coordination | € 645,305 | Ministry of Foreign Affairs | 5 September 2020 - 5 June 2021 |
| South Sudan | South Sudan Joint Response 2020 - Program + Coordination | € 1,458,217 | Ministry of Foreign Affairs | 1 January 2020 - 31 December 2020 |
| South Sudan | South Sudan Floods acute joint response 2019 – Program + Coordination | € 502.145 | Ministry of Foreign Affairs | 26 November 2019 - 25 May 2020 |
| Syria | North East Syria Emergency Pooled Appeal | € 122,012 | Our private donors | 1 November 2019 - 31 December 2020 |
| Thailand | Covid-19 response and recovery in the Deep South of Thailand | € 1,000,000 | DG DEVCO - International Cooperation and Development (European Commission) | 7 July 2020 - 6 July 2022 |
| Yemen | Complex Protracted Crisis Pooled Appeal Fund 2020 | € 50,000 | Our private donors | 1 January 2020 - 31 December 2020 |
| Zambia | Zambia Joint response emergency school feeding for children affected by drought | € 598,485 | Ministry of Foreign Affairs | 5 March 2020 - 30 November 2020 |

EDUCATION

| Country | Project description | Budget | Donor | Duration |
|-------------|---|-------------|---|-------------------------------------|
| Armenia | Access to education for all during the Covid-19 emergency situation | € 56,985 | DG NEAR - Neighbourhood and Enlargement Negotiations(European Commission) | 15 May 2020 - 15 July 2020 |
| Colombia | Increasing access to safe, quality education opportunities for refugee children from Venezuela | € 300,000 | Trusts and Foundations | 1 September 2019 - 30 November 2020 |
| Georgia | Improvement and financing of pre-primary education | € 618,182 | World Bank | 10 April 2017 - 16 July 2020 |
| Global | TeamUp Global: scaling of the TeamUp intervention in humanitarian setting in order to reach as many children as possible affected by conflict and disaster | € 100,000 | Our private donors | 1 January 2020 - 31 December 2020 |
| Netherlands | Team UP at School III. Structured sports and play activities created to support the socio-emotional development of newly arrived refugee school children | € 441,675 | Our private donors | 1 October 2019 - 30 September 2022 |
| Netherlands | TeamUp reception centres: additional budget to current 'TeamUp' project, through fundraising efforts by TeamUp alliance | € 3,257 | Trusts and foundations | 1 January 2020 - 31 December 2020 |
| Netherlands | TeamUp - Children on the move for better well-being. Structured sports and play activities to improve psychosocial wellbeing and resilience of refugee children | € 430,585 | The European Commission's Asylum, Migration and Integration Fund (AMIF) via Ministry of Social Affairs and Employment | 1 September 2019 - 31 December 2021 |
| Netherlands | TeamUp reception centers: additional budget to cover ineligible costs under 'TeamUp' | € 14,750 | Ministry of Justice and Security | 1 September 2019 - 31 December 2021 |
| South Sudan | Rehabilitation of a primary school | € 30,000 | Private donors + Babylon hotel | 1 December 2019 - 30 May 2020 |
| Thailand | BEST IV: Ensuring quality education for Myanmar refugee students and supporting the return and reintegration of Myanmar refugee students and teachers | € 2,050,007 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 1 March 2019 - 28 February 2021 |
| Uganda | INCLUDE: quality accelerated education and protection for conflict affected host and refugee children in Western Uganda to increase their personal wellbeing | € 4,909,037 | ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission) + our private donors | 1 February 2018 - 31 March 2021 |
| Uganda | SPRS-NU: Accelerated education and livelihood support programme for refugee settlements in Northern Uganda | € 3,039,150 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 30 August 2016 - 30 August 2020 |

CHILD PROTECTION

| Country | Project description | Budget | Donor | Duration |
|----------------------|--|-------------|--|-----------------------------------|
| Bangladesh | Emergency aid to refugee Rohingyas in Cox Bazar | € 248,088 | Trusts and Foundations | 1 November 2017- 31 October 2020 |
| 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 |
| multi country | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,473,524 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| 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 | 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 2020 |
| India | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 2,125,034 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| India | Providing children living on the street in India with legal identity documents and with access to basic social services | € 2,400,000 | Dutch Postcode Lottery | 1 April 2018 - 31 December 2020 |
| Ivory Coast | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,582,032 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| Jordan | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,374,678 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| Lebanon | Improving Prospects for Refugees and Vulnerable Host Communities by providing child protection services and alternative livelihood opportunities | € 1,857,850 | Ministry of Foreign Affairs | 1 June 2019 - 31 May 2022 |
| Lebanon | Lebanon Joint Response to address effects of the explosion in Beirut | € 385,344 | Ministry of Foreign Affairs | 9 August 2020 - 8 February 2021 |
| Mali | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,642,360 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| Mali | Girls Voices and Womens Rights: Protecting and promoting the rights of women and girls | € 465,070 | DG DEVCO - International Cooperation and Development (European Commission)+ our private donors | 1 December 2017 - 31 October 2020 |
| Nigeria | ASRHR advocacy towards ending child marriage for vulnerable, out of school girls, married and unmarried adolescents | € 500,000 | Royal Netherlands Embassy in Nigeria | 1 September 2018 - 31 August 2021 |
| South Sudan | Release of Children by Armed Groups: reintegration activities for 21 children | € 25,000 | Trusts and Foundations | 12 December 2019 - 31 July 2020 |
| Uganda | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,218,135 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |
| Vietnam | Work: No Child's Business: working with communities, authorities and businesses to prevent and reduce child labour and to increase children's access to quality education and/or decent future employment. | € 1,573,200 | Ministry of Foreign Affairs | 1 July 2019 - 30 June 2024 |

CHILD RIGHTS GOVERNANCE

| Country | Project description | Budget | Donor | Duration |
|-------------|---|-----------|---|-------------------------------------|
| Netherlands | Speaking Minds 'Jeugdzorg': youth participation in the context of municipal youth assistance | € 16,416 | Ministry of Health, Welfare and Sport | 1 November 2019 - 31 December 2021 |
| Netherlands | Speaking Minds - Getting out of debt sooner: what works. 'Dutch National Research Agenda (NWA)' project in which municipalities, knowledge institutions and civil society organisations develop (new or existing) work methods to tackle poverty and debt effectively | € 37,972 | the Netherlands Organisation for Scientific Research (NWO) | 1 May 2020 - 30 April 2023 |
| Netherlands | Speaking Minds Lansingerland: participation of young people in the development of poverty policies in the municipality of Lansingerland | € 12,884 | Municipality of Lansingerland | 1 January 2020 - 31 March 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 2020 |
| Netherlands | Speaking Minds Delft: participation of young people in the development of poverty policies in the municipality of Delft | € 21,121 | Municipality of Delft | 1 January 2020 - 1 June 2022 |
| 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 - 2 March 2021 |
| Netherlands | Speaking Minds ALL-IN. Invites direct contact between professionals and financially vulnerable young people around poverty and debt approaches | € 183,866 | Ministry of Social Affairs and Employment | 1 August 2019 - 31 December 2021 |
| Netherlands | Speaking Minds Online pilot Tilburg: pilot regarding the online participation of young people in the development of poverty policies in the municipality of Tilburg | € 833 | Municipality of Tilburg | 11 May 2020 - 31 May 2020 |
| Netherlands | Speaking Minds Online pilot Weert: pilot regarding the online participation of young people in the development of poverty policies in the municipality of Weert | € 833 | Our private donors | 4 May 2020 - 25 May 2020 |
| Thailand | 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 | € 666,667 | DG DEVCO - International Cooperation and Development (European Commission) + our private donors | 26 November 2019 - 25 November 2022 |

OTHER

| Country | Project description | Budget | Donor | Duration |
|-------------|---|-----------|---|-----------------------------------|
| Global | Save the Children Netherlands 2020 contribution to global CEF | € 150,000 | Our private donors | 1 January 2020 - 31 December 2020 |
| Global | RIL (Response Innovation Lab) facilitation of Joint Response Innovation Fund | € 43,028 | Ministry of Foreign Affairs | 1 July 2020 - 31 January 2021 |
| Global | Systematic Cost Analysis (SCAN): developing a tool to addresses the urgent need for cost effectiveness data | € 180,896 | Ministry of Foreign Affairs - Dutch Relief Alliance | 1 November 2018 - 31 March 2020 |
| South Sudan | South Sudan future DRA process - designing a locally led response model | € 30,000 | Ministry of Foreign Affairs | 1 June 2020 - 11 October 2020 |

3.2 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. All our advocacy work is supported by the global Sustainable Development Goals (SDG's) and the voices of children themselves. Throughout 2020 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 are strongly considered in the electoral programmes for the Dutch general parliamentary elections in 2021. We focused on children in poverty, foreign trade policies and development aid, including humanitarian crises, and child rights governance.

OUR APPROACH

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, trying to innovate wherever we can. Either individually or in collaboration with partners with whom we join forces in advocacy coalitions.

Research Overview 2020

1. Research by the Verwey Jonker Institute, in collaboration with Utrecht University, into the implementation of article 26 of the UNCRC – the right to social security – and the consequences for children of the Dutch social security system.
2. A Save the Children International research on the mental health of Syrian refugees. A blended quantitative/qualitative research in Syria, Lebanon, Jordan, Turkey and The Netherlands – giving us powerful data, information and insights from Syrians in multiple and diverse displacement contexts.
3. In collaboration with Save the Children Denmark, we invested in the development of Mental Health and Psychosocial Support (MHPSS) technical guidance for aid providers and country offices, including case studies.
4. Co-production research with several Save the Children members, conducted by the Oxford Institute for Ethics, Law and Armed Conflict (ELAC), into child-friendly legal accountability mechanisms.

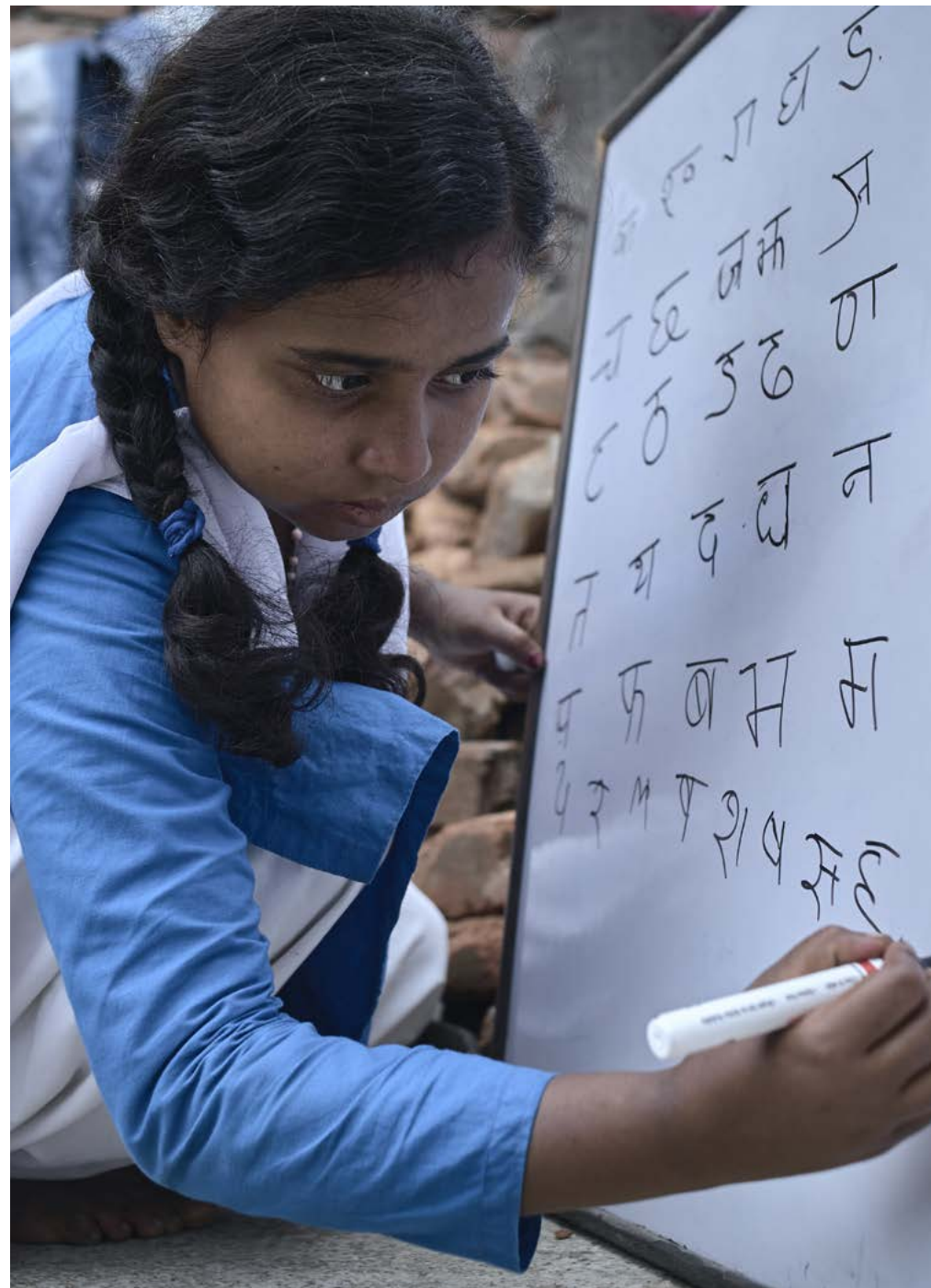


Photo: CJ Clarke / Save the Children



BREAKTHROUGH # 1: CHILDREN SURVIVE

We continuously advocate for children affected by conflict and crises. Based on the humanitarian needs, the crises in Syria and Yemen continue to be our top priority.

As part of the Stop the War on Children campaign we collected more than 10,000 signatures to support children and call for an end to the war in Syria. These signatures were presented to the Dutch parliament, calling for broad support for psychosocial support for Syrian children and their families to deal with the trauma of war and displacement. The Dutch government committed to actively integrate psychosocial support in humanitarian responses with special focus on the needs of vulnerable groups such as children.

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 we 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. That is why, in 2020 we stepped up our influencing efforts towards international legal institutions such as the International Criminal Court and the International Court of Justice. We promoted the widespread use of the Whiteflag Protocol, a communications procedure for parties in conflict areas to safely register the location of schools and hospitals. The Dutch Ministry of Defence has publicly shown support for further development of the Whiteflag Protocol.

Nutrition

In 2020 we contributed to the Global Nutrition Report – published by SCI. The report provides clear insights into children's nutrition and malnutrition levels around the world. Throughout 2020 we maintained a close collaboration with the Dutch Ministry of Foreign Affairs as we developed a partnership within the area of sustainable food systems.

Child Poverty in The Netherlands

Research shows that if the current government policy is continued, poverty will increase by 25 percent in the coming years (SCP, 2020). A structural approach to tackle child poverty is therefore highly needed. In 2020 we continued to follow up on our study Opportunities for children. With the report findings in hand, we advised various municipalities on how our recommendations can be implemented in local poverty policies.

We have worked with our European colleagues to prioritise child poverty in various European funds and regulations, which also apply to member States. And with success: at the beginning of 2021, we are expecting an agreement by the EU's co-legislators on the European Social Fund Plus (ESF+) which for the first time includes a specific objective aimed at fighting child poverty.



Photo: Mark Njoroge / Save the Children



BREAKTHROUGH # 2: CHILDREN LEARN

Investments in education are severely needed. SCNL advocated to keep education on the political agenda. Together with the Global Campaign for Education – the Netherlands, SCNL has urged the government to reserve adequate funding for education within the means available for tackling the COVID-19 pandemic. To that end, we organised a hearing in parliament in which we called for a contribution to the Global Partnership for Education – a global education fund. We are currently awaiting a political announcement of how much additional funding The Netherlands will contribute. Lastly, upon their request, we advised the Dutch government on educational financing facilities best suited for delivering high-quality programmes for children across the globe, including attention for MHPPS within education.





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 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. The Dutch NGO Coalition for Children's Rights (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.

In 2020, we initiated the development of the publication of an annual KRC children's rights monitor. In collaboration with the Ministry of Health, Welfare and Sport we discussed how children's rights can be integrated into the Youth Monitor of the official Dutch Statistical Office (CBS). Moreover, following the European Children's Rights strategy, the government decided to explore options for a national children's rights strategy in 2021.

For more information: www.kinderrechten.nl

Migration

Save the Children ceaselessly voices the needs and concerns of young refugees. We advocated strongly to include protection of children's rights in the new EU Migration Pact. We also heavily promoted the use of reception standards and border management policies that are child-sensitive and child-centered. To address the dire need of children in refugee camps on the Greek islands, SCNL joined a public awareness campaign in The Netherlands to push the Dutch government to show solidarity with Greece and host 500 unaccompanied children to The Netherlands. Upon major public pressure, the Dutch government ultimately agreed to host 100 refugee children. The campaign was successful in gaining broad public support. More than 100,000 signatures were collected and almost 200 municipalities and several provinces offered their willingness to host refugee children. SCNL is part of the coalition Kind in AZC (children in asylum centers), a group that supports the rights of refugee children during their asylum procedure and aims to ensure a more child friendly reception in The Netherlands. In 2020 the coalition advocated to improve the access to education for children during COVID-19 related lockdowns. Upon strong pressure from the coalition, the Dutch government agreed to limit the forced moves of children and families to different reception locations. This will help children to continue their education during the asylum procedure.

Mental Health and Psychosocial Support (MHPSS)

In 2020 SCNL strongly increased political attention for mental health and psychosocial wellbeing of the most vulnerable groups. This includes the integration of MHPSS for children living in conflict - with strengthened links to preparedness, development, and peacebuilding. This resulted in a Joint Interagency Call for Action and was signed off by the Dutch government, other donor countries, as well as key UN agencies including WHO, UNHCR and UNOCHA. In 2020 – for the first time in history - MHPSS also became part of the UN Peacebuilding Architecture.

We are proud to share that an additional € 3 million was pledged by the Dutch government to Education Cannot Wait, the world's largest Education in Emergencies fund. Due to our efforts in 2019 this fund is now integrating mental health across all their programmes. Additional funding was released to humanitarian joint responses of the DRA, including a minimum level of MHPSS integration and Psychological First Aid training for all frontline workers and an increased budget for staffs' wellbeing.

Children's Rights & Business

SCNL has been part of several covenants within the financial sector. In 2020, our efforts in the Covenant for the Banking Sector, came to an end. We will continue working with banks and related stakeholders to ensure positive changes for children. Within the Covenant for the Insurance Sector, we successfully cooperated with insurance companies and the government to work with two pharmaceutical companies on their access to medicine policies and implementation. In the Covenant for the Pension Funds, we initiated a project to seek for leverage towards the automotive sector to address the issue of child



Photo: Save the Children

labour in mica mines. As part of our efforts in relation to the financial sector, we published a Framework for Responsible Investments and Children Rights. SCNL actively participates in DISCO - the Dutch Initiative on Sustainable Cacao.

At the end of 2020 SCNL welcomed the long-awaited policy framework regarding Responsible Business Conduct, working towards binding rules for companies to mitigate the negative effects they have on children's rights. In our view a combination of binding legislation and cooperation through sectoral initiatives, offers the best perspective to prevent or mitigate the risks for children's well-being. We therefore consider the policy framework that was introduced by government, including the development of the building blocks for horizontal due diligence legislation, as a positive breakthrough. These building blocks will be used to start implementation of the Wet Zorgplicht Kinderarbeid, the adopted bill that obliges companies to detect, prevent and tackle child labour in their supply chains. In parallel, we act as an advisory partner for several Members of Parliament who have presented their own initiative for mandatory due diligence legislation. SCNL has been vigilant in making sure that all financial instruments used by the government to incentivize export and trade, such as the new agency Invest International, are also made conditional to binding due diligence provisions. Lastly, in 2020, we urged the European Commission to come up with an EU-legislation on Business and Human Rights. On this, and in close collaboration with our Brussels based advocacy office, we provided our expertise to the European Parliament.

Child Labour

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. In the first operational year of the programme, we drafted several advocacy briefs in anticipation of parliamentary debates on responsible business conduct policies and implementation of the Wet Zorgplicht Kinderarbeid. We organised several webinars in which we provided our insights into the role business must play in achieving a transparent and child-labour free supply chain. Lastly, we used this year to get ourselves ready for the UN International Year for the Elimination of Child Labour in 2021.

Youth issues unite us

In the late summer of 2020, we organised a global youth-led virtual forum on MHPSS and Education, whereby four young people entered dialogue with policymakers, including Sigrid Kaag, Minister of Foreign Trade and Development Cooperation and the head of the Mental Health programme at the Ministry of Public Health in Lebanon. The youths shared the importance of integrating MHPSS in education programs, especially in today's challenging environments of COVID-19, migration and climate change, and how to best ensure the needs of children and adolescents are met.

The empowering effects on youths were apparent. This is what drove Marwa (18 years) to participate:

"It is important that my opinion and the opinion of youth in my community can affect decision making in a positive way and change the life of everyone including the life of youth. It is important to speak up about our issues and problems and to know how to address them. It is important to us to take place in global and international advocacy. This will give us a sense of responsibility and assure us that our voices are not neglected, and that some people really care about us. Our participation gives us confidence, makes us happy, and creates a positive change in our life".

We continue to work with inspiring young people like Marwa to bring key issues to the agendas of policymakers.

A chance to become hopeful again

In July 2020, Rasha (17 years) presented our report Psychosocial Safety: Pathways for psychosocial safety for Syria's displaced children and adolescents, to Minister Sigrid Kaag. Rasha was born in Syria and arrived in The Netherlands as a refugee at the age of 11. To deal with her experiences from the war in Syria, Rasha received psychosocial support that helped her to build up her life in The Netherlands. As a youth ambassador Rasha supports SCNL by regularly speaking at meetings and conferences on MHPSS and sharing her own experiences.

Rasha:

"Handing over the report to Minister Kaag made me feel like we were one step closer to breaking the cycle of pain and suffering of the children spread all around the world, caused by the war in Syria. Because by offering these children psychosocial mental support, they were finally able to free themselves from the oust that haunts them and their dreams. It felt like they were getting a chance to become hopeful, functioning, people again".



Photo: Arie Kieviet / Save the Children

CHAPTER 4

OUR POSITION IN THE DUTCH SOCIETY

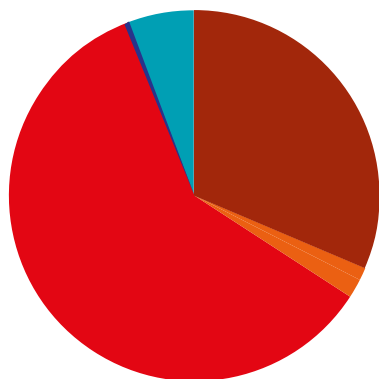
Photo: Save the Children

4.1 FUNDRAISING

Without financial resources, we cannot help children. That is why SCNL 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).



Income from

- individual givers | € 16.617.154
- companies | € 477.361
- lotteries | € 900.000
- government grants | € 31.521.443
- non-profit organisations | € 56.756
- other non-profit organisations | € 2.984.849

Our guidelines

- SCNL spends each and every euro very carefully, to ensure we are helping as many children as possible. We must be reasonable, considerate and transparent in how much we spend on our programmes 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.
- 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.



Photo: Claire Thomas / Save the Children

4.1.1 INSTITUTIONAL DONORS

Institutional donors fund a large proportion of our aid programmes:

Ministry of Foreign Affairs

In 2020, the Ministry of Foreign Affairs provided funding through:

- **The Social Development Department and Health and Aids Division**

With this funding, the More than Brides Alliance (MTBA) was able to help children in India, Malawi, Mali, Niger and Pakistan, with a focus on preventing child marriage. The MTBA also received funding to study the relationship between female adolescence and child marriage. This Make the Most of What We Know project contributes to improve the situation for children and to change social norms about gender and sexuality.

- **The Sustainable Economic Development Department**

Since 2019, SCNL, Stop Child Labour (coordinated by Hivos) and UNICEF Netherlands formed an alliance (2019 - 2022) for the development and implementation of the Work: No Child's Business programme. The alliance addresses the root causes of child labour and its devastating impacts on children, young people, their families and communities.

- **The Department for Stabilisation and Humanitarian Aid**

Since 2015, SCNL is part of the DRA, a coalition of 14 humanitarian organisations. DRA is aiming to allocate funding to urgent humanitarian assistance in a more timely, effective and efficient manner, while working closely together with local and national partners. Over the strategic agenda period 2018 – 2021, € 250 million were made available, and additional funding was added in 2020 to enable a specific COVID-19 response. In 2020, SCNL was able to provide almost € 6 million in aid through DRA joint responses in Yemen, northeast Nigeria, South Sudan, Somalia, Zambia, Lebanon and Burkina Faso.

- **Embassies**

With Netherlands embassy support, girls and women in China are being protected from violence and adolescent girls in Nigeria benefit from advocacy work towards ending child marriage. Through the embassy in Mozambique, in partnership with the International Organization for Migration (IOM), a second programme phase was secured aimed at improving reproductive healthcare. Young people and migrants are now better protected from diseases such as HIV in Eswatini, Mozambique, South Africa and Zambia. With the help of the embassy in Mali, the reproductive health and rights of young people in Burkina Faso, Mali and Niger are improved. This was done through knowledge, designation and behavioral change, and healthcare facilities provide high-quality sexual and reproductive healthcare services for teenage girls and boys.

Ministry of Social Affairs and Employment

In 2020, 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) are encouraged to connect directly with the aim to develop an instrument. This ALL-INstrument will be used locally to strengthen the connection between implementing organisations in the social domain and financially vulnerable young people.

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

Through the generous support of AMIF we receive funding for 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 of this Ministry.

Ministry of Health, Welfare and Sport

Thanks to this Ministry, SCNL, Defence for Children and Team-Kim will be able to further develop the Speaking Minds method for youth participation in the context of municipal youth assistance.

Dutch municipalities

Through the Speaking Minds programme, Dutch municipalities are able to involve young people in the development of anti-poverty policy in their local areas.

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. ECHO also provides funding for other aid organisations that do the same. Thanks to ECHO, we were able to provide children with primary health care and treatment for acute malnutrition in five provinces, and with education in one province in Afghanistan in 2020. Since 2018, ECHO has funded an Education in Emergencies consortium in Uganda and enabled us and our partners to continue to provide education during the COVID-19 pandemic for conflict affected (refugee) children in Uganda.

DG DEVCO

In 2020, we continued our partnership with the European Union with development funding from the European Commission's Directorate General (DG) for International Partnerships (INTPA), formerly International Cooperation and Development (DEVCO) and DG for Neighbourhood and Enlargement Negotiations (NEAR), including the European Trust Fund for Africa. We worked on advocacy for peace and refugee basic education in Thailand, nutrition in Laos, access to family planning in Ethiopia and nutrition and women's and girls' rights in Mali. As follow-up to closing projects, we successfully secured funds for skills building of Georgian youth and women and for addressing environmental degradation in Ugandan refugee hosting communities, and additionally for COVID-19 responses in Thailand and Armenia.

4.1.2 INDIVIDUAL DONORS

In support from the Dutch public SCNL began implementing its current fundraising strategy in 2016, with very good results. The number of active donors has grown from roughly 60,000 then, to more than 200,000 in 2020. This increased support from the Dutch public has enabled us to help many more children in emergency situations and to also increase our structural, longer-term activities – strengthening communities and improving resources to benefit the most marginalized and deprived children around the world.

Communication with our donors

It is extremely important to keep an open dialogue with our supporters and donors about the impact of their contributions, the needs of children and the dilemma's that we face in our work. Out of cost and environmental considerations, we primarily communicate digitally: with regular emails, social media posts and via our website.

However, according to our annual donor survey, many of our individual givers want to receive more information by post. We therefore continued sending out several (paper) mailings a year, both to inform and to raise funds. Our communication via television is one of the most cost-effective ways to reach large numbers of people, with good fundraising results. We also continue to use street and door-to-door recruitment of new donors. However, since the costs of canvassing are relatively higher compared to using TV and digital channels, and the response rates lower, we have decreased our direct dialogue activities gradually over the past years.

4.1.3 COMPANIES, FOUNDATIONS AND TRUSTS

Partnerships with companies, trusts and foundations are vital for SCNL. 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 and services with which SCNL can help even the most difficult to reach children. Working with private sector partners is particularly important for underfunded areas of our work. Also, in finding new ways for different sector players to work together, using diverse operating models to achieve joint impact. Both on a national and international level. In 2020 dozens of companies, foundations and family trusts supported our work for children. Partners included: Lenovo, Boskalis, Discovery, Inc., De Efteling and The GSRD Foundation.

Of course, cooperating with companies brings risks as well. We therefore have a strict and clear global due diligence protocol and policy and screen potential 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 and expand our criteria regularly.



Photo: Hezbone Etyang / Save the Children

Lenovo and Lenovo Foundation

The Benelux employees of Lenovo are true ambassadors of Save the Children. Since 2016 they organise an auction where the proceedings will go to SCNL. Also in 2020, this time online, they have raised a record-breaking amount. This donation has been doubled by the Lenovo Foundation in order to support our domestic TeamUp programme.

Boskalis

Royal Boskalis Westminster involved its employees in December 2020 in fundraising for Save the Children via a worldwide radio broadcast. About 4,500 employees and their families in 60 countries listened together to the Boskalis Worldwide Connected Radio Show, raising € 50,000, donated by Boskalis. Boskalis CEO Peter Berdowski handed over the check to our CEO Pim Kraan.

Discovery Inc.

Discovery Inc. Benelux and SCNL work together since 2020 in improving the lives of numerous children. Discovery Inc. supports us in several member countries to support children and their families with information, education – at a distance –, hygiene kits, psychosocial care and protection. The employee engagement platform Discovery RISE (Reducing Inequality and Supporting Empowerment) provided us with a generous donation for our TeamUp programme.

Astrid Lindgren, Pippi of Today

In 1944 writer Astrid Lindgren published her first book about Pippi. In 2020 Pippi Longstocking celebrated her 76th birthday. With her mismatched stockings, carrot-coloured hair and freckly face, not to mention super-human strength and resilience, Pippi Longstocking has become a cultural icon. To celebrate Pippi's birthday Save the Children started a cooperation with The Astrid Lindgren Company. With the campaign Pippi's of Today both organisations draw attention to children on the move. Around the globe international brands produce Pippi-related products. In The Netherlands SCNL works together with publishers Rubinstein and Ploegsma to draw attention to the campaign. The funds raised benefit our TeamUp programme.

4.1.4 FUNDRAISING STRATEGY 2021 AND BEYOND

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



Photo: Michel Calo Kapp / Save the Children

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, involving people as part of our solutions and reporting back to them on our joint results and impact. 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 ensure the consistency in our communication and strengthen our brand identity we introduced a brand platform called ‘unconditionally’ to emphasize our unconditional efforts to give children a happy childhood.



Photo: Save the Children

The Dutch Postcode Lottery

SCNL 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: we can use it to help children wherever the need is greatest. We regularly inform people participating in the lottery about our spending of their contribution and our collective achievements. Both by using the NPL's communication channels and our own. In 2020 we closed a grand project with the NPL: the provision of identity cards for street children in India. The positive impact of this project on the lives of these children was highlighted in several publications and an online exhibition.

4.2.1 VISIBILITY AND REACH

Media reach

SCNL's media strategy in 2020 was focused primarily on generating attention and free publicity in traditional media outlets. For this, we need to respond quickly when news opportunities arise, provide quality information from our aid workers around the world and deliver content and stories from our programmes. In 2020 we realised more than 51 million contact moments in printed media

Media reach

Most media attention was generated by:

- Our publications on the effects of COVID-19 on marginalized children around the world: the adaption of our projects, contaminations in refugee camps, the long-term effects on health and wellbeing of children and the increasing problems for children in conflict zones;
- The explosion in Beirut;
- The situation of children in refugee camps in Bangladesh;
- The increase of migrant flow towards Italy;
- The situation of children in Syria;
- TeamUp at home: support for children in The Netherlands;
- Conflict in the border area of Ethiopia and Sudan.

Online reach

For online communication, our objective is not only to create visibility for Save the Children, the work we do and the families we support, but also to interact with our supporters and the general public. In 2020, Save the Children appeared 2.169.308 times in Google search results, 499.000 (organic) + 50.927.010 (paid) times on Facebook timelines and 125.000 (organic) + 13.430.470 (paid) times on Instagram feeds. Our online public interaction grew considerably. 19.890 people signed our petitions and we had 35.205 sign ups for our e-mail newsletter, keeping people up to date on our work and children's situation around the world.



Photo: Anna Pantella / Save the Children

CHAPTER 5

OUR INTERNAL RESOURCES AND ORGANISATION

5.1 INTERNATIONAL STRUCTURE

SCNL 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 17. 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 SCNL:

- 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 SCNL 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 SCNL;
- 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 has been 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.

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 2020, this meeting 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

SCNL 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 SCNL 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 SCNL 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.

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). These guidelines are drawn up by Goede Doelen Nederland and with the SBF Code Goed Bestuur (Good Governance 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 the operational aspects. The management team is composed of the managers of the six departments. The team of directors 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 the team of directors.

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.



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)

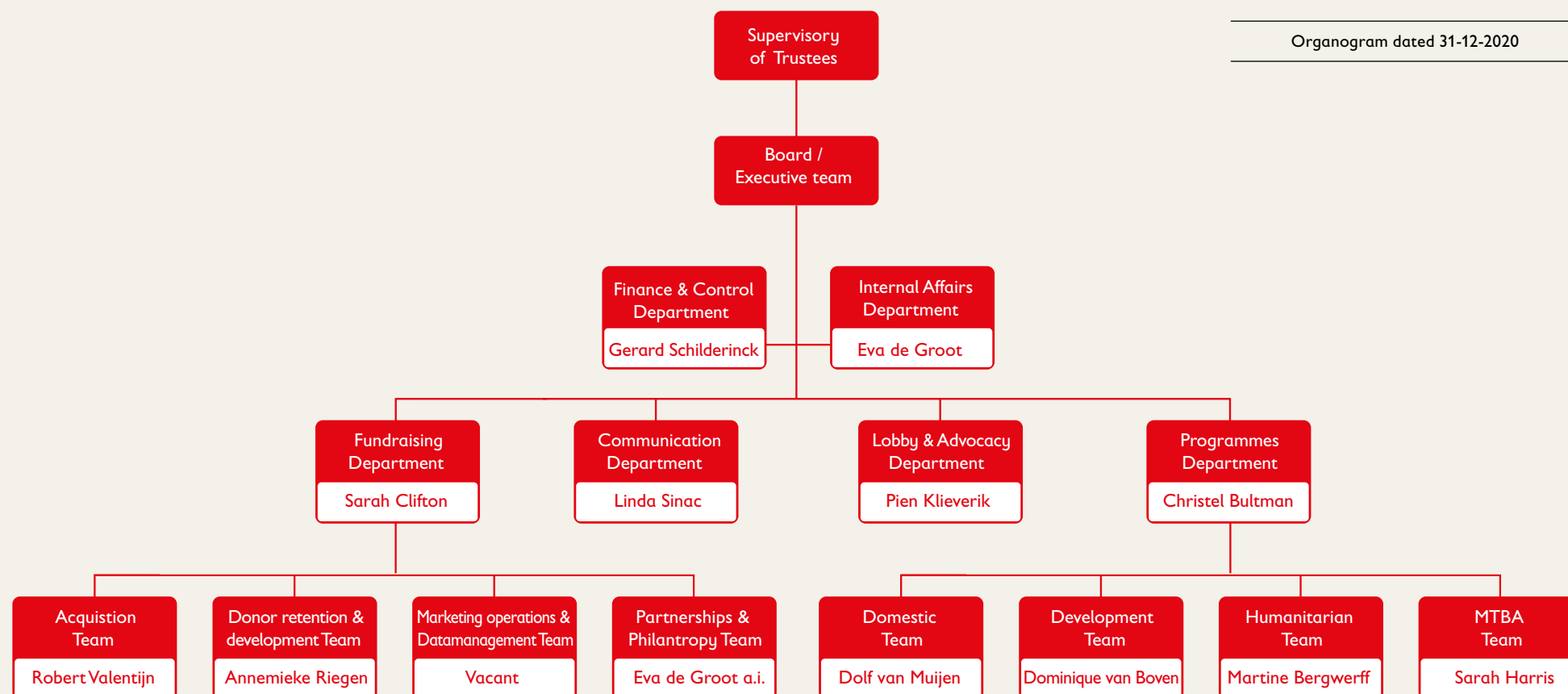
COO since: April 2018

Relevant additional work:

Member of Supervisory Board of Stichting Beheer Subsidiegelden Dutch Relief Alliance



Photo: Jasec Moreno Save the Children



Departments

The organisation has six departments

- Programmes;
- Lobby & Advocacy;
- Communications;
- Fundraising;
- Finance & Control;
- Internal Affairs.

The communication and fundraising departments are jointly responsible for the marketing activities of SCNL.

Several steps were taken to strengthen the internal organisation in 2020.

- The division of responsibilities between CEO and COO is clear and the mutual collaboration is good.
- Coaches of Aberkyn a McKinsey Company continued to assist (pro bono) in strengthening the management team and the team of directors. Focus was on people management skills, leadership style and team building.
- The appointment of team leaders to the programme department and fundraising department contributed to a manageable span of control. This was especially welcome when the importance of good care and support for employees increased through working from home. This model also turns out to be a solution for the expanding domestic programme and Finance and Control department, which both will also include team leaders in 2021.
- Collaboration between departments via various working groups (including humanitarian, corporate social responsibility, diversity and inclusion, Save Together meetings, future of the office) is better and less cumbersome. The outcomes of an evaluation of the functioning of organisation wide clusters have helped in this regard. Collaboration is more result oriented.

5.4 HUMAN RESOURCES

SCNL strives to be a transparent and inclusive organisation where employees are valued, heard and can address issues in an open, respectful and equal manner. SCNL continued to grow in 2020. On 31 December 2020, the organisation had 95 employees (85.5 FTE), while this was 87 (77.2 FTE) at the end of 2019. To accommodate this growth, the capacity of the HR team was increased and new staff received an extensive induction program, including a week of (online) introductory meetings for new staff every quarter.

The employee engagement survey that was conducted in 2019, showed that many of our employees find that management and staff trust and respect each other, that management behaves with integrity and has the right skills, performance and behaviour. A total of 76% of staff would recommend SCNL as a good place to work. The next employee engagement survey will be carried out at the beginning of 2021.

In line with the survey outcomes, opportunities for training were enhanced in 2020. The budget for training and development was centralised and monitored more closely. A training manual and a clear process for training requests were developed, and a programme for online training and personal development was made available to all employees.

An evaluation was carried out of the performance and appraisal system that had been transformed into a development and performance system in 2019. This transformation aimed to put more focus on how the organisation can contribute to the development of its employees. In 2021, the outcomes of this evaluation will be available and followed up. The average percentage of sick leave in 2020 was 2.91%, compared with 6.65% in 2019. The special circumstances caused by the COVID-19 measures probably played a role in the sharp decline. The office was closed from 16 March onwards, as a result of COVID-19 measures. There was a switch to online recruitment, increased monitoring of sick employees and responding to the needs of employees working from home, both technical, physical as well as mental. A return to office plan was made, to adapt the office to accommodate working with sufficient distance to others – which was possible for a limited number of employees between June and October 2020.

Oracle HR was implemented as a system for human resources management, in line with other Save the Children members. This included a transition to Taleo, which enables online recruiting.

5.5 DIVERSITY, EQUITY AND INCLUSION

As part of our commitment, since 2020, SCNL is also investing on advancing diversity, equity and inclusion in our own organization. SCNL inspires to become a more diverse and inclusive organisation that recognises and celebrates its employees' uniqueness and protect them from any form of discrimination.

5.6 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 its responsibility towards all employees for a stable and future proof organisation. 2020 marked the completion of the third year of the Works Council. This meant that the entire Works Council stepped down, and a new Works Council had to be instated. With the organisation's growth in the past years, the threshold of 100 employees was reached. Therefore, elections were held for 7 new members as opposed to the prior 5. In 2020, the Works Councils main focus has been on the wellbeing of staff while working from home. It has furthermore provided input on several internal policies such as the flexible shell, recruitment and internal promotions. The Works Council has also actively put on the agenda 30% tax ruling and declarations of intent in employers' statements.



Photo: Fredrik Lerneryd / Save the Children

5.7 FINANCE AND CONTROL

SCNL planned to implement a new Enterprise Resource Planning and Coding Model to strengthen the alignment with other Save the Children members and Save the Children International. Due to the COVID-19 crisis the implementation has been moved to 2021.

The existing quality management certificates ISO 9001, ISO 9001-Partos were granted again in 2020, and the Erkend Goed Doel certification by Centraal Bureau Fondsenwerving (CBF) was continued as well. SCNL has an ANBI status from the Dutch tax authority (Belastingdienst) and passed the Organisational Capacity Assessment of the Ministry of Foreign Affairs. By the end of 2020 the Framework Partnership Agreement (FPA) with ECHO, the humanitarian emergency department of the European Commission, expired. During the course of 2020 SCNL applied for renewal of the agreement. The decision will be taken early 2021. SCNL 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. SCNL also meets the Core Humanitarian Standards, which ensure the quality of the humanitarian aid provided. SCNL 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.

5.8 CORPORATE SOCIAL RESPONSIBILITY

In 2020 SCNL made a start with the implementation of the CSR annual plan through the installation of waste bins in the office to support waste separation. Due to COVID-19 the office closed and all travel was suspended. Whereas COVID-19 has derailed many CSR plans for 2020, it has also led to enormous opportunities to make strides in the area of environment which SCNL will capitalize on going forward. For example, the closure of the office has led to increased digitalisation and a reduction in the use of paper as a result. The pandemic has also shown that SCNL has the required infrastructure to work online, which allows us to reduce our travel in future, both internationally and through commuting. In 2020, SCNL continued to contribute to SCIs work on environment through the Climate Crisis Taskforce. SCNL amongst others participated in a movement-wide carbon emissions baseline study. This study will underpin a multi-annual CSR plan which will be developed in 2021.



Photo: Malama Mwila / Save the Children

Whereas COVID-19 has derailed many plans for 2020 to promote corporate social responsibility in regard to environment and society, it has also led to enormous opportunities to make strides in the area of environment which SCNL will capitalize on going forward. For example, the closure of the office has led to increased digitalisation and a reduction in the use of paper as a result. The pandemic has also shown that SCNL has the required infrastructure

to work online, which allows us to reduce our travel in future, both internationally and through commuting. In 2020, SCNL continued to contribute to SCIs work on environment through the Climate Crisis Taskforce. SCNL amongst others participated in a movement-wide carbon emissions baseline study. This study will underpin a multi-annual CSR plan which will be developed in 2021.

Progress of the identified objectives and activities:

| Objective | Activity | KPI | 2018 | 2019 | 2020 |
|---|--|---|--|---|---|
| Responsible travelling to reduce CO2 emissions | Less international flights | 10% reduction per year | 11% reduction | 40% reduction | 80% reduction |
| | CO2 compensation for travel by plane | 100% of the trips are compensated for CO2 emissions, unless the financial possibilities are not sufficient | | Decision to compensate CO2 emission from previous flights | Inclusion of a carbon offsetting fund in the budget for 2021 |
| | 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 |
| | Use of Ecosia search engine is being more encouraged | 75% of SCNL staff uses Ecosia as a standard search engine | | | 40% |
| Reduce the quantity of waste through digitization and recycling | Reduction of paper consumption | 20% paper reduction per year | 37% reduction | 27% reduction | 85% reduction |
| | Awareness on reusing of materials | 75% of SCNL employees will consciously deal with food waste and the reuse of materials | | | 70% |
| | Separating waste | All SCNL employees consciously recycle plastic, paper and residual waste | Paper and carton, glass and toners are separated from the rest of the garbage. | 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 of could not be measured |
| Responsible purchasing policy | Sustainable purchasing | Sustainable variants are purchased, unless this is not reasonably possible for good reasons | Office products like sugar, coffee and printing paper are purchased with a fairtrade certificate | | A new purchase policy that includes CSR has been developed which will be finalized and approved in 2021 |
| Reduction in energy consumption | Awareness energy consumption elevator use | In 2020, 80% of SCNL staff are more aware of the energy consumption of elevators compared to the stairs. | | 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 |
| Preventing or mitigating the impact of pension funds and insurance companies | 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 |
| Facilitating interns | Internship positions are offered within various departments. | Each department considers one intern or trainee ship/year | | 1 trainee, 5 interns | 2 trainees, 5 interns |
| Promote inclusive cultural awareness | The theme inclusive cultural awareness is an essential part of the working culture | To increase awareness amongst employees on diversity and inclusion | | The theme of inclusive cultural awareness has been discussed during the Mid-Term Review, the annual plan day and the annual outing | 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 |



Photo: Francesco Alesi / Save the Children

5.9 IT AND DATA PRIVACY

Due to the COVID-19 crisis staff members of SCNL have been forced to work largely from home. Although SCNL was already prepared for working out of the office building, working from home has been facilitated by the implementation of SharePoint and online collaboration tools. As working from home dramatically increased throughout 2020, cybercrime tended to increase as well. SCNL strengthened the IT security and data protection. Moreover, the IT environment has been continuously monitored on vulnerabilities. We upheld the policy to protect data privacy in conformity with the demands of privacy law (AVG).

5.10 MONITORING, EVALUTION, ACCOUNTABILITY AND LEARNING (MEAL)

In 2020 a MEAL policy was developed and implemented for the entire organisation. The overall aim of this policy is to set key principles and establish common standards across SCNL that govern the application of effective MEAL systems, with a view to maximizing the benefits of our activities. This includes, but is not limited to, measuring and optimising the quality of our programmes. The MEAL policy aims to: develop the organisation's commitment to MEAL in its work and use results and learnings to drive organisational performance and programmatic impact and to set out minimum requirements for MEAL. The MEAL policy is a key document intended to support and embed the learning organisation project in our key activities.

A new activity introduced in the MEAL policy, organised by the learning organisation team, is the annual Learning Day. In 2020, the first Learning Day was organised: all staff participated in workshops to discuss issues of relevance and facilitate peer learning.

Another key activity trickling down from the MEAL policy is the execution of internal evaluations on key processes and projects. This is managed by the learning organisation team. The internal evaluations covered: 1) the use and uptake of the quarterly research and evaluation briefs; 2) the implementation of the new performance and development policy; 3) the process and results of the Christmas fundraising campaign.

MEAL capacity for our programmes was also increased in 2020, with a new MEAL staff (0.8 FTE) supporting MEAL work for both the international and domestic programmes.

5.11 INTEGRITY

Safeguarding at Save the Children International

Save the Children works in 117 countries with about 25.000 staff members. Within Save the Children we have a zero-tolerance policy towards the abuse and exploitation of children, and we are committed to doing everything within our power to avoid harm to children as a result of any of our activities. To this end we have a number of policies, procedures and training programmes in place to prevent misconduct by our own staff, partners and other representatives of Save the Children. We will ensure that staff and others are clear as to what steps to take where concerns arise regarding the abuse or exploitation of children. We will also ensure that action is taken to support, safeguard and protect children where concerns arise regarding their possible abuse and exploitation, using a survivor-centred approach. Despite the active adherence to our child safeguarding policy, there were still cases of misconduct that have been reported in our international network in 2020.

International safeguarding cases

Globally, 472 child safeguarding concerns were reported in Save the Children in 2020. Of these concerns, 142 cases are still under investigation, 131 cases were unsubstantiated, and 180 cases were closed and substantiated. For the remainder of the cases, it was not possible to determine the concern. Four child safeguarding concerns related to SCNL and partner staff or volunteers were reported, two of which were substantiated, and both resulted in official warnings.

Save the Children also recorded 247 adult safeguarding concerns in 2020. Of these concerns, 63 were unsubstantiated, 99 cases are still under investigation and 80 cases were closed and substantiated after investigation. It was not possible to determine the concern reported for the remaining cases.

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 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 Conduct has to be provided upon commencement of employment and every three years following this.

New staff follow an induction programme at the start of their employment where they become acquainted with the organization, 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 whistleblowing policy.

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 CBF 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 subsidies

Risk management

Like all organisations, SCNL faces the risk of unexpected, harmful events that may hamper SCNL to achieve its objectives for children. In order to mitigate the negative impact of those events, SCNL 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. SCNL identified and rated all relevant threats and risks and has defined mitigation measures in such way that the maximum risk appetite is not exceeded.



CHAPTER 6 **SUPERVISORY BOARD REPORT**

Photo: Save the Children



Photo: Kate Stanworth / Save the Children

6.1 SUPERVISORY BOARD

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

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

In 2020 the Supervisory Board paid particular attention to issues such as:

- effectiveness, monitoring and evaluation;
- personnel management and organisational development;
- the further professionalisation of the organisation, also related to growth;
- brand strategy;
- risk identification and risk management;
- ICT scan and GDPR-conformity / charities qualification system;
- 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 |

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

6.2 SUPERVISORY BOARD REPORT

2020 was a challenging year for the Save organisation and its employees, because of the COVID 19 pandemic. We are proud that SCNL was able to increase the aid that it provides to children in need worldwide. Our income from fundraising grew, from both institutional and private donors, and non-earmarked income increased as well. We are impressed by the speed in which almost all existing programs were adapted to continue to reach to children and their families.

During several meetings, the Board discussed the progress made in the key programmes and focus areas in SCNL, as well as progress on fundraising. We begin every regular meeting with a presentation from a staff member about a particular activity in the field, so that we keep our focus honed on the impact that our work has on children. COVID-19 and travel restrictions impacted the organisation's activities in 2020. Online employee presentations were given to the Supervisory Board about the Work: No Child's Business programme and about the domestic programme TeamUp.'

This year, during one of the online Board meetings, an

introduction and exchange of views took place with the CEO of SCI, Inger Ashing. She expressed appreciation for the active and constructive role SCNL plays within the international organisation. The Board values the part that SCNL plays within SCI, with SCNL being a critical but facilitative partner to challenge the organisation to professionalize, modernize, and localize in the places where we work, shifting power and expertise closer to the field. We also highly value the important role of our CEO Pim Kraan as Member of the global Management Committee of Save the Children International and CEO sponsor of Save the Children's global Humanitarian programming.

The Board has noted continuous improvement in the internal processes at SCNL. Communication between management, the departments and employees has improved, and this also makes the organisation more effective. 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 supporters. The strong increase in the number of donors and the resulting increase in fundraising income means that Save the Children is becoming an increasingly

independent organisation. As a result, the organisation has more leverage to influence on public debate in The Netherlands, and in 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.

The Board also discussed and approved the annual report and yearly account 2019.

As in previous years, the members of the Supervisory Board played an active advisory role in the organisation in 2020, for example by providing advice on lobbying and advocacy, financial management, staffing and organisational developments and legal issues. The Board also had two meetings with the Works Council, in which exchange of views took place on issues like the office closure, labour conditions and working culture. One of the Board members, Jacqueline Brassey, acted as focal point for the confidential counsellor for potential misconduct issues. In addition to their advisory role with staff and management, the members of the Board also regularly represent SCNL at events such as the Goed Geld Gala of the Dutch Postcode Lottery and international meetings of the Save the Children Alliance. In 2020, the Vice-chair's attendance at various (online) international meetings ensured the continued involvement of SCNL. The Save the Children Association Members Meeting took place online, and was attended by the Vice-chair, together with the CEO. The Board engaged an external evaluation to assess its functioning. Following the recommendations of this evaluation, regular consultation meetings with a delegation of the Board were introduced on the subjects International Save the Children movement and Culture and Organisation, as a supplement to the Board meetings.

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



6.3 MEMBERS OF THE SUPERVISORY BOARD IN 2020

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

- the Board should include members from different backgrounds with a wide range of expertise;
- members of the Board have no personal or financial ties to SCNL;
- 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 in fundraising and increase in programmes. 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 leadership team and the employees for their important and valuable contribution to the achievements for children in the past year.

After two terms, Heleen Terwijn stepped down as a member of the Supervisory Board. We thank Heleen for her tremendous commitment to SCNL, her valuable advice and involvement.



Chair and member of the Audit Committee

Corien Wortmann-Kool (27 June 1959)

Chair since: February 2014.

Work: Chair of Board of ABP.

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



Secretary

Heleen Terwijn (26 January 1967)

Secretary since: September 2012, until September 2020.

Work: Director of IMC Weekend School.

Relevant additional work: Chair of Stichting Jongeren Die het Kunnen (JDK), Vice-chair of the Dutch Philharmonic Orchestra (NedPho/NKO), Member of the Supervisory Board KidsFoundation.



Member

Meindert Stolk (19 February 1965)

Member since: January 2018.

Work: freelance communication and public affairs advisor.

Relevant additional work: Member of the Provincial Council of Zuid-Holland, Member of the Board of Hospice Wassenaar, Member of the Board Menaqua Foundation.



Member

Jacqueline Brassey (22 November 1973)

Member since: September 2017.

Work: Director Enduring Priorities, Learning and LLT member at McKinsey & Company.

Relevant additional work: Adjunct Professor IE University Spain / Research Fellow VU Amsterdam.



Member, Vice-chair and Chair of Audit Committee

Robert de Bakker (14 September 1950)

Member since: December 2014.

Work: Chair of Supervisory Board Bergman Clinics B.V., Chair of Supervisory Board WCC Group B.V., Member of Board Stichting ADP and Board Member ADP Industries B.V., Member of Board Stichting Continuïteit TomTom, director of various investment companies in Amsterdam.



Member

Liesbeth Schippers (19 September 1958)

Member since: December 2015.

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

Relevant additional work: none.



Member – since 8 May 2020

Hollis Kurman (20 April 1963)

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.

| Members | Appointment | Reappointment | Position |
|---------------------------------------|----------------|----------------|---|
| Heleen Terwijn (until September 2020) | September 2012 | September 2016 | Secretary |
| Jacqueline Brassey | September 2017 | September 2021 | Member |
| Meindert Stolk | January 2018 | January 2022 | Member |
| Corien Wortman-Kool | February 2014 | December 2018 | Chair of the Board Member of the Audit Committee |
| Robert de Bakker | December 2014 | December 2018 | Vice-chair of the Board Chair of the Audit Committee |
| Liesbeth Schippers | February 2015 | February 2019 | Member |
| Hollis Kurman | May 2020 | May 2024 | Member |

6.4 ACCOUNTABILITY STATEMENT

Corporate governance at SCNL is based on the 'three principles of the Netherlands Fundraising Regulator (CBF), to which the Supervisory Board is accountable:

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

SUPERVISION, MANAGEMENT AND IMPLEMENTATION

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: Hannah Maule-Ffinch / Save the Children

CHAPTER 7

BUDGET 2021

Photo: Save the Children





| EUR x 1,000 | 2021 Budget |
|--|----------------|
| REVENU | 48,970 |
| Income from individual givers | 15,691 |
| Income from companies | 150 |
| Income from lotteries | 900 |
| Income from governant grants | 29,602 |
| Revenu from other organisations | 2,627 |
| EXPENSE | 49,754 |
| Spent on objectives | 44,798 |
| Improving children's lives and future | 35,225 |
| <i>Humanitarian aid</i> | 14,948 |
| <i>Sustainable development</i> | 19,077 |
| <i>Domestic programme</i> | 1,200 |
| Awareness raising | 9,573 |
| Spent on fundraising | 3,465 |
| Spent on administration & general | 1,491 |
| FINANCIAL REVENU & EXPENSE | 78 |
| RESULT | -706 |
| Addition to Designated funds | 109 |
| Withdrawal from Designated Reserves | -1,109 |
| Addition to Continuity Reserve | 294 |

ANNUAL ACCOUNTS 2020



Save the Children





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1. FINANCIAL STATEMENTS

1.1 Balance sheet after appropriation of result

| | § | 31-12-2020 | 31-12-2019 |
|--|--------------|-------------------|-------------------|
| ASSETS | | | |
| Fixed assets | | | |
| Tangible fixed assets | <u>4.1</u> | 128,052 | 159,053 |
| | | 128,052 | 159,053 |
| Current assets | | | |
| Receivable grants | <u>4.2.2</u> | 4,013,022 | 2,969,365 |
| Prepaid (sub)awards | <u>4.2.3</u> | 2,654,176 | 3,589,526 |
| Other receivables and accrued income | <u>4.2.4</u> | 2,530,429 | 2,473,463 |
| Cash and cash equivalents | <u>4.2.5</u> | 23,169,293 | 23,667,231 |
| | | 32,366,920 | 32,699,585 |
| | | 32,494,972 | 32,858,637 |
| LIABILITIES | | | |
| Reserves and funds | | | |
| Reserves | | | |
| Continuity reserve | <u>4.3.1</u> | 5,948,765 | 4,344,580 |
| Designated reserves | <u>4.3.2</u> | 4,886,341 | 2,776,950 |
| | | 10,835,106 | 7,121,530 |
| Funds | | | |
| Designated funds | <u>4.3.3</u> | 1,580,178 | 1,441,862 |
| | | 12,415,284 | 8,563,392 |
| Current liabilities | | | |
| Prepaid grants | <u>4.4.2</u> | 18,481,770 | 22,217,153 |
| Project payables | <u>4.4.3</u> | 79,561 | 26,338 |
| Other liabilities and accrued expenses | <u>4.4.4</u> | 1,518,357 | 2,051,754 |
| | | 20,079,688 | 24,295,245 |
| | | 32,494,972 | 32,858,637 |

1.2 Statement of income and expenses

| | § | Actual 2020 | Budget 2020 | Actual 2019 |
|---|-------------|-------------------|-------------------|-------------------|
| INCOME | | | | |
| Income from individual givers | <u>5.1</u> | 16,617,154 | 16,567,649 | 12,140,706 |
| Income from companies | <u>5.2</u> | 477,361 | - | 368,658 |
| Income from lotteries | <u>5.3</u> | 900,000 | 900,000 | 925,000 |
| Income from government grants | <u>5.4</u> | 31,521,443 | 26,881,225 | 22,244,231 |
| Income from affiliated non-profit organisations | <u>5.5</u> | 56,756 | - | 134,602 |
| Income from other non-profit organisations | <u>5.6</u> | 2,984,849 | 2,976,190 | 2,192,006 |
| Total fundraising income | | 52,557,563 | 47,325,064 | 38,005,203 |
| Other income | <u>5.7</u> | 115,916 | 155,556 | 6,037 |
| Total income | | 52,673,479 | 47,480,620 | 38,011,240 |
| EXPENSE | | | | |
| Spent on objectives | | | | |
| - Improving children's lives and futures | | 36,352,365 | 31,554,956 | 30,237,434 |
| - Information and awareness raising | | 8,286,291 | 8,073,614 | 7,010,874 |
| | <u>5.8</u> | 44,638,656 | 39,628,570 | 37,248,308 |
| Fundraising expenses | <u>5.9</u> | 2,822,363 | 3,161,136 | 2,355,180 |
| Management and administration expense | <u>5.10</u> | 1,301,578 | 1,312,906 | 1,159,107 |
| Total expense | | 48,762,597 | 44,102,612 | 40,762,595 |
| Financial income and expense | <u>5.13</u> | -58,990 | - | -4,675 |
| RESULT | | 3,851,892 | 3,378,008 | -2,756,030 |
| Appropriation of the result | | | | |
| Addition to / withdrawal from | | | | |
| - Continuity reserve | | 1,604,185 | | 829,130 |
| - Designated reserves | | 2,109,391 | | -1,125,069 |
| - Designated funds | | 138,316 | | -2,460,091 |
| | | 3,851,892 | | -2,756,030 |

1.3 Cash flow statement

| | Actual 2020 | Actual 2019 |
|---|--------------------|--------------------|
| Received from individual givers | 16,735,935 | 12,090,470 |
| Received from companies | 462,361 | 639,691 |
| Received from loteries | 900,000 | 925,000 |
| Received from goverment grants | 26,702,375 | 35,402,353 |
| Received from associated non-profit organisations | 56,756 | - |
| Received from other non-profit organisations | 3,052,495 | 2,376,192 |
| Received from sale of goods or rendering services | 100,313 | - |
| Received others | 15,726 | - |
| | 48,025,961 | 51,433,706 |
| Project payments | -33,920,635 | -30,072,851 |
| General payments | -14,392,671 | -10,785,976 |
| | -48,313,306 | -40,858,827 |
| Cashflow from operations | -287,345 | 10,574,879 |
| Received interest | 193 | 3,389 |
| Paid interest and banking charges | -129,187 | -66,211 |
| Cashflow from monetairy investment | -128,994 | -62,822 |
| Investments in tangible fixed assets | -57,267 | -82,306 |
| Cash flow from investing activities | -57,267 | -82,306 |
| Net Cash flow | -473,606 | 10,429,751 |
| Exchange rate differences | -24,332 | 7,688 |
| Changes in cash and cash equivalents | -497,938 | 10,437,439 |
| Cash and cash equivalents as per January 1st | 23,667,231 | 13,229,792 |
| Cash and cash equivalents as per December 31st | 23,169,293 | 23,667,231 |
| | -497,938 | 10,437,439 |

1.4 Key performance indicators

The average ratio of expense on objectives compared total expense during 2018 through 2020 amounts to 91.3 percent.

The ratios for expense on objectives, fundraising expense as well as management and administration expenses in 2020 are in line with the actual ratios of 2019. Fundraising expense and expense on management and administration remained below their respective budgets. As Save the Children managed to exceed the budgeted expense on objectives with 13 percent, the ratios changed in favour of the expense on objectives compared to the budget.

| | Actual 2020 | Budget 2020 | Actual 2019 |
|--|----------------|----------------|----------------|
| Expense on objectives as a percentage of total expenses | 91.5% | 89.9% | 91.4% |
| Fundraising expense as a percentage of total expenses | 5.8% | 7.2% | 5.8% |
| Management and admininstration expense as a percentage of total expenses | 2.7% | 3.0% | 2.8% |
| Expense on objectives as a percentage of total expenses (three-year average) | 91.3% | 90.6% | 91.0% |



Photo: Seifu Asseged / 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 2020. 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 “Standards for Remuneration Act (The Netherlands)”.

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.



Photo: Lei Tapang / 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.

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 originate. 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 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.

3.1.6 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.

3.1.7 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. Legacies are accounted for in the year in which the amount can be determined reliably, based upon the statement received from the executor. 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.

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 model. 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.

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 |

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 92.6 percent. The policy funding ratio (which is calculated as the average of the monthly funding ratios in 2020) amounts to 88.3 percent. The pension agreement with PFZW does not contain any additional commitments for Save the Children Netherlands.

3.2.15 Leasing

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



Photo: Save the Children

4. NOTES TO THE BALANCE SHEET

4.1 Tangible fixed assets

Table 2: Tangible fixed assets

| | 31-12-2020 | 31-12-2019 |
|-----------------------------------|----------------|----------------|
| Carrying value January 1 | 159,053 | 159,214 |
| Investments | 57,267 | 82,306 |
| Depreciation | -88,268 | -82,467 |
| Carrying value December 31 | 128,052 | 159,053 |

In 2020 Save the Children Netherlands (re)invested mainly in IT equipment due to replacement of fully depreciated assets and the expansion of staff.

Table 3: Movements in tangible fixed assets

| | IT equipment | Office inventories | Total |
|-----------------------------------|----------------|--------------------|----------------|
| Balance at January 1 | | | |
| Purchase price | 206,067 | 53,656 | 259,723 |
| Accumulated depreciation | 78,139 | 22,531 | 100,670 |
| Accumulated impairments | - | - | - |
| Carrying value January 1 | 127,928 | 31,125 | 159,053 |
| Changes | | | |
| Investments | 42,954 | 14,313 | 57,267 |
| Disposals | - | - | - |
| Depreciation | 73,619 | 14,649 | 88,268 |
| Balance at December 31 | | | |
| Purchase price | 249,021 | 67,969 | 316,990 |
| Accumulated depreciation | 151,758 | 37,180 | 188,938 |
| Carrying value December 31 | 97,263 | 30,789 | 128,052 |

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



Photo: Sacha Myers / 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

| | 31-12-2020 | 31-12-2019 |
|-----------------------------|------------------|------------------|
| Ministry of Foreign Affairs | 2,226,083 | 1,719,550 |
| European Commission | 1,723,146 | 1,223,668 |
| Other donors | 63,793 | 26,147 |
| | 4,013,022 | 2,969,365 |

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

| | 31-12-2020 | 31-12-2019 |
|---------------------------------|------------------|------------------|
| Save the Children Members | 2,158,957 | 1,023,095 |
| Save the Children International | 467,951 | 2,566,431 |
| Other projects | 27,268 | - |
| | 2,654,176 | 3,589,526 |

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. Main prepayments to Save the Children Members concern prepayments to Save the Children UK and Save the Children India. The prepaid sub-award to Save the Children UK 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. The increase is explained by the start of the third START Fund project in 2020. The prepayment to Save the Children India concerns the “More than brides alliance project”. The “More than brides alliance” has ended by December 2020, and will be financially wrapped up in 2021. This has caused the lowering of the prepayment to Save the Children India. The decrease of prepaid (sub)awards to Save the Children International is the result of a significant increase of field expenditure in December 2020 compared to December 2019 resulting in a lower receivable at year-end.



Photo: Hannah Maule-Ffinch / Save the Children

4.2.4 Other receivables and accrued income

Table 6: Other receivables and accrued income

| | 31-12-2020 | 31-12-2019 |
|--|------------------|------------------|
| Nationale Postcode Loterij (Dutch Lottery) | 900,000 | 900,000 |
| Save the Children International | 804,869 | 713,735 |
| Individual givers | 233,500 | 352,281 |
| Save the Children Sweden | 69,955 | - |
| Non-profit organisations | 62,124 | 129,770 |
| Companies | 15,000 | - |
| Other prepaid amounts | 319,120 | 273,980 |
| Other receivables | 125,861 | 103,697 |
| | 2,530,429 | 2,473,463 |

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 2021 from the lottery revenue realized in 2020. 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 Save the Children Association, Save the Children Brussels and Save the Children International, and prepaid office rent.

4.2.5 Cash and cash equivalents

Table 7: Cash and cash equivalents

| | 31-12-2020 | 31-12-2019 |
|---------------------------|-------------------|-------------------|
| Saving accounts | 500,193 | 16,860,534 |
| Short term deposits | 1,050,000 | 1,050,000 |
| Cash and current accounts | 21,619,100 | 5,756,697 |
| | 23,169,293 | 23,667,231 |

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

4.2.6 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.

4.2.6.2 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.

4.2.6.3 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.

4.2.6.4 Fair value

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



Photo: Kate Stanworth / Save the Children

4.3 Reserves and funds

4.3.1 Continuity reserve

Table 8: Continuity reserve

| | 31-12-2020 | 31-12-2019 |
|-------------------------------|------------------|------------------|
| Balance on January 1 | 4,344,580 | 3,515,450 |
| Dotation | 1,604,185 | 829,130 |
| Balance on December 31 | 5,948,765 | 4,344,580 |

The Continuity Reserve is formed in accordance with the recommendations of “Goede Doelen Nederland” and is intended to safeguard continuity of the operations of Save the Children Netherlands should the organisation experience a temporary shortfall in funding. Save the Children Netherlands adds EUR 1,604,185 to its continuity reserve to a total of EUR 5,948,765 in 2020. The coverage of the operating expenses by the continuity reserve remains within the limits defined by Goede Doelen Nederland (see 3.1.6).

4.3.2 Designated reserves

Table 9: Movement schedule designated reserves

| | 31-12-2019 | Dotation | Withdrawal | 31-12-2020 |
|--|------------------|------------------|------------------|------------------|
| Designated project reserve | | | | |
| Reserve for co-funding of programmes | 924,275 | 605,976 | 301,014 | 1,229,237 |
| Reserve for structural development | 876,225 | 4,452,114 | 2,334,121 | 2,994,218 |
| Reserve for emergency response | 258,955 | -11,882 | 3,506 | 243,567 |
| Reserve for domestic programmes | 185,433 | 33,294 | 37,773 | 180,954 |
| Reserve for awareness raising | 258,462 | -258,462 | - | - |
| | 2,503,350 | 4,821,040 | 2,676,414 | 4,647,976 |
| Reserve for tangible fixed assets | 159,053 | 57,267 | 88,268 | 128,052 |
| Reserve for organisational costs | 104,547 | 237,316 | 241,550 | 100,313 |
| Staff fund | 10,000 | - | - | 10,000 |
| | 2,776,950 | 5,115,623 | 3,006,232 | 4,886,341 |

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 for the next financial year is reserved. Furthermore Save the Children has a reserve for emergency response to be able to respond without delay in case of an emergency situation. The conditions to use this reserve have been registered in the protocol Reserve for Emergency Aid. The reserve for awareness raising has been dotated to other designated reserves as the need for a designated reserve for awareness raising has lapsed. The reserve for tangible fixed assets is maintained to fund the depreciation costs of the tangible fixed assets. The staff fund is maintained to support personnel.

4.3.3 Designated funds

Table 10: Designated funds

| | 31-12-2020 | 31-12-2019 |
|-------------------------------|------------------|------------------|
| Balance on January 1 | 1,441,862 | 3,901,953 |
| Change | 138,316 | -2,460,091 |
| Balance on December 31 | 1,580,178 | 1,441,862 |

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





Table 11: Movement schedule designated fundsw

| | 31-12-2019 | Dotation | Withdrawal | 31-12-2020 |
|--|------------------|------------------|------------------|------------------|
| National Postcode Lottery | 486,289 | - | 486,289 | - |
| Designated funds for international programming | 954,206 | 1,663,015 | 1,852,944 | 764,277 |
| Designated fund "giro 555" (SHO) | 1,367 | 920,638 | 191,420 | 730,585 |
| Designated funds for domestic programming | - | 315,613 | 230,297 | 85,316 |
| | 1,441,862 | 2,899,266 | 2,760,950 | 1,580,178 |

The designated fund National Postcode Lottery concerns the financing of the "Access to a better life" project, implemented in India. The project was fully implemented in 2020 resulting in an zero closing balance of the designated fund.

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

The opening balance on designated fund "giro 555" (Samenwerkende Hulporganisaties) relates to the "giro 555" campaign "The Netherlands help Sulawesi". The project related to this campaign has been completed in 2020. The dotation and withdrawal on the same designated fund concerns campaign "Together in action for Beirut".

The closing balance of designated fund for domestic programming is formed by funding from the Lenovo Foundation, the Pieter Bastiaan Stichting, Warchild, and various donations.

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

| | 31-12-2020 | 31-12-2019 |
|---|-------------------|-------------------|
| Ministry of Foreign Affairs | 14,210,607 | 16,904,761 |
| European Commission | 4,085,210 | 4,203,215 |
| Ministry of Social Affairs and Employment | 146,220 | 916,518 |
| World Bank | - | 131,735 |
| Municipalities | 39,588 | 55,666 |
| Others | 145 | 5,258 |
| | 18,481,770 | 22,217,153 |

Received funds related to project grants that have not been spent are accounted for as prepaid grants. The decrease of prepaid grants from Ministry of Social Affairs and Employment is related to the "Team Up - Children on the move for better well-being"-project . The project costs for 2020 have been prefunded at the end of 2019 and the absorbed completely during 2020. A new prefunding will arrive in 2021. The balance at year-end of the reporting period consists of a prefunding related to Save the Children Netherlands' "Speaking Minds – Maatschappelijke Diensttijd"-project.

4.4.3 Project payables

Table 13: Project payables

| | 31-12-2020 | 31-12-2019 |
|---|---------------|---------------|
| Project payables to country offices and implementing SC members | 79,561 | 26,338 |
| | 79,561 | 26,338 |

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

| | 31-12-2020 | 31-12-2019 |
|------------------------------------|------------------|------------------|
| Holiday entitlement / Holidays | 420,847 | 354,223 |
| Accounts payable | 405,566 | 1,111,987 |
| Audit costs | 52,900 | 32,900 |
| Other accruals and deferred income | 639,044 | 552,644 |
| | 1,518,357 | 2,051,754 |

The increase of the accrual for holiday entitlement and holidays is a result of the world-wide Covid-19 pandemic as staff members could not enjoy their holidays as expected and therefore took less leave than in previous years.

The accounts payable at 31 December 2019 was exceptionally high due to some material payables related to fundraising activities. At 31 December 2020 such payables did not materialise, causing a sharp decrease of the accounts payable.

The accrual for audit costs increased due to a project audit in Nigeria.

4.4.5 Off-balance-sheet liabilities

Table 15: Rent and lease commitments

| | < 1 year | 1 - 5 years | > 5 years |
|-----------------------------------|----------------|----------------|---------------|
| Rent and lease commitments | 162,865 | 721,536 | 17,871 |

The rental and lease commitments relate to the rent of the office building and printers/copiers. The current lease expiry date of the property is June 30, 2025, but the lease will be renewed for a five year period. 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, 2020, the guarantee of Save the Children Netherlands amounts to EUR 485,673. However, the risk that Save the Children International actually invokes on this guarantee is considered



Photo: Claire Thomas / 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 2020 | Budget 2020 | Actual 2019 |
|---------------------|-------------------|-------------------|-------------------|
| Donations and gifts | 16,211,336 | 16,167,649 | 11,747,273 |
| Legacies | 405,818 | 400,000 | 393,433 |
| | 16,617,154 | 16,567,649 | 12,140,706 |

According the 2020 budget Save the Children Netherlands managed to increase income from individual givers with 37 percent compared to 2019. The increase is explained by a substantial growth of individual givers while the average donation per individual giver was maintained.

5.2 Income from companies

Table 17: Income from companies

| | Actual 2020 | Budget 2020 | Actual 2019 |
|-----------------------|----------------|----------------|----------------|
| Income from companies | 477,361 | - | 368,658 |
| | 477,361 | - | 368,658 |

Next to contributions from individual givers, Save the Children is supported by various companies. The largest donors are C&A, Discovery Inc., Goossens Holding B.V., Lenovo, Royal Boskalis Westminster N.V., and Vivienne Court Trading PTY Ltd..

5.3 Income from lotteries

Table 18: Income from lotteries

| | Actual 2020 | Budget 2020 | Actual 2019 |
|----------------------------|----------------|----------------|----------------|
| Nationale Postcode Loterij | 900,000 | 900,000 | 925,000 |
| | 900,000 | 900,000 | 925,000 |

Save the Children Netherlands receives annually a donation from the Nationale Postcode Loterij. In 2020 the net contribution amounted to EUR 900,000.



Photo: Francesco Alesi / Save the Children

5.4 Income from government grants

Table 19: Income from government grants

| | Actual 2020 | Budget 2020 | Actual 2019 |
|-----------------------------------|-------------------|-------------------|-------------------|
| Emergency aid | | | |
| Dutch Ministry of Foreign Affairs | 8,218,123 | 7,654,512 | 4,019,295 |
| European Commission | 3,732,514 | 1,917,336 | 2,682,404 |
| Other donors | 3,564,768 | 849,640 | 3,450,462 |
| | 15,515,405 | 10,421,488 | 10,152,161 |
| Structural development | | | |
| Dutch Ministry of Foreign Affairs | 10,370,788 | 11,534,312 | 4,730,139 |
| European Commission | 5,142,920 | 4,724,177 | 6,572,754 |
| Other donors | 140,260 | 97,108 | 453,922 |
| | 15,653,968 | 16,355,597 | 11,756,815 |
| Other activities | | | |
| Dutch Ministry of Foreign Affairs | 118,187 | 18,815 | 135,854 |
| Other donors | 233,883 | 85,325 | 199,401 |
| | 352,070 | 104,140 | 335,255 |
| Grand total | 31,521,443 | 26,881,225 | 22,244,231 |

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.

5.5 Income from affiliated non-profit organisations

Table 20: Income from affiliated non-profit organisations

| | Actual 2020 | Budget 2020 | Actual 2019 |
|---------------------------|----------------|----------------|----------------|
| Save the Children Denmark | 31,756 | - | - |
| Save the Children Sweden | 25,000 | - | - |
| Save the Children USA | - | - | 134,602 |
| | 56,756 | - | 134,602 |

Affiliated non-profit organisations are Save the Children members and Save the Children International. In 2020 Save the Children Denmark contributed to "Programme pour la sécurité alimentaire et nutritionnelle (PSAN) ou « Lafia »", while Save the Children Sweden, with back-donor Radda Barnens Pippi, made a donation to the "TeamUp Global Center of expertise".

5.6 Income from other non-profit organisations

Table 21: Income from other non-profit organisations

| | Actual 2020 | Budget 2020 | Actual 2019 |
|---|------------------|------------------|------------------|
| "giro 555" (Samenwerkende Hulporganisaties) | 989,933 | - | 116,844 |
| Foundations and private funds | 1,994,916 | 2,976,190 | 2,075,162 |
| | 2,984,849 | 2,976,190 | 2,192,006 |

Income from "giro 555" (Samenwerkende Hulporganisaties) concerns an additional contribution from the national "Together in action for Beirut" campaign. In addition, Save the Children Netherlands received donations from foundations and private funds. Largest donors are Scheffer Stichting, Stichting Baretta van Elst, Stichting Puur and Stichting Zijn.

5.7 Other income

Table 22: Other income

| | Actual 2020 | Budget 2020 | Actual 2019 |
|-------------------------------|----------------|----------------|----------------|
| Sale of products and services | 100,313 | 148,067 | 6,037 |
| Other income | 15,603 | 7,489 | - |
| | 115,916 | 155,556 | 6,037 |

Income from sale of products and services increased in 2020 due to service delivery to municipalities as part of Save the Children Netherlands Domestic Programme. In 2019 sales were limited to the selling of the Dream Book. Income from the sale are accounted for as Other Income.



5.8 Expense on objectives

5.8.1 Expense on objectives

Table 23: Expense on objectives

| | Actual 2020 | Budget 2020 | Actual 2019 |
|---|-------------------|-------------------|-------------------|
| Expense on international programming | | | |
| Humanitarian response | 18,489,189 | 13,283,910 | 14,277,789 |
| Structural development | 17,031,017 | 17,431,454 | 15,165,417 |
| | 35,520,206 | 30,715,364 | 29,443,206 |
| Expense on domestic programming | | | |
| Netherlands | 832,159 | 839,592 | 794,228 |
| Total expense on programming | 36,352,365 | 31,554,956 | 30,237,434 |
| Awareness raising & advocacy | 8,286,291 | 8,073,614 | 7,010,874 |
| | 44,638,656 | 39,628,570 | 37,248,308 |

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 2020 92 percent, which is a continuation of 2019 and slightly above the budgeted percentage for 2020. Goede Doelen Nederland requires that the three-year ratio of expense on objectives against total expense is on average at least 70 percent. The average three-year ratio of Save the Children Netherlands is 91 percent.

Table 24: Expense on objectives per funding source

| Funding source | 2020 | | | | | 2019 |
|-----------------------------|-------------------------|------------------------|--------------------|------------------------------|-------------------|-------------------|
| | International Programme | | Domestic Programme | Awareness Raising & Advocacy | Total | Total |
| | Emergency Aid | Structural Development | | | | |
| Ministry of Foreign Affairs | 7,866,086 | 8,048,224 | - | - | 15,914,310 | 7,804,186 |
| Other Ministries | - | - | 210,004 | - | 210,004 | 130,767 |
| European Commission | 3,460,159 | 3,965,612 | - | - | 7,425,771 | 6,590,841 |
| Municipalities | - | - | 45,356 | - | 45,356 | 71,593 |
| Other grant providers | 3,354,258 | 2,360,991 | - | 168,408 | 5,883,657 | 6,248,403 |
| SHO | 191,435 | - | - | - | 191,435 | 845,465 |
| NPL | - | 480,353 | - | 5,945 | 486,298 | 1,414,997 |
| Own fundraising | 3,617,251 | 2,175,837 | 576,799 | 8,111,938 | 14,481,825 | 14,142,056 |
| Actual 2020 | 18,489,189 | 17,031,017 | 832,159 | 8,286,291 | 44,638,656 | 37,248,308 |
| Actual 2019 | 14,277,789 | 15,165,417 | 794,228 | 7,010,874 | 37,248,308 | |

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 Covid-19 pandemic the need for humanitarian aid increased dramatically. Save the Children Netherlands responded by expanding its relief activities with 39 percent compared to the budget. This increase level of activities has been made possible by additional institutional funding (grants).

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 2020 | Budget 2020 | Actual 2019 |
|---|-------------------|-------------------|-------------------|
| Expense on (sub)awarded activities via SC Country Offices / Members | 31,793,239 | 26,206,524 | 26,563,223 |
| Save the Children Netherlands own implementation | 3,115,968 | 3,403,520 | 2,425,341 |
| | 34,909,207 | 29,610,044 | 28,988,564 |



Photo: Marieke van der Velden / Save the Children

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 34,909,207 in 2020. 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

| Ministry of Foreign Affairs | Actuals 2020 |
|---|---------------------|
| Adolescent Transition in West Africa | 4,468,649 |
| The Start Fund | 3,126,555 |
| Marriage No Child's Play | 2,781,902 |
| DRA South Sudan Joint Response | 1,773,219 |
| Migration Lebanon | 1,532,607 |
| DRA Nigeria Joint Response | 1,087,520 |
| SRHR-HIV Know no Borders | 577,375 |
| Making the Most of What We Know | 163,210 |
| Toward Ending Child Marriage in Katsina and Gombe States | 160,601 |
| Seamless MHPSS Cross-Border Care (MHPSS CBC) for the most vulnerable children and families | 115,180 |
| Other Programmes | 127,492 |
| | 15,914,310 |
| European Commission | Actuals 2020 |
| Partnership for improved Nutrition in Laos PDR Pillar 3: Sustainable Change achieve through Linking Improved Nutrition and Governance (SCALING) | 2,655,285 |
| Regugees Uganda | 1,972,521 |
| Emergency Health, Nutrition, and Food Security response in the provinces of Kunduz and Nangarhar | 1,270,910 |
| Thailand Child Right Governance | 734,816 |
| Provision of lifesaving Emergency Health and Nutrition Services in Abyei Special Administrative Area (ASAA) | 160,320 |
| Voix des filles -Droits des Femmes | 151,859 |
| Skills for Success | 118,276 |
| Thailand- Covid repons | 114,036 |
| Thailand Basic Education | 109,532 |
| Covid Respons Armenie | 56,409 |
| Other programs | 81,807 |
| | 7,425,771 |

| Other grant providers | Actuals 2020 |
|--|---------------------|
| Work: No Child's Business | 1,466,274 |
| DRA Joint Response Yemen | 1,150,030 |
| DRA Joint Response Zambia | 554,081 |
| DRA Joint Response Horn of Africa | 441,418 |
| DRA Joint Response Burkina Faso | 427,004 |
| Ethiopie- family planning | 354,925 |
| Institutionalising quality adolescent SRH interventions in humanitarian settings | 278,855 |
| Support Programme to the Refugee Settlements and Host Communities in Northern Uganda | 247,253 |
| LAIFA: Programme pour la Sécurité Alimentaire et Nutritionnelle Mali | 223,735 |
| DRA Joint Response Lebanon | 207,260 |
| DRA Joint Response Chair/IWG/Scantool/Future DRA | 159,328 |
| GPSA Social Accountability Pre-Schools Georgia | 134,575 |
| Covenant Bank | 15,114 |
| DRA Joint Response Ukraine | 9,181 |
| Yemen (GIK) | 4,358 |
| Other programs | 210,266 |
| | 5,883,657 |
| Other Ministries | Actuals 2020 |
| AMIF- Team Up | 150,397 |
| Speaking Minds - domestic | 51,321 |
| Other Programmes | 8,286 |
| | 210,004 |
| Municipalities | Actuals 2020 |
| Speaking Minds - domestic | 45,356 |
| | 45,356 |
| "giro 555"Cooperation Aid Organizations | 191,435 |
| Other programs | 5,238,674 |
| TOTAL | 34,909,207 |

5.8.4 Expense on awareness raising and advocacy

Table 27: Expense on awareness raising and advocacy

| | Actual 2020 | Budget 2020 | Actual 2019 |
|------------------------|------------------|------------------|------------------|
| Communication costs | 3,082,772 | 1,790,930 | 2,616,369 |
| Contracted services | 2,606,990 | 3,353,303 | 2,205,666 |
| Direct project expense | 174,353 | 16,732 | 308,348 |
| Personnel costs | 2,040,346 | 2,185,148 | 1,748,299 |
| Other costs | 381,830 | 727,501 | 132,192 |
| | 8,286,291 | 8,073,614 | 7,010,874 |

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 (like the banks and assurance companies) and organisations (like the pension funds).

5.9 Fundraising expenses

Table 28: Fundraising expenses

| | Actual 2020 | Budget 2020 | Actual 2019 |
|---------------------|------------------|------------------|------------------|
| Contracted services | 1,836,218 | 2,195,535 | 1,509,086 |
| Communication costs | 207,126 | 147,546 | 164,686 |
| Personnel costs | 670,276 | 703,172 | 547,099 |
| Other costs | 108,743 | 114,883 | 134,309 |
| | 2,822,363 | 3,161,136 | 2,355,180 |

Fundraising expense relates to the acquisition of both public and private funds. Save the Children Netherlands planned in 2019 an upscaled fundraising plan for 2020. The measures taken by the Government to mitigate the Covid-19 impact in The Netherlands set limitations to the implementation of that plan, resulting in a 11 percent lower fundraising expense than budgeted.



Photo: Harrison Thane / Save the Children

5.10 Management and administrative expenses

Table 29: Management and administrative expenses

| | Actual 2020 | Budget 2020 | Actual 2019 |
|-----------------|------------------|------------------|------------------|
| Personnel costs | 1,080,264 | 1,091,248 | 996,338 |
| Other costs | 221,314 | 221,658 | 162,769 |
| | 1,301,578 | 1,312,906 | 1,159,107 |

Management and administrative costs cover 2,67 percent of total expense. This is in line with the 2019 figures and the budget for 2020. 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 3.2.11 the costs incurred per activity an per cost category are as follows:

Table 30: Cost allocation

| | Actual 2020 | | | | | Budget 2020 | Actual 2019 |
|----------------------------------|--------------------------------------|----------------------------|-------------|---------------------------|------------|-------------|-------------|
| | Objectives | | Fundraising | Management Administration | Total | | |
| | Improving children's life and future | Awareness raising Advocacy | | | | | |
| Grants and contributions | 31,793,239 | - | - | - | 31,793,239 | 26,206,524 | 26,563,223 |
| Direct project expense | 2,941,615 | 174,353 | | | 3,115,968 | 3,403,520 | 2,425,341 |
| Fees to affiliated organisations | 132,909 | 97,180 | 35,162 | 45,605 | 310,856 | 330,000 | 261,523 |
| Aankopen en verwervingen | | | | | | | |
| Contracted services | - | 2,606,990 | 1,836,218 | - | 4,443,208 | 5,548,838 | 3,714,752 |
| Communications | - | 3,082,772 | 207,126 | - | 3,289,898 | 1,938,476 | 2,781,055 |
| Personnel | 2,795,792 | 2,040,346 | 670,276 | 1,080,264 | 6,586,678 | 7,173,851 | 5,780,557 |
| Housing | 77,849 | 51,659 | 19,282 | 26,200 | 174,990 | 219,500 | 167,750 |
| Office and general | 334,559 | 378,236 | 44,581 | 139,795 | 897,171 | 1,059,176 | 603,039 |
| Depreciation | 39,269 | 26,088 | 9,718 | 13,193 | 88,268 | 142,474 | 82,350 |
| Charged to projects | -1,762,867 | -171,333 | - | -3,479 | -1,937,679 | -1,919,747 | -1,616,995 |
| Totaal | 36,352,365 | 8,286,291 | 2,822,363 | 1,301,578 | 48,762,597 | 44,102,612 | 40,762,595 |
| Budget 2020 | 31,554,956 | 8,073,614 | 3,161,136 | 1,312,906 | 44,102,612 | | |

5.12 Personnel costs

Table 31: Personnel costs

| | Actual 2020 | Budget 2020 | Actual 2019 |
|---|------------------|------------------|------------------|
| Salaries | 4,780,797 | 4,995,703 | 4,045,721 |
| Social security contributions | 810,889 | 830,656 | 636,405 |
| Pension costs | 591,692 | 627,525 | 500,125 |
| Other personnel costs | 503,746 | 719,967 | 652,613 |
| Compensation maternity leave and charges | -100,373 | - | -41,779 |
| Total personnel costs | 6,586,751 | 7,173,851 | 5,793,085 |
| Allocated to financial income and expense (minus) | -73 | - | -12,529 |
| | 6,586,678 | 7,173,851 | 5,780,556 |

Table 32: Personnel overview

| | 2020 | 2019 | difference |
|--|------|------|------------|
| Average number of employees | 91.8 | 81.3 | 10.6 |
| Average number of full time equivalents (FTE) | 81.4 | 71.9 | 9.5 |
| Number of employees at December 31 | 95 | 87 | 8 |
| Number of full time equivalents (FTE) at December 31 | 85.5 | 77.2 | 8.3 |

Personnel costs increased with 14 percent compared to 2019. This is explained by an increase in the average number of full time equivalents, the annual salary increase of an extra step within the salary schedule and a generic salary increase starting from July 2020. Compared to the budget Save the Children Netherlands made a saving of 14 percent as Save the Children Netherlands employed less staff than anticipated or later than originally planned.

5.13 Financial income and expense

Table 33: Financial income and expense

| | Actual 2020 | Budget 2020 | Actual 2019 |
|--|----------------|----------------|----------------|
| Interest received on deposits | 193 | - | - |
| Interest received on cash and cash equivalents | - | - | 1,473 |
| Total Interest | 193 | - | 1,473 |
| Forex gain | -24,332 | - | 7,687 |
| Investment costs | -34,851 | - | -13,835 |
| | -58,990 | - | -4,675 |

In 2020 financial income versus expense shows a loss of EUR 58,990. This has two reasons. In the first place Save the Children reports a forex loss of EUR 24,332. This is caused by the fact that Save the Children bought on December 18, 2020 USD 3,400,000 in order to pay its contribution to Save the Children Association and Save the Children International in January. Between December 18 and year-end the actual USD/EUR-rate deteriorated by 1.04 percent causing the forex loss. As a result of closing the books at year-end the forex gain at the time of actual payment of the contribution will be reported in 2021. The second reason is that from 2020 Save the Children Netherlands has to pay negative interest over its bank balances nominated in EURO. This is reported under heading "Investment costs".



Photo: Tito Justin / Save the Children

5.14 “giro 555” / Samenwerkende Hulporganisatie (SHO)

5.14.1 Netherlands help Sulawesi

Table 34: Financial report on “Netherlands help Sulawesi”-action

| Sulawesi Action | 2020 | | | Until and including 2020 | | |
|---|---------------|-----------------|--------------|--------------------------|-----------------|------------------|
| | Emergency Aid | Re-habilitation | Total | Emergency Aid | Re-habilitation | Total |
| Income | | | | | | |
| Public donations ("giro 555") | | | - | 1,204,119 | | 1,204,119 |
| Interest | - | | - | - | | - |
| Total income | | | - | | | 1,204,119 |
| <i>Cost of preparation and co-ordination</i> | | | | | | |
| ICR | | | - | 84,288 | | 84,288 |
| Total available of activities | | | - | | | 1,119,831 |
| Expense | | | | | | |
| <i>Commitments, contractual obligations</i> | | | | | | |
| - Support through implementing partners | - | - | - | - | - | - |
| - Support through international umbrella organisation | | - | - | 1,119,831 | - | 1,119,831 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total commitments | - | - | - | 1,119,831 | - | 1,119,831 |
| Available commitment capacity | | | - | | | - |
| Participant cash flows | | | | | | |
| <i>Transfers</i> | | | | | | |
| - Support through implementing partners | | | | | | |
| - Support through international umbrella organisation | 4 | - | 4 | 1,119,831 | - | 1,119,831 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total transfers | 4 | - | 4 | 1,119,831 | - | 1,119,831 |
| Local expense | | | | | | |
| - Support through implementing partners | | | | | | |
| - Support through international umbrella organisation | 1,367 | - | 1,367 | 1,119,831 | - | 1,119,831 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total expense | 1,367 | - | 1,367 | 1,119,831 | - | 1,119,831 |



Photo: Hezbone Etyang / Save the Children

5.14.2 Together in action for Beirut

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

| Beirut action | 2020 | | | Until and including 2020 | | |
|---|----------------|-----------------|----------------|--------------------------|-----------------|----------------|
| | Emergency Aid | Re-habilitation | Total | Emergency Aid | Re-habilitation | Total |
| Income | | | | | | |
| Public donations ("giro 555") | 989,933 | | 989,933 | 989,933 | | 989,933 |
| Interest | - | | - | - | | - |
| Total income | | | 989,933 | | | 989,933 |
| <i>Cost of preparation and co-ordination</i> | | | | | | |
| ICR | 69,295 | | 69,295 | 69,295 | | 69,295 |
| Total available of activities | | | 920,638 | | | 920,638 |
| Expense | | | | | | |
| <i>Commitments, contractual obligations</i> | | | | | | |
| - Support through implementing partners | - | - | - | - | - | - |
| - Support through international umbrella organisation | 920,638 | - | 920,638 | 920,638 | - | 920,638 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total commitments | 920,638 | - | 920,638 | 920,638 | - | 920,638 |
| Available commitment capacity | | | - | | | - |
| Participant cash flows | | | | | | |
| <i>Transfers</i> | | | | | | |
| - Support through implementing partners | | | | | | |
| - Support through international umbrella organisation | 176,526 | - | 176,526 | 176,526 | - | 176,526 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total transfers | 176,526 | - | 176,526 | 176,526 | - | 176,526 |
| Local expense | | | | | | |
| - Support through implementing partners | | | | | | |
| - Support through international umbrella organisation | 190,053 | - | 190,053 | 190,053 | - | 190,053 |
| - Support directly through the participant | - | - | - | - | - | - |
| Total expense | 190,053 | - | 190,053 | 190,053 | - | 190,053 |



Photo: Daniel Aldamiz / Save the Children

5.14.3 Allocation key

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

| x EUR 1,000 | 2018 | 2019 | 2020 |
|--|--------|--------|--------|
| Amount of the emergency aid and reconstruction aid offered | 12,908 | 12,593 | 17,454 |
| Amount from own fundraising | 13,772 | 14,585 | 19,089 |

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 in 2017 and thereafter, 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

Table 37: Remuneration of the managing board

| Name: Position | P.M. Kraan CEO | | W.J. De Jonge COO | |
|--|-------------------|-------------------|----------------------|-------------------|
| Employment contract | 2020 | 2019 | 2020 | 2019 |
| 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 | 122,726 | 115,944 | 89,816 | 84,351 |
| - Holiday allowance | 9,818 | 9,276 | 7,185 | 6,748 |
| - Year-end allowance | 7,364 | 6,957 | 5,389 | 5,061 |
| - Variable annual salary | - | - | | |
| Total annual salary | 139,908 | 132,177 | 102,390 | 96,160 |
| Social security contribution (employer's share) | 10,156 | 10,257 | 10,156 | 10,257 |
| Pension contribution (employer's share) | 17,572 | 17,237 | 15,069 | 14,003 |
| Total remuneration | 167,636 | 159,671 | 127,615 | 120,420 |
| Actual annual salary | 139,908 | 132,177 | 102,390 | 96,160 |
| Maximum annual salary (determined by Goede Doelen Nederland) | 162,397 | 136,667 | 124,577 | 108,092 |
| Ratio annual salary against maximum annual salary | 86% | 97% | 82% | 89% |

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 management 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 2020.

The CEO's remuneration policy follows the guidelines "Remuneration of directors of charitable organisations" for 2018 including the addendum dd. December 2020 issued by Goede Doelen Nederland, and the "Standards for Remuneration Act (The Netherlands)" (WNT). Both codes determine a maximum annual salary or remuneration based on weighted criteria. The Remuneration Commission of the Supervisory Board has weighted the criteria and the position of CEO was rated to 492 points (the so-called BSD-score) with a maximum salary of EUR 162,397. The BSD-score for the position of COO is determined to 428 points with a maximum salary of EUR 124,577. The actual annual salaries of the Managing Board do not exceed the maximum annual salaries as set by Goede Doelen Nederland. Total remuneration of the CEO and the COO respectively amount to EUR 167,636 and EUR 127,615. The "Top Income Standardisation Act" (WNT) has set the maximum remuneration to EUR 189,000. Therefore, Save the Children Netherlands complies with this regulation. 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 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.

7. EVENTS AFTER THE BALANCE SHEET DATE

Between the balance sheet date and the adoption date of the financial statements by the Supervisory Board on April 23, 2021 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.

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. drs. C.M. Wortmann-Kool, 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 23, 2021 at The Hague, The Netherlands



Photo: Sacha Myers / 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 Branches

Save the Children Netherlands does not have any branch offices.



Photo: Save the Children

01.3 Independent auditor's report

To: the Supervisory Board of Stichting Save the Children Nederland

Report on the audit of the accompanying financial statements

Our opinion

We have audited the financial statements 2020 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 2020, and of its result for the year 2020 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 2020;
2. the profit and loss account for the year 2020;
3. The cash flow statement over 2020; and
4. 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. 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 2019' (Audit instructions WNT 2019) we did not audit the anti-cumulation clause referred to in Section 1.6a of the WNT and Section 5 subsection 1j 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 Directors' report including the 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, 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.

The Hague, 28 May 2021
KPMG Accountants N.V.

H. Visser RA



Save the Children

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