



ANNUAL REPORT 2022



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FOREWORD

While slowly recovering from the impact of COVID-19, the world faced the brutal impact of the conflict between Russia and Ukraine. Living up to the needs of refugees crossing European borders, required the best of us. Fortunately, the revamped humanitarian response structures and mechanisms proved to be outstanding. Domestic programme

structures in Romania and Lithuania catered to the many women and children fleeing the brutal conflict. Save the Children International (SCI) rolled out an impressive pipeline of assistance to Ukraine via Poland with staff rallying from all corners of the world. Also, Save the Children Netherlands contributed further by sending three specialists to Romania, Ukraine, and Poland. Save the Children's Global Humanitarian Fund was the clearing house for up to \$200 In in humanitarian funding, usually able to allocate to crises, within 24 hours. This swift financial empowerment of our teams and our local partners saved many lives as it allowed them to immediately accelerate aid provision.

The response capacity of the global aid sector was put further to the test, because of the many crises elsewhere, such as the hunger crisis in parts of Africa and the Middle East, exacerbated by the sharp decline in grain exports from Ukraine and Russia. On top of this, climate change manifested itself worldwide, with extreme temperatures leading to forest fires and failed crops, while elsewhere the population had to cope with flooding and hurricanes. The response capacity was stretched to the limit as global funding dwindled. And because of the enormous increase in need for immediate disaster relief, less attention could be given to combatting root causes.

Amid these crises, Save the Children reinforced its position in Dutch society, in terms of brand recognition, domestic programming and fundraising. As such, we became the to-go-to organisation on topics such as mental and psychosocial first aid. Our independence was strengthened by the increase of unrestricted funding. Save the Children Netherlands' liquidity, solvency, and free reserves proved sufficiently robust to maintain the financial health of the organisation.

Pim Kraan
Chief Executive Officer



Thoko Chikondi / Save the Children



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Mustara Saeed / Save the Children



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TIMELINE SAVE THE CHILDREN

OUR WORK IN THE NETHERLANDS

INTRODUCTION

Thanks to the support and trust afforded to us, we made a world difference for children around the globe in 2022. We were there for children in conflict situations, such as Ukraine and Afghanistan. We tackled malnutrition in countries such as Somalia, Kenya and Ethiopia. Contributions to our Children's Emergency Relief Fund enabled us to respond quickly to disasters such as the flooding in Pakistan. At the same time, Save the Children was ever-present to address domestic needs in the Netherlands. We outline below an overview of the national and international activations undertaken.



JUNE

Street children in India an identity card, thanks to National Postcode Lottery

India has more than two million street children. About 80% of them have no ID, which means they do not exist before the law. Therefore, in 2018 we launched an intervention with the support of the National Postcode Lottery, helping over 280,000 children get an identity card in two years. In June 2022, the Supreme Court of India declared that the government should make the legal identification of homeless children standard practice. Thanks to these efforts street children can now be enrolled in subsidized schools, claim a place in a shelter and have health insurance.

OCTOBER

DRA provides emergency aid in Somalia

The Horn of Africa was hit by the worst drought in 40 years. Almost no rain has fallen for four years, and weather stations predict that the coming rainy season will remain dry as well. More than 23 million people are suffering from extreme hunger as crops failed. Somalia was hit especially hard, with three times as many children dying of malnutrition in a matter of months compared to the entire previous year. Malnourished children, particularly those under five years of age, are at a heightened risk of contracting deadly diseases and illnesses such as diarrhoea, cholera, malaria and pneumonia. For this reason, a new Acute Joint Response was established in Somalia in October 2022 by the DRA.



NOVEMBER

Talkshow 'Resilience!'

On November 3, 2022, we broadcast the online talk show 'Resilience! - the impact of conflict situations on a child's brain'. During the programme, Nadia Moussaid, presenter, director, and ambassador for Save the Children - spoke with various experts about the impact of conflict situations on children's mental health. In addition, a podcast series, #praatmetmij, was launched in the Netherlands to add to the topic of young people's mental health.



NOVEMBER

Save the Survivors campaign

Worldwide, one in six children, around 450 million, grow up in a conflict zone. These children experience situations which threaten their physical and mental health. To draw attention to what these children have to endure, we launched our new campaign 'Save the Survivors'. The campaign, while acknowledging the strength and resilience of children, highlighted their need for basic necessities, such as clean drinking water, food and medicine as well as psychosocial support to better cope.



January

February

March

April

May

June

July

August

September

October

November

December

JANUARY

'Together in action against corona'

The world's longest school closure came to an end. Save the Children instigated 'catch-up clubs' in several countries to help children make up their learning deficits. The Giro555 campaign, 'Together in action against corona' raised 9.4 million euros which relief organizations, including Save the Children, channelled into aid provision in 14 countries.



MARCH

Government Agreement rewritten for children

In the Netherlands, Save the Children published 'Het Regeerakkoord in Kindertaal': a child-friendly version of the coalition agreement, which was presented to Deputy Prime Minister Carola Schouten. In addition, we organized a debate in which a group of Jsselstein students discussed the coalition agreement with members of parliament and local politicians.



JULY

Cooperation agreement between TeamUp and COA extended

On July 19, the cooperation agreement between TeamUp and COA (Central Agency for Asylum Seekers) was extended until December 31, 2024. With this extension, TeamUp will continue to be offered to children from the ages of six to 17 years old for the next 2.5 years. TeamUp is a collaboration between Save the Children, UNICEF Netherlands and War Child Holland. The TeamUp programme provides psychosocial support to children through play and movement activities.

MAY

Ambassador Nadia Moussaid visits Romania

Tanks, helicopters, wounded people and damaged houses. This is what children were drawing as they crossed the border into Romania from Ukraine in search of a safe haven. Ambassador Nadia Moussaid visited the border and spoke with aid workers and children. Save the Children set up a child-friendly space at Bucharest train station, where thousands of refugees arrived daily. In this space, children can play, make music, draw and learn under the guidance of our aid workers.



DECEMBER

Speaking Minds

In the Netherlands, young people from Spijkenisse, Bladel and Rijswijk advised local administrators in our Speaking Minds project. Through this project, which began in 2016, Save the Children has been inviting vocationally educated youth in the Netherlands to participate in policymaking since 2016. For example, youth from Spijkenisse advised councillors on how to ensure that young people do not face money problems.



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TIMELINE SAVE THE CHILDREN

OUR WORK WORLDWIDE



JANUARY

The Children's Emergency Relief Fund

When an acute disaster strikes, Save the Children can immediately release funds from its Children's Emergency Relief Fund to support local teams and partners to carry out their work. The Fund, launched at the start of the year, means that, in those first crucial hours after a disaster, we can be there for children who need us and provide them with life-saving aid, food and shelter.

MARCH

Support for refugee children from Ukraine

Save the Children helped Ukrainian refugee children and their parents with shelter, psychosocial support, food and medical care.



JULY

Safe drinking water

Over two billion children and adults worldwide do not have access to clean and safe drinking water. With disastrous consequences. Every day hundreds of children under the age of five die from diseases originating from polluted water and poor sanitation. We installed water pumps, brought clean drinking water with water trucks and distributed hygiene kits. To address climate change, we additionally trained communities in growing sustainable crops.

SEPTEMBER

Drought in the Horn of Africa

The Horn of Africa is being ravaged by the worst drought in 40 years. Crops have failed and livestock have died, causing a massive food crisis. Other areas worldwide are also facing a food crisis. In Somalia, Kenya and Ethiopia, the number of people suffering from extreme hunger has more than doubled in a year. Save the Children treats malnourished children, for example with therapeutic food such as Plumpy Nut. We also realize sustainable solutions to prevent malnutrition, such as providing seeds or livestock.



January

February

March

April

May

June

July

August

September

October

November

December

FEBRUARY

Warmth and care brought to impoverished children and families in Afghanistan

With a harsh winter approaching, Save the Children International distributed emergency food packages, blankets, fuel and clothing as well as medical care for some of the 14 million children and their families living below the poverty line.



APRIL

Humanitarian crisis in Lebanon

Following the release of UN figures showing that three in four households do not have enough money to buy food, Save the Children called for immediate action and long-term sustainable solutions.

AUGUST

Floods in Pakistan

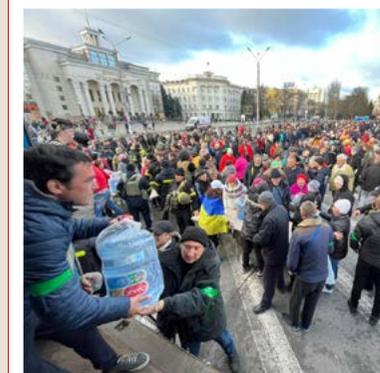
Monsoon rains flooded hundreds of thousands of homes in Pakistan and washed away entire towns and villages. We delivered food packages, tents and kitchen items, set up temporary teaching spaces and provided emergency health and child protection care.



DECEMBER

Drinking water, wood and blankets during harsh winter weather

Save the Children provided firewood and blankets in Ukraine as the local population was ravaged by continued attacks on energy supplies. Water was also provided to affected families. The photo shows the distribution of water in the southern port city of Cherson.



The heroes of 2022!

With support from donors, we helped children worldwide to play, feel safe, learn and stay healthy no matter what their circumstances. But the real power came from the children themselves. Everywhere this year, they built a better world. They are the heroes of 2022!



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CHAPTER 2

IDENTITY & STRATEGY



Seyba Keita / Save the Children

2.1 IDENTITY

Save the Children Nederland

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

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

Wherever children need our help, we are there. Save the Children International 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 work toward creating a future in which no child dies from preventable diseases, and in which every child receives an education and is protected from violence.



Francesco Alesi



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

2.2 STRATEGY

Our three global breakthroughs for 2030 are for every child to 'survive, learn and be protected'. Save the Children Netherlands has continued to contribute to these global developments through our fundraising, programmes, advocacy, and communications.

Globally and at the local level, we focus on the quality of implementation, on the geographical presence required to reach the most deprived and marginalized children, and on improving how we work together for children. The realization of our Global Humanitarian Fund for children kicked off in 2022 and contributes directly to quality, reach and impact for

children in known crises, forgotten crises and everything in between.

Save the Children actively contributed to the implementation of the Grand Bargain commitments, by integrating sustainability and localization in the humanitarian work stream. We analysed in 2022 what our ambition on localization should be and have started the implementation of an ambitious and realistic work plan. Our focus on sustainability, climate and the necessary adaptation of our work continued in 2022, with more climate inclusion in our programmes and ways of working and implementation.

In 2022, we continued to invest time and resources in enhancing the movement's thinking on the nexus: integrating humanitarian, development, and peacebuilding support. Save the Children is part of the Humanitarian-Development-Peace Nexus Initiative that aims to inform Save the Children's thinking, policy, and practice around the nexus. Save the Children is also a member of the Management Committee and sponsors the global humanitarian work stream.

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. Strengthening our Thought Leadership on our prioritized themes continued in 2022.

The focus in 2022 was on the development of an integrated marketing communication platform with the working title: So much more. This platform brings our Brand and Fundraising goals together and will lead to a new way of communicating. Another focus is professionalizing the Marketing Operations department which will lead to better data insights around data and customer journey of our donors and digital visitors.

The well-being of our staff, as well as the organizational culture and balanced growth in the organization remain key areas of investment. To facilitate this, we planned our activities for 2023 carefully for a balanced growth path.



Kurdo Hasan



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2.3 GLOBAL BREAKTHROUGH OBJECTIVES

Save the Children Netherlands remained committed in 2022 to aligning all its activities under the global Save the Children 2030 breakthroughs:



SURVIVE:

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

BREAKTHROUGH # 1: SURVIVE

Conflict, climate change and rising food and energy prices are negatively impacting the lives and opportunities of millions of children. In 2022, Save the Children continued to invest in lifesaving food, health and nutrition assistance, amongst others through the provision of cash assistance, empowering families to make their own priorities and choices in their purchases. In addition, we supported the sexual and reproductive health and rights of adolescents and improved the resilience of youth through climate change adaptation and 'Economic Empowerment'. We also provided mental health and psychosocial support in emergencies and more protracted displacement settings.



LEARN:

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

BREAKTHROUGH # 2: LEARN

Investing in children's education is vital for lifting people out of poverty, protecting children against abuse and exploitation such as child labour, unlocking job opportunities and creating more stable and peaceful societies. 2022 was marked by an increase in conflict and climate disasters. School closures, education bans and forced displacement disrupted children's education and will likely cause significant setbacks in learning, resulting in many children not returning to school. Apart from regular education programming, in 2022 Save the Children provided out-of-school approaches to enable children to access quality education even in emergency contexts. In addition, Save the Children provided alternative pathways to education through non-formal and vocational training opportunities, in particular for adolescents and youth to ensure their safe transition to meaningful work.



BE PROTECTED:

By 2030, violence against children will no longer be tolerated

BREAKTHROUGH # 3: CHILDREN ARE PROTECTED

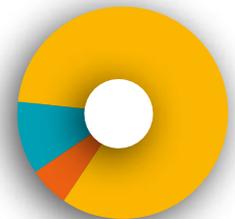
Too often children are victims of violence and child rights abuses, caused by conflict situations, migration, domestic and gender-based violence, or because they lack access to basic services. The global food crisis has pushed families to the brink of survival, putting children at increased risk of exploitation and abuse, such as child labour and early marriage. In 2022, Save the Children continued investing in protection from dangerous living circumstances and from harmful practices including child labour, and we strongly promoted mental health and psychosocial support for children, and equal rights for women and girls.

All our activities are designed to contribute to these breakthroughs and align and contribute to the UN Sustainable Development Goals (SDGs). Through our programming and advocacy activities, Save the Children, together with our local partners and colleagues around the world, contributes to SDGs 1 through 10 and 16. As part of a large-scale international organisation, Save the Children continued 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 partners. In 2022, we enhanced our reputation as a core contributor and leading voice on humanitarian programming, Nexus, Risk Management and Save the Children in Europe. Save the Children continued, 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.

 **Survive - 82%**
1,297,120

 **Learn - 11%**
181,094

 **Be protected - 6%**
96,613



CHAPTER 3

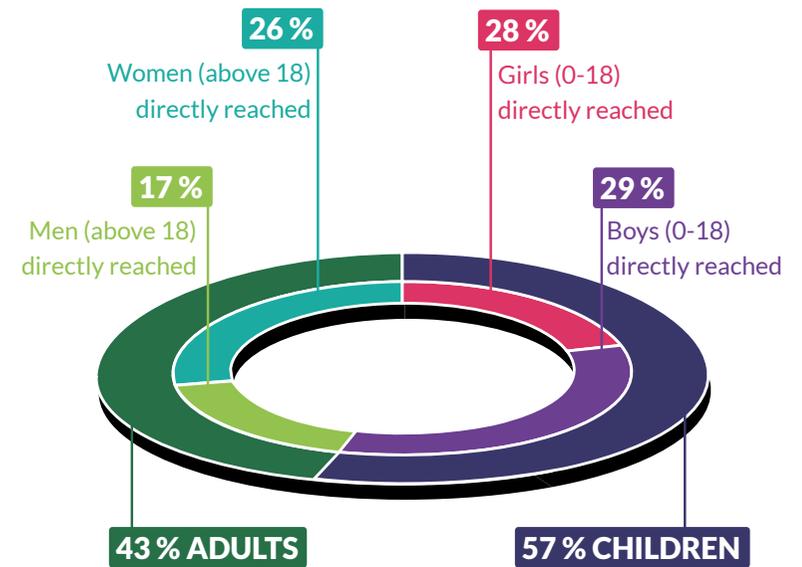
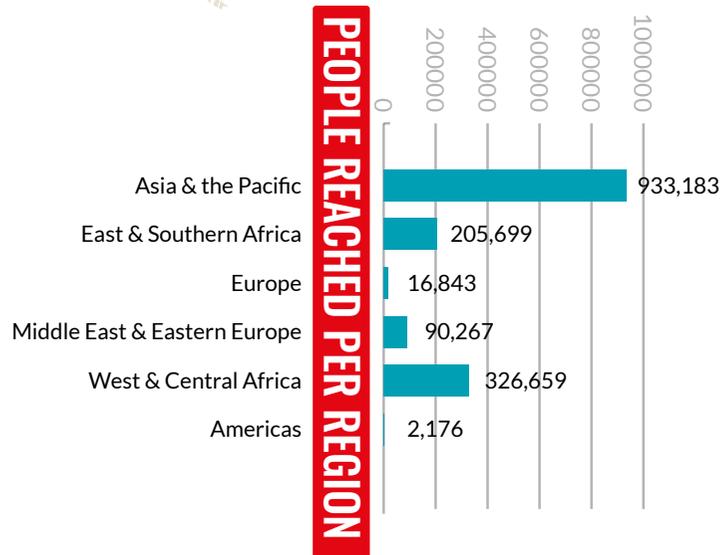
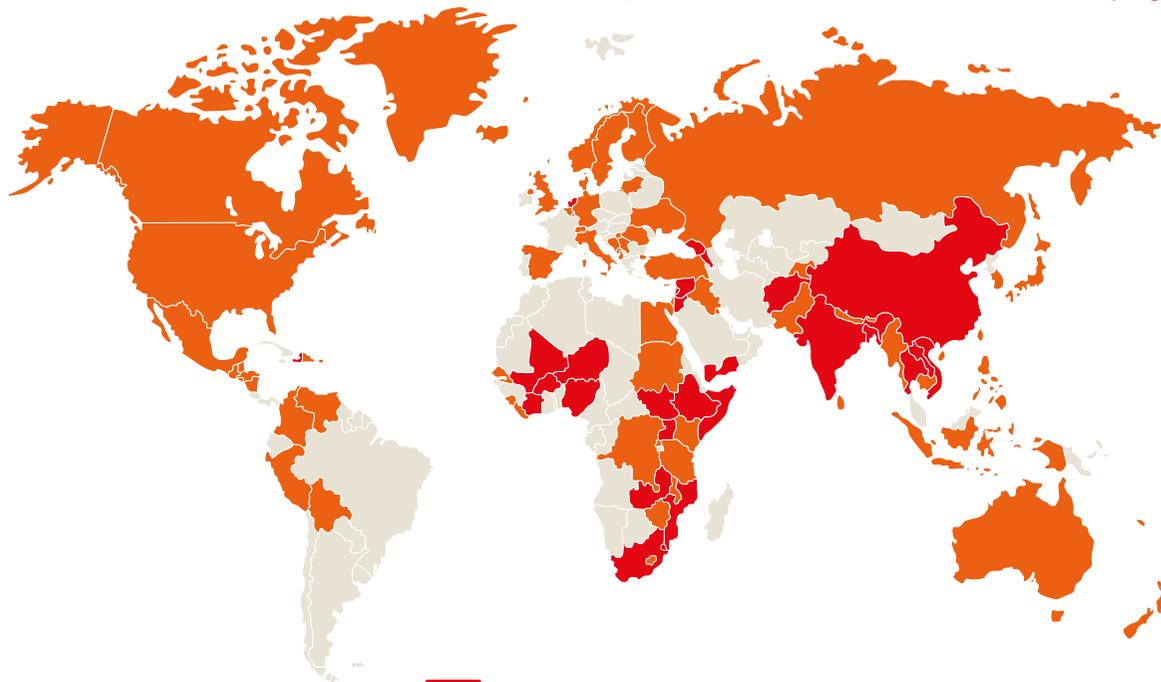
OUR WORK FOR CHILDREN



Tom Maguire / Save the Children

WHERE WE WORK

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





3.1 CONTEXT DEVELOPMENT PROGRAMMES

UKRAINE CRISIS

On 24 February 2022 the conflict in Ukraine escalated when Russia invaded the country. Since then, at least 18,657 civilian casualties have been verified by the UN. By the end of 2022, 6.2 million Ukrainians remain internally displaced, and some eight million are refugees in other countries. The impact of the conflict on children in Ukraine is severe. Attacks on civilian targets are common, leading to displacement and children having to hide in bunkers with little to no access to water, electricity, or heating. More than four children a day are killed or injured, and children face the risk of abduction, torture, sexual violence, or detention. The fighting has forced school closures across the country, leaving children with online education as their only option. Furthermore, children live with constant fear and with the psychological distress of having witnessed violence, separation from parents, family members and friends, fleeing across borders or seeing their loved ones killed.

Save the Children, as part of the DRA and *Samenwerkende Hulp Organisaties* (SHO) has been able to support the affected population in Ukraine with emergency support including food baskets, cash support, non-food items such as blankets and kitchen supplies, hygiene kits and educational materials supporting 50,417 people. Through the SHO funding we have also been able to support 3,335 Ukrainian refugees and host communities in Poland and 11,429 in Romania.

GLOBAL FOOD CRISIS

Rising conflict, displacement, climate shocks, and food prices, coupled with the fallout of the COVID-19 pandemic, are driving a massive food crisis across multiple countries around the world, threatening millions of children's lives. Across the globe, up to 345 million people don't have access to enough nutritious food – to the point where their lives and livelihoods are in critical danger. This number has increased by more than 150% since 2019 and reflects unprecedented levels of global hunger. Close to one million people are facing famine conditions across Afghanistan, Ethiopia, Somalia, South Sudan, Yemen, and children are already losing their lives. A further 45 million are on the brink of famine in 37 countries.

Save the Children has been providing life-saving support in countries where extreme hunger threatens to claim thousands of children's lives and futures. In Somalia for example, Save the Children as part of the DRA, has been able to reach 22,835 people in 2022 with water trucking and 4,036 people with multi-purpose cash support to support their food security and livelihoods.

ASYLUM SHELTER CRISIS IN THE NETHERLANDS

In 2022 a record number of more than 103 million people were displaced because of conflict and climate change. The conflict in Ukraine added eight million to the number of refugees in Europe. The high number of migrants and refugees combined with a lack of reception centres and a national housing crisis resulted in an asylum shelter crisis in the Netherlands in the summer of 2022. People with a residence permit were required to remain in shelter locations while waiting for permanent housing, which left limited room to shelter new arrivals. Shelter locations were overcrowded, with people sleeping on chairs and even in the open air as emergency shelter locations were opened. Children, who often experience feelings of stress and insecurity in such situations, had to deal with the lack of privacy in communal lodgings, and were unable to find stability or lasting friendships due to being frequently rehoused.

Save the Children Netherlands undertook assessments of emergency shelter locations and scaled up the provision of our domestic TeamUp Programme.



Esther Mbabazi / Save the Children

3.2 PROGRAMMES

Our domestic and international programmes for children are based on needs assessments of children, their families and communities, coordination with governments and other stakeholders, as well as on our evidence-based Common Approaches, global expertise and experience. In this chapter, we share key components of our approach, examples of our international and domestic work for and with children, and a complete list of our programmes.



DanStewart

OUR APPROACH:

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

Common Approaches

Common Approaches reflect our best understanding of how to address problems facing children, based on evidence. Common Approaches can be adapted to work in multiple contexts and their application ensures the effectiveness and quality of programmes.

The use of Common Approaches increases impact for children, while enabling us to additionally explore innovative measures. As such, we share results and learnings so that our Common Approaches continue to change, evolve, and improve over time.

To date, SCI has developed 19 Common Approaches. By December 2022, 88% of all programmes had fully embedded Common Approaches. The approaches most used in Save the Children programming in 2022 are:

- Steps to protect: a structured approach to case management for children who face protection concerns, to ensure their protection rights are met.
- Nourishing the Youngest: promoting, protecting, and supporting adequate feeding of pregnant and breastfeeding mothers, infants and young children to ensure they have the best chances of surviving, growing and developing their full potential.
- Parenting without Violence: improving relationships and communications between parents/caregivers and children, as well as among fathers, mothers and other family members, to transform gender and power dynamics to end violence against children.

Strengthening civil society and shifting power

Save the Children has a strong focus on strengthening civil society. Shifting greater capacity, means and ownership to national and local actors, will result in more timely, appropriate, and effective outcomes for the most deprived, vulnerable and marginalised children and their communities.

Save the Children complements and supports the work already carried out by local and national child focused agencies. In 2022, we implemented the Save the Children Localisation Work Plan, which prioritizes increasing quality funding to strengthen and highlight the visibility of local partners.



A good example is the Right2Grow (R2G) programme which campaigns to ensure all children, particularly the under-fives, are well nourished. In Bangladesh, training in lobbying and advocacy provided to seven civil society organisations (CSOs) led to an increase in the local government's allocation of budget to child nutrition.

In Burkina Faso, 30 accountability checkpoints were put in place, which bring all concerns and complaints from communities up to R2G actors, and eventually to government officials and other decision-makers. In South Sudan, members of civil society were trained in budget tracking and analysis and CSOs had several opportunities to lobby parliamentarians on budgeting. This resulted in R2G consortium members being invited to the first national budget reading, a high-level national event.

Accountability to Children and Communities

A strong accountability system supports high quality, safe and appropriate programme interventions and is key to Save the Children's commitment to "shifting the power", to our organisational values, principles, and our global commitments. Save the Children sees child participation as a civil right to be fulfilled, a principle to be applied, and a means to fulfil other rights. Save the Children is developing a comprehensive, relevant, and practical strategy that actively promotes child participation in safe and meaningful ways.

Throughout 2022, Save the Children collaborated with the Charles Darwin University, Australia, on the "Accountability to Children and Communities in Consortia" research project. The research intends to address a gap in current literature by identifying existing accountability models of accountability in consortia and identifying new models or approaches with the potential to be trialled. We found that working in consortia offered greater potential for accountability to children and communities as well as more potential for implementation.

A good example of a robust accountability system is found in the 'Improving the Psychosocial Wellbeing and Resilience of Conflict-Affected Children in Northeast Syria' project. The mid-term evaluation showed that children had increased engagement when choosing activities relevant to them through individual and group consultations using brochures with pictures on the available services. Furthermore, 86% of surveyed children confirmed that they were requested to provide feedback on activities in the form of focus group discussions and individual consultations and 79% felt that their feedback was taken into consideration, while 87% confirmed that they knew how to complain if they faced any issues with staff or activities.

Gender equality and inclusion

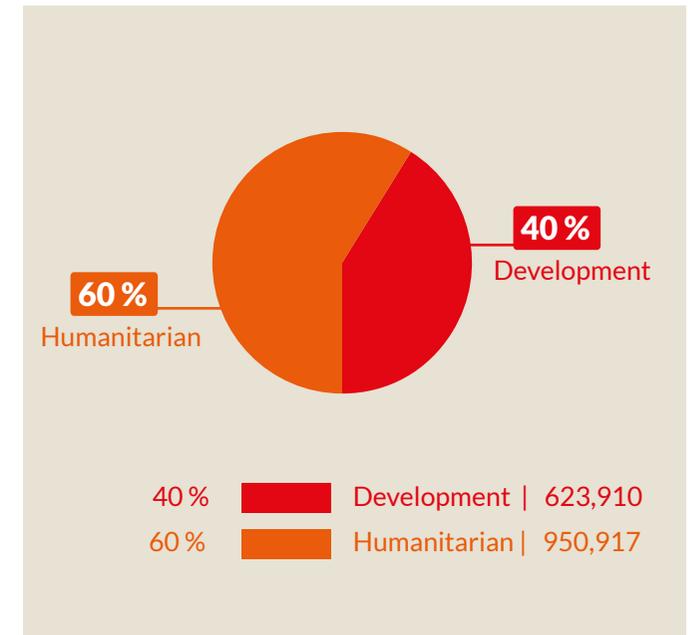
A focus on gender equality is essential to close inequality gaps and ensure that we reach every child, including those who are most marginalised. Following our Global Gender Equality

Policy, Save the Children recognizes the intrinsic needs of individuals. We utilise the intersectionality framework to mainstream gender in all our interventions and aim for a gender transformative approach across our programming. One key milestone for Save the Children has been the implementation of a unique six-country Gender Analysis focusing on the key drivers of labour risks and protective factors for all children under the Work No Child's Business (WNCB) programme. The WNCB Alliance Gender Equality Working Group together with each country team, engaged a wide range of external consultants using different qualitative and quantitative analysis methods by following a unique Gender Analysis framework integrating WNCB's theory of change and Save the Children's Gender and Power (GAP) Analysis Guidance. Thanks to an holistic approach to Gender Mainstreaming through the recommendations of the Gender Analysis, all countries were able to identify key gaps in their implementation and respond to them in a transformative way.

Humanitarian, Development and Peace Nexus

Our experience tells us that when humanitarian, development and peace actors work toward commonly agreed outcomes, this results in more timely, appropriate, and effective results for the most vulnerable and marginalised children. An effective nexus approach requires that all actors commit to improving internal and external coordination, coherence and complementarity. The approach builds shared understanding of the root causes of crises, agreed targets and goals, and prioritises actions that reduce needs, vulnerability and risks through resilience, prevention, anticipatory action, preparedness, and early action.

In 2022 Save the Children expanded its triple nexus portfolio. Save the Children works in the Sahel region in Africa on the triple nexus project Social Cohesion and Resilience in the Sahel (RECOLG), with Save the Children Denmark, CARE, and local partners KARKARA, *Réseau Billital Maroobé* (RBM) and its members TASSAGHT in Mali, the *Conseil Régional des Unions du Sahel* (CRUS) in Burkina Faso and *l'Association pour la Redynamisation de l'élevage* (AREN) in Niger.



The mid-term review showed that RECOLG is very successful in delivering on all three pillars of the nexus in an integrated way. Results showed a 19% improvement on the minimum acceptable diet for children under the age of two; a 6% reduction of household survival strategy index; a 30% increase in household income, a 15% increase in income source and an increase in food diversity of 14%. Furthermore, 34% of beneficiaries believed community conflicts were reduced and 58% of beneficiaries saw improvement in community relationships and trust.

In Thailand, the project LEAP II ran from 2019 to 2022 to empower children and youth affected by the conflict in the southernmost provinces. The project promoted peaceful social cohesion, conflict reconciliation, child resilience and better protection of children/youth from violence. As a result of the project, youth leaders from 15 communities led localised initiatives for Child Safe Spaces, better child protection and social cohesion in their communities.

Partnerships

The ambitions of Save the Children cannot be achieved alone but require equal, transformative partnerships with other actors such as national organisations, the private sector, knowledge institutes and donors as well as children and communities. Save the Children works to move from transactional to transformative partnerships. Examples include:

1. Under the EU-funded 'Skills for Success' project in Georgia, we have partnered with the *Konrad Adenauer Stiftung* (KAS), a German political party foundation, with a strong track record of working with youth and civil society and facilitating political dialogue. In this project, KAS is building a knowledge exchange scheme for best practice exchange on social entrepreneurship between EU Member States and Georgia and establishing International Youth Policy Dialogues between young people and decision-makers on topics such as youth employability and entrepreneurship.
2. Enable, the Belgian Development Agency, is Save the Children's consortium partner for the implementation of the European Union (EU) Trust Fund for Africa (EUTF)-funded 'Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts'. The fund supports energy, environment and climate action programming, coordination and capacity building at local, district government and sub-county levels.
3. We have a long-term partnership with G-Star RAW®'s corporate Foundation (GSRD) which funds our youth economic empowerment work since 2014. The partnership focuses on empowering vulnerable youth by providing them with market-relevant and life skills. After the conclusion of our programmes in China, GSRD is currently supporting the New Horizons + project in West Bengal, India since 2022. In this project, vulnerable youth are empowered through skill building, job linkage and entrepreneurship development.

Innovation

Given increasing humanitarian needs globally, Save the Children recognizes the importance of promoting new methods of operation and solutions development to achieve our mission. In 2022, Save the Children implemented several promising innovation projects, such as the Youth Innovation Lab (YIL). Through YIL, youth aged 15-24 are trained in designing and implementing sustainable business models that reduce waste, pollution and resource use while increasing the demand for skills for green jobs. An example of co-creation with the private sector is evidenced by a water desalination

project in Somalia which provided clean drinking water to local communities. The project was co-created with the social enterprise Elemental Water Makers using the Human Centred Design approach.

Save the Children also took an active role in driving the innovation ambitions of the DRA as the lead of a 'scaling TeamUp globally' project by embedding the approach into DRA Joint Responses. In addition, Save the Children scaled up several DRA innovation projects including an Energy Kiosks project in Uganda and TeamUp provision in Ukraine.



3.3 APPLYING FOCUS TO OUR WORK – INTERNATIONAL PROGRAMMES

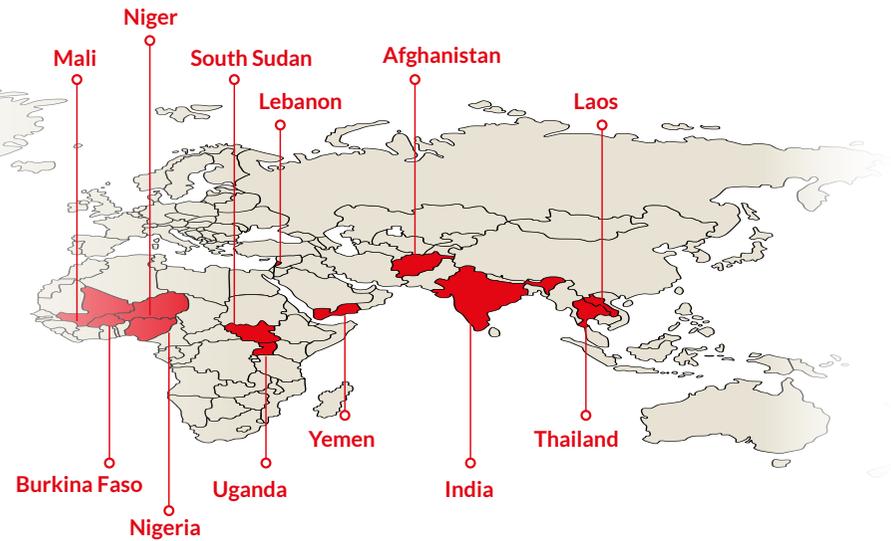
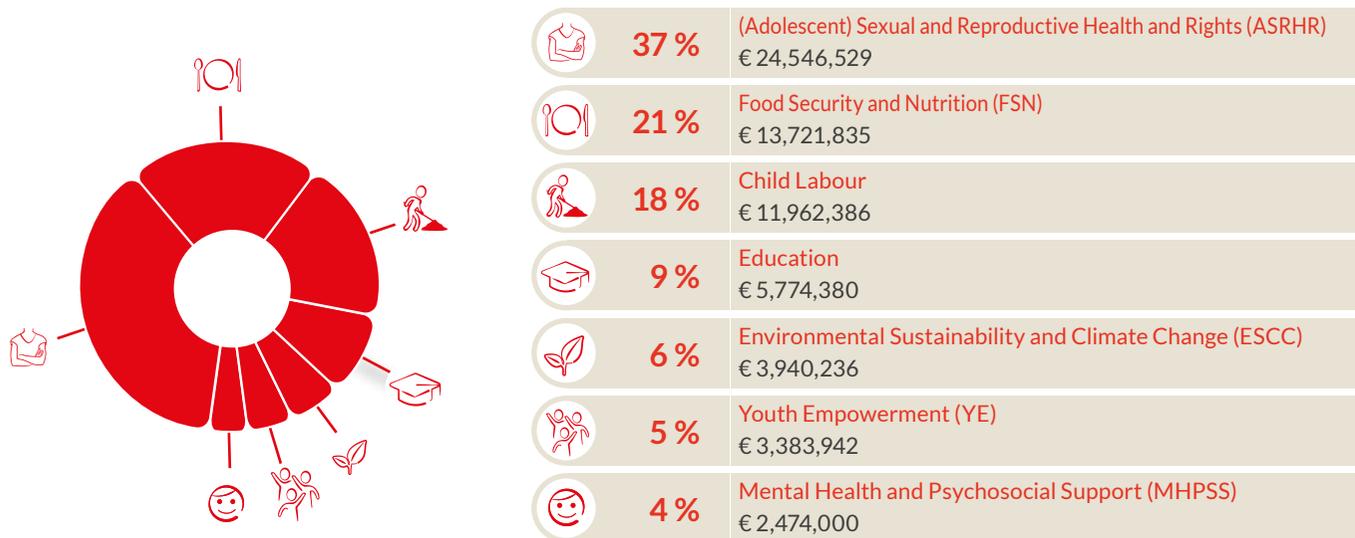
In 2022 Save the Children continued to apply geographic and thematic focus to our work. This means that we focus our efforts, capacity, and expertise on selected countries and themes, to have the greatest impact on children and to provide high-quality added value to the work of Save the Children International. To achieve global breakthroughs,

SAVE THE CHILDREN NETHERLANDS FOCUSES ON THE FOLLOWING THEMES:



NUMBER OF COUNTRIES PER FOCUS THEME
This shows in how many countries we have projects with a certain focus theme. It shows the nr of unique countries.

TOTAL BUDGET PER FOCUS THEME



GEOGRAPHIC FOCUS

Besides introducing focus themes, Save the Children also introduced a geographic focus toward 12 countries. The Save the Children regional offices in these countries are supported with technical and financial support. For example, we have supported the Laos and Thailand offices to conduct studies on Green Job opportunities; the Lebanon office with a study on children in armed conflict; and the Yemen office with the development of a localisation strategy.

Our focus countries are:

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



Food Security and Nutrition

In 2022 we implemented
17 projects
 with a portfolio size of
€ 13,721,835

Food and nutrition security remains an essential focus for programming, and we place increasing emphasis on sustainable approaches to ensure the resilience of quality livelihoods for the communities in which we work with in both humanitarian and development interventions. This is in line with the Netherlands' Ministry of Foreign Affairs policy note on Foreign Trade and Development, and contributing to SDGs 2, SDG6, and SDG17. Our approach includes reducing malnourishment, increasing income from farming, and better use of farmlands. In our humanitarian programming we focus on the prevention and treatment of undernourishment of children under five and pregnant and breastfeeding women, and at the same time ensure food security at household level through the provision of cash and/or agricultural assistance. In development programming, the focus lies on improving livelihoods to enhance food security and nutrition, such as supporting the employability of youth, improved and climate-smart farming techniques, improved access to markets, Village Saving and Loans Associations and behaviour change programming regarding best nutritional and hygiene practices. In these examples, the private sector plays an important role by contributing to the development and roll-out of training and the provision of agricultural input and water equipment, especially in underserved communities. Where possible, evidence-based Common Approaches like Nourishing the Youngest, Resourcing Families for Better Nutrition and Household Economy Analysis are implemented.



Carla Di Parco



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Examples from our programming:

Afghanistan has seen major setbacks in the nutritional status of the population since August 2021 due to economic restrictions and mass displacement. Access to livelihoods has decreased, and many families rely on humanitarian assistance. Save the Children as part of the DRA supported 18,900 people with cash to improve their food security. In addition,

with support from the EU, Save the Children was able to identify and treat children with acute malnutrition.

In South Sudan, Save the Children continued to lead the DRA response, which has been implemented jointly by seven Dutch NGOs and seven national organisations. Save the Children together with local partners Charity and

Empowerment Foundation (CEF) and Centre for Emergency and Development Support (CEDS) supported 27,786 people, mainly women and youth, with income-generating activities such as crop and vegetable production, poultry keeping and the production of energy saving stoves. Furthermore, we provided 2,735 people with cash support to help them meet basic needs.



The EU-funded Sustainable Change Achieved through Linking Improved Nutrition and Governance (SCALING) project, where Save the Children led a consortium with partners CARE, *Comité de Coopération avec le Laos* (CCL) and ChildFund, was implemented from December 2017 to June 2022. The project was extended to support the Government of Laos with COVID-19 vaccination campaigns at school and village level while ensuring and strengthening the achievement of targets and the implementation of the project's exit and sustainability strategy. Throughout its implementation, the project reached 12,000 First-1,000-Day Households and 28,500 caregivers of young children through its social behaviour change communication (SBCC) nutrition campaign. The project met or exceeded most targets at the Output, Outcome and Impact levels. At the impact level, the project's external evaluation found that the prevalence of stunting of children under five in all four target provinces reduced beyond the target level of five percentage points – on average, from 47.6% in 2018 to 34.8% in 2021. In all provinces, the prevalence of underweight children under five decreased, with three provinces showing a decrease larger than the target decline of five percentage points compared to 2018. The 2021 evaluation concluded that SCALING brought together evidence-based strategies to address normative, service delivery and governance challenges to improving child nutrition in some of the most remote and ethnically diverse parts of Laos. It achieved a lot in an abbreviated timeframe with positive outcomes addressing each objective.



(Adolescent) Sexual and Reproductive Health and Rights (ASRHR)

In 2022 we implemented

3 projects

with a portfolio size of

€ 24,546,529

Save the Children's ASRHR work aims to meet the sexual and reproductive health needs and rights of adolescents and youth (ages 10-24) promoting positive ASRHR outcomes and addressing underlying drivers of poor SRHR among adolescents. Save the Children's work focuses on catalysing more equitable gender norms, helping adolescents transition through puberty into adulthood, and providing access to comprehensive sexual and reproductive health and rights (SRHR) information and services. Save the Children provides adolescents with comprehensive ASRHR information as well as activities to cultivate self-esteem, self-efficacy, life skills, linkages with health services, and gender-equitable attitudes and behaviours. In addition, adolescents' partners, families and parents, and communities are encouraged to foster positive attitudes, behaviours, and norms around ASRHR and gender. Save the Children works at improving SRHR at the health and education system and advances the development and implementation of policies at national, regional, and global levels that support the rights and health of adolescents. We work closely with national ministries of health, education, youth, and gender as well as local partners and young people, to design, implement, and rigorously evaluate SRHR programmes. Our SRHR work considers the intersectionality of different vulnerabilities including gender, disability, age and other factors to reach those most impacted by inequality, discrimination and exclusion, while collaborating with local, and youth organisations, to ensure meaningful youth participation and empowerment. Save the Children offers sustainable and scalable solutions in line with the Netherlands' Ministry of Foreign Affairs Global Health Policy.



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Examples from our programming:

Two of our main SRHR programmes include the Adolescent Transition in West Africa (ATWA) programme in the Sahel region (Mali, Burkina Faso, Niger) funded by the Dutch embassy in Niger; and the HIV Knows No Borders (KNB) programme in the Southern Africa region (Zambia, Eswatini, South Africa, and Mozambique), funded through the International Organisation for Migration (IOM).

The ATWA programme is implemented together with eight national partners: (*L'Association Zood-Nooma pour le Développement (AZND)*, Burkina Faso; *Association Appui Moral, Matériel et Intellectuel à l'Enfant (AMMIE)*, Burkina Faso; *Association SOS/Jeunesse et defis*, Burkina Faso; *Collectif des Femmes pour l'Education, la Sante, Familiale et l'Assainissement (COFESFA)*, Mali; *Alliance Médicale Contre le Paludisme-Santé Population (AMCP-SP)*, Mali; *Cabinet de Recherche Actions pour le Développement Endogène (GRADE)*, Mali; *GRADE AFRICA*, Niger; *ONG Groupe d'appui au développement rural recherche action (GADDRA)*, Niger).

Save the Children's ATWA programme aims to improve SRHR and gender equality among 472,180 adolescents in Mali, Burkina Faso and Niger. An external mid-term outcome evaluation conducted in 2022 shows there were marginally significant improvements in the number of modern contraceptive methods known among in school-aged adolescent girls in the intervention group compared to the control group. In-school ATWA participants on average reported 6.62 known methods, as compared to on average 5.97 methods known among those in the control group. Female adolescents who received 60% or more of the ATWA sessions (whether in or out of school) knew a statistically significantly higher number of contraceptive methods.

Furthermore, 66% of respondents stated their intent to use modern contraception in the future. Adolescents who received 60% or more of the ATWA sessions had a statistically significantly higher chance of stating they intended to use modern contraception in the future.

Dose analyses indicate that female adolescents who received 60% or more of the ATWA sessions were statistically significantly more likely to report soaking their menstrual materials as compared to adolescents in the control group and those who did not receive more ATWA sessions (OR=3.82, p=0.044).



Save the Children's KNB program, implemented together with local partner Young Happy Health and Safe in Zambia, reached 34,582 young vulnerable people (YVP), migrants and sex workers with awareness raising on sexuality, HIV/AIDS, sexually transmitted diseases (STI), pregnancy and contraception in 2022. Furthermore, 2,467 YVP received specialized support including SRHR, family planning, HIV and STI screening and psychosocial support. The programme has contributed to building an enabling and supportive environment through the sensitization of 48 traditional leaders and 44 religious leaders in Zambia and Eswatini. In addition, the programme was supported with the development of Comprehensive Sexuality Education materials created together with the Ministry of Education which will be used in the national school curricula in Eswatini. A Migration Dialogue for Southern Africa involving 180 members of the Southern Africa Development Community adds to the collective advocacy among stakeholders to promote SRHR HIV-positive health practices and behaviours among their constituencies and peers.



Environmental Sustainability and Climate Change (ESCC)

In 2022 we implemented
3 projects
 with a portfolio size of
€ 3,940,236

Children are the least responsible for climate change, yet they are bearing the greatest burden of its impact. Integrating the climate perspective into all our work is therefore crucial. Save the Children's climate work focuses on community-based adaptation initiatives which reduce vulnerability or support new opportunities to help children and youth achieve their full potential. Some of our programmes contribute to climate change mitigation by supporting households with access to appropriate energy-efficient technologies and strengthening local civil society organisations and private sector companies to increase the availability of green technologies. To further strengthen our climate work, Save the Children hired technical experts and invested in strengthening the climate capacity in some of its focus countries including hiring local climate experts, or commissioning studies on how 'green' jobs can be promoted through future programmes. Save the Children actively shares our climate work learnings with other organisations through active participation in humanitarian platforms such as KUNO



Akifullah Khan/DEC



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Examples from our programming:

Save the Children is leading a consortium implementing the EUTF-funded RED project in Uganda (2021-2024), together with partners Enabel, Belgium, World Agroforestry (ICRAF), Kenya, and local partner Joint Energy and Environment Projects (JEEP). In 2022, 1,433 people were trained in constructing and maintaining energy-saving stoves and heat retaining baskets. These technologies are expected to save 50% of fuel compared to traditional stoves, thereby contributing to decreasing dependence on unsustainable and unregulated sources of energy. Furthermore, through cash for work, 10,018 vulnerable households can access sustainable alternative sources that meet their energy needs.

3,066 beneficiaries were provided with training on life skills and entrepreneurship, 750 beneficiaries were provided with seeds to implement viable green businesses, and 59 youth groups were engaged in the YIL. To support an enabling environment, RED's Social Behaviour Change and Communication campaign increased the use of, and demand for, energy-efficient products and advocated with the private sector to address the supply gap for energy-efficient products in the communities. The project also supported local governments in five districts, 24 sub-county and settlements to revise and update tools and guidelines for environmental programming and develop gender-responsive environment action plans.



Esther Mbabazi / Save the Children



Save the Children

In 2022 Save the Children together with local partners Luukrieng and Nusantara started the implementation of a Disaster Preparedness and Child Protection project in Thailand funded by the EU. This project supports communities in Yala province with the development of Emergency Preparedness Plans (EPPs) that reflect the multi-hazard context in Yala province in the deep south of Thailand through a child-participatory approach. In 2022, the project provided technical input on various emergency preparedness initiatives led by the Association of Southeast Asian Nations (ASEAN) such as the School Safety Initiative (ASSI) and the Asia Pacific Coalition for School Safety (APCSS). In addition, the project trained local partners and stakeholders on child safeguarding, child participation and emergency preparedness.



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Mental Health and Psychosocial Support (MHPSS)

In 2022 we implemented

7 projects

with a portfolio size of

€ 2,474,000

Promoting and protecting children's and caregivers' well-being is key to their ability to cope with adversity, to function well and thrive. Save the Children's vision on MHPSS is to strengthen the mental health, psychosocial well-being and resilience of children, adolescents, their families and caregivers through access to quality, evidence-based and sustainable MHPSS interventions. Save the Children invests in programmes aimed at protecting, restoring and promoting the psychosocial well-being of children and caregivers, whilst also advocating for the integration of MHPSS in education, health, nutrition and child protection policies.

Save the Children's approach to MHPSS is based on international standards, focusing on the social ecology of the child, ensuring a continuum of care ranging from social considerations in basic services to (referrals) to specialized care, and integrating MHPSS across all sectors in which we work (e.g. child protection, education, health and nutrition). For example, our Steps to Protect approach ensures caseworkers have the skills to provide basic psychosocial support to children and caregivers. All frontline staff in humanitarian responses are trained in Psychological First Aid (PFA) and Technical Guidance has been developed to increase and improve MHPSS across sectors and for specific groups of children and young people.



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Examples from our programming:

In North-East Syria Save the Children is implementing a project aimed at strengthening the resilience and psychosocial well-being of children affected by armed conflict. In 2022, Save the Children contributed to improving the psychosocial resilience and well-being of 213 children affected by conflict in Syria, through a combination of structured and non-structured psychosocial support activities to increase self-esteem, boost emotion regulation skills and social connectedness; case management; and vocational training. A further 3,623 adults and children were reached during community-level initiatives and awareness-raising sessions related to MHPSS and child protection.

The psychosocial condition of children in Afghanistan has severely deteriorated since the Taliban came into power in August 2021. In 2022, with support from the EU, Save the Children significantly scaled up MHPSS programming in Afghanistan, focusing on strengthened mother-child bonding and providing support to caregivers on coping with stress, through Integrated Mobile Health and Nutrition Teams and Social-Emotional Learning of children and teacher well-being in schools.

DRA Innovation Fund partners Save the Children, War Child Holland, Help a Child and SOS Children's Villages successfully implemented a TeamUp pilot in South Sudan, reaching a total of 7,673 children with group sessions to reduce stress levels and contribute to psychosocial well-being. Lessons learned from the implementation of the project as well as tools and processes developed during this project have been used to further scale up TeamUp within Save the Children International programming in 2022, including as part of the Ukraine Response in Ukraine, Poland, Romania and Sweden, Mozambique, Ethiopia and Kenya.



Youth Empowerment (YE)

In 2022 we implemented
7 projects
 with a portfolio size of
€ 3,383,942

Save the Children experience confirms that young people need access to opportunities that allow them to become socially, civically, and economically empowered. Social and civic participation enables youth to take on roles as active citizens who contribute to the development of their societies. As part of this commitment, Save the Children engages youth in the design of every intervention. A good example is the Youth-Led Market Assessments carried out in all our Youth Economic Empowerment interventions.

Since 2016, Save the Children has taken a distinctive, multilevel approach to ensure that youth have access to safe, productive, income-generating opportunities in emerging and developing markets across the globe. Since then, Save the Children has implemented youth economic empowerment interventions in at least 15 countries through 10 different projects and programmes. Our goal is to ensure that children and adolescents successfully transition to decent livelihoods and work, breaking the intergenerational cycle of poverty and reducing deprivations for themselves and their families. We assist adolescents and youth impacted by inequality through integrated resilience approaches such as the Life Skills for Success Common Approach. This approach develops foundational skills, competencies, behaviours, attitudes, and personal qualities which enable



Randa Ghazy

young people to effectively navigate their environment, work well with others, perform well, and achieve their goals. Other examples of interventions include access to financial services and apprenticeship opportunities; working together with the private sector to increase livelihood opportunities; defining training curricula and improving

child rights business principles in the workplace and building social, business and market networks through strengthening or creating associations, cooperatives, self-help or savings and loan groups.

Examples from our programming:

In June 2022, the GSRD-funded New Horizons Plus project kicked off in West Bengal, India in two locations: the slums of Kolkata and rural Sagar Island. The overall goal is to empower 250 vulnerable and marginalized youth to become active economic citizens by developing their employable skills and linking them to decent work. The project will support the selected youth to develop as entrepreneurs through the provision of entrepreneurship training. The format of Youth Innovation Labs will then be used to generate environment-friendly entrepreneurship ideas. Graduates from the training can apply for small grants to develop their innovative ideas into viable projects; ideas related to the social goals of environmental sustainability will be treated as a priority. In 2022, the selection of beneficiaries took place and the first training in market-oriented skills was carried out.



Save the Children is implementing the EU-funded 'Skills for Success' project in Georgia together with KAS and local partners Youth Agency of Georgia and the Youth Workers Agency of Georgia. In 2022 the project made significant progress in the mobilisation of youth Not in Education, Employment, or Training (NEET) reaching 503 NEETs through Youth Innovation Labs. The project awarded 41 entrepreneurship grants to youth, with two others receiving private funds from a jury member, and the rest being referred to external grant opportunities. Local partners advocated on a national level in favour of the professionalisation of youth work and platforms for best practice sharing and the

establishment of youth services in the target areas. Under the leadership of KAS, two study tours were conducted to Belgium and the Netherlands for 12 Senior and 12 Junior Youth Entrepreneurial Ambassadors (YEAs) to introduce them to innovative ideas and connect them to their EU counterparts. 2022 also saw the project conduct its mid-term review, which found that the project effectively addressed the needs of youth residing in the targeted municipalities, especially those living in rural areas, and made progress in supporting entrepreneurial and market-driven skills development and the retention of NEETs.





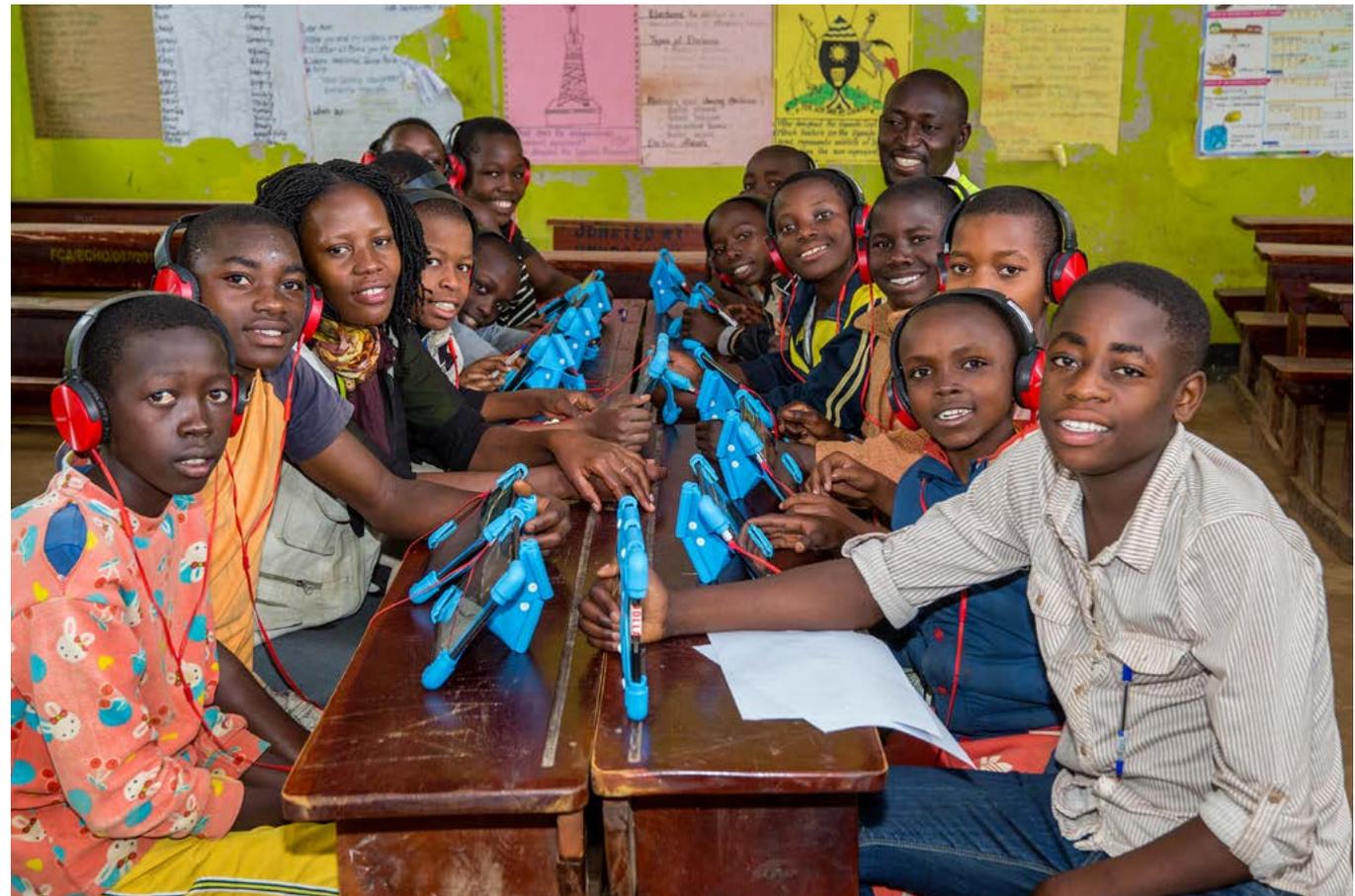
Education

In 2022 we implemented

5 projects

with a portfolio size of

€ 5,774,380



Save the Children believes that all children have the right to a quality education that supports learning and well-being. Save the Children is committed to holistically supporting children, particularly those most impacted by inequality and discrimination, to develop, learn, be safe, healthy, and protected in and around all schools and learning spaces. We have developed a Quality Learning Framework that provides a common understanding of what quality education looks like. The framework defines five outcome areas: emotional and psychosocial well-being; physical protection; teaching and learning; participation of parents and community; and school leadership and management. Our interventions ensure a supporting environment through inclusion and access, enabling policies, systems and coordination mechanisms.

Examples from our programming:

With financial support from the EU, Save the Children has supported Education in Emergencies in Afghanistan and Uganda. The second phase of our multi-sectoral project in Afghanistan started May 1, 2022 and has enabled us to reach 9,212 children with primary education through 262 Community-Based Education classes in Kandahar and Kunar provinces in 2022. We support the recruitment and training of teachers, rehabilitation of classrooms, and provision of classroom and student kits. MHPSS is integrated within the project, ensuring a strong focus on both student and teacher well-being.

In Uganda, Save the Children has been leading the 'INCLUDE' programme since 2018, in consortium with four partners: Finn Church Aid, Humanity and Inclusion, Norwegian Refugee Council and War Child Holland. The programme aims to help children in refugee settlements go back to school and improve their learning outcomes. The second phase of the project, which started in April 2021, focuses on the demand for education, by supporting children and young people with access to quality education through a double-shifting approach and an accelerated education programme. On the supply side, we have supported the construction of (semi-permanent) classrooms, the provision of education materials,

and recruitment and support of teachers in primary and secondary schools. In 2022, Save the Children conducted Back-to-School Road drives and community sensitization to remind learners, parents/caregivers, to send children back after all education learning institutions re-opening following long-term school closures due to the COVID-19 pandemic. 13,413 children returned to school and received formal education services from 412 teachers and classroom assistants who were recruited and/or remunerated by the project. In addition, 53 new learning spaces were constructed and furnished in 11 schools to reduce overcrowding in classrooms.





Child Labour

In 2022 we implemented
2 projects
 with a portfolio size of
€ 11,962,386

We believe that every child has the right to thrive, and no child should be engaged in harmful work. We support the implementation of international standards into national policies through a 'best interest of the child' lens. Respecting the views of the child and recognizing children's evolving capacity to make decisions and participate in society as well as the Do No Harm principle are key to our work. We address the complexity of children's work through a holistic and integrated approach, combining our expertise in child protection, economic strengthening, social protection and health and education to create opportunities for children to become healthy, educated, and empowered citizens. We believe that the private sector has an important role to play in protecting children from harmful work by removing hazards from the environment of young workers with the goal to keep children out of harmful work and implement safeguards that guarantee decent work.

Examples from our programming:

We are an Alliance partner in the MFA-funded "Work: No Child's Business" programme to address child labour in Cote d'Ivoire, India, Jordan, Mali, Uganda and Vietnam. We combine a child protection approach with a supply chain approach to holistically prevent and reduce child labour. We have removed more than 4,500 children from child labour situations and supported their return to formal education or vocational training opportunities. We have supported more than 2,200 vulnerable families by increasing their income such that they do not need to resort to child labour. We advocate with relevant regional and national authorities for better legislation and action plans to eliminate child labour.

We engage both formal and informal private sector actors, some of which are part of international supply chains, around child labour prevention and reduction. For example, in

Cote d'Ivoire, cocoa cooperatives have been trained in child protection and now provide financial support to community-based child protection structures to reduce child labour in cocoa farming in the Nawa region. In Uganda and Mali, gold mining companies and small-scale artisanal gold miners have been trained on Child Rights and Business Principles and have developed Codes of Conduct and action plans to reduce child labour in their business operations. Textile and garment factories in Vietnam contracted by international clothing brands have developed child labour prevention and remediation systems as well as programmes to offer decent work and professional growth opportunities to youth aged 15-17.

In the Netherlands as well as at the EU level, we have advocated for stronger legislation in their supply chains to ensure businesses investigate and improve the human rights situation, including specific attention to vulnerable children.



3.4 DOMESTIC PROGRAMMES

Not all children who grow up in the Netherlands are given the same chances in life. Some grow up with worries, stress or insufficient financial means. We support children across the globe and in the Netherlands where we help children with a refugee background and children and youth who are financially vulnerable.

Our domestic programmes contribute to the focus themes of Youth Empowerment and MHPSS through child participation in (local) governance and through the social and emotional development of children with a refugee background.



Locations Team Up at shelter locations

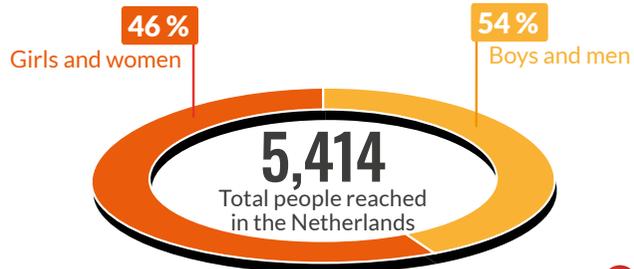
- Almelo
- Almere
- Amsterdam
- Apeldoorn
- Arnhem
- Assen
- Baexem
- Balk
- Budel
- Burgum
- Dronten
- Echt
- Eelde
- Emmen
- Enschede (NO)
- Gilze
- Grave
- Hardenberg
- Harderwijk
- Heerhugowaard
- Hengelo
- Hoogeveen
- Katwijk
- Leersum
- Leeuwarden (NO)
- Luttelgeest
- Maastricht
- Middelburg
- Nijmegen
- Oisterwijk
- Rijswijk
- Rosmalen (NO)
- Rotterdam
- Sneek
- Sweikhuizen
- Ter Apel
- Waaikwijk
- Winterswijk
- Zutphen
- Zweeloo

Locations Team Up at school

- Amsterdam
- Arnhem
- Baexem
- Bergen op Zoom
- Culemborg
- Delfzijl
- Den Helder
- Eelde
- Gilze
- Groningen
- Haarlem
- Leersum
- Maassluis
- Noordwijkerhout
- Schiedam
- Sneek
- Stadskanaal
- Tiel
- Tilburg
- Vlaardingen
- Zeist
- Zoetermeer

Locations Speaking Minds

- Amsterdam
- Arnhem
- Culemborg (3)
- Haarlem
- Kempen/Bladel
- Kerkrade
- Nissewaard
- Rijswijk
- Roermond
- Utrecht
- Weert (5)



SPEAKING MINDS

Municipal governments are required by national and international law to involve children and families in decision-making around topics which affect them. Speaking Minds (Speaking Minds) is a proven child rights governance method focusing on policy-making processes in municipalities and vocational schools, giving youth a voice and involving them in a practical and meaningful way in policymaking. Speaking Minds was developed to ensure youth participation in policymaking on poverty and debt. In 2022, Speaking Minds further expanded thematically, by running a local trajectory on spatial planning, and new local trajectories on sexual and gender diversity.

In 2022, Speaking Minds ran 19 trajectories in 12 different municipalities, increasing knowledge and skills on youth participation and mutual understanding between 295 youngsters and 49 professionals, adding up to a total of 1,500 youth who have been supported in over 30 municipalities since the start of the project in 2016. Speaking Minds involved youth in the implementation of local policy with the Speaking Minds Maatschappelijke Diensttijd (MDT) social service project in which youth organized a social activity for their community. Speaking Minds organized six interactive sessions with youth at risk of debt who participated in preventive debt interventions to identify good practices and recommendations for improvements. The outcomes of these sessions form an essential part of the national research project called: 'Earlier out of debt; what works?'

"The insights are often already there, but what Speaking Minds is all about is the implementation, where I have heard new things. You need the young people, their support and expertise. In addition, the students once again emphasized the urgency of the theme Safety in the home. Speaking Minds has been a wake-up call for us"
Tanja Jadnanansing, district chair of Amsterdam Zuidoost.



Internal research of results over the past three years showed that according to the youth themselves, significant improvement was seen in their knowledge, skills and awareness of the policy-making processes and that they can influence policy due to their participation in the programme. Collaborative research with the University of Amsterdam on the effectiveness of the pilot on sexual and gender diversity is continuing in 2023 due to a need for further data.

In 2022, the financial stability of the programme improved by continuing a diversified income model, making use of both grants as well as invoicing to municipalities, increasing financial sustainability and embedding the responsibility for meaningful youth participation at the local municipal level. We received the support of Fonds 21 and the VSB Fund in 2022.

"I didn't know that there are so many organizations and schemes to help with money problems. It is a pity that many people do not know that they can get help, the municipality should promote it better."

Young person, Speaking Minds from Delft.

Additionally, Speaking Minds and the Save the Children lobby and advocacy team joined forces to ensure the voices and concerns of young people are heard on both local and national political levels. This is done by involving youth ambassadors in lobby activities and by using the recommendations given by youth in Speaking Minds trajectories as input for our lobby efforts and strategy. Special attention was given to increasing youth participation in the national action plan Child Guarantee and to motivating the Dutch Government to implement Article 26 of the Convention on the Rights of the Child (right to social security).

"I have learned a lot and I think these kinds of projects should occur more often."

Young person, Speaking Minds from Roermond.



TEAMUP AT SHELTER LOCATIONS

TeamUp is a joint programme by War Child Holland, Save the Children, and UNICEF Netherlands. It was created to improve the psychosocial well-being of children (six to 17 years) with a refugee background in the Netherlands through structured play and movement activities. TeamUp facilitator teams create a safe environment, where children learn to deal with their emotions, strengthen their social relations with peers, and relieve their stress. TeamUp in shelter locations is funded by the Asylum, Migration and Integration Fund (AMIF) of the EU, and the Ministry of Justice and Security, among other donors.

In 2022, TeamUp provided activities in 40 shelter locations with 56 varying age groups. Thanks to a dedicated core team, TeamUp in shelter locations was able to grow despite many challenges. At the beginning of 2022, there were still ongoing COVID-19 restrictions, and it took a while to get all the volunteer teams back on track after long periods of lockdowns. To strengthen the stability of the teams, in 2023 a pilot will be set up with paid TeamUp facilitators. In total, 3,216 children participated in 1,261 TeamUp sessions.

In 2021 Stichting Kinderpostzegels funded Summer activities for children at 14 shelter locations, which was underspent due to COVID-19. Kinderpostzegels arranged a tour of the Flying Seagulls Project, which brings entertainment and laughter to children and their caretakers. In January and February, the interactive show with music, magic tricks and clowns was performed at 11 shelters, reaching 514 children. Due to the lockdown, most of the shows were performed outside.

In August, we carried out an assessment of the child protection situation and psychosocial well-being of children in emergency shelter locations. As a result, we developed a proposal for mobile TeamUp facilitation at emergency shelters, to be implemented in 2023. Preparations were made to pilot psychosocial support in 2023 for youth living in shelter locations aged 15-17. The programme, based on the needs and participatory research with the youth themselves, will connect youth to local sports initiatives and was developed based on the needs and participatory research with the youth themselves.



Julie Hrudová

"I don't really like living at an asylum centre, but now that we have TeamUp, I like it. My friend from school always wants to play with me at the AZC and together we participate in TeamUp."

Lindsay (7), Iran.

"I feel very energetic when I come home after a session. Sometimes it's a challenge or the kids don't like the games. But, I think it's really clever how they can express this. They always come back to TeamUp, because they know that they are heard by us and that we as volunteers are really there for them."

Sala from Yemen, TeamUp Facilitator at the AZC in Assen.



Julie Hrudová

"The sports and games and the psychosocial themes associated with it makes TeamUp appeal to me so much. I really believe in this combination, because I also experience this in myself. As soon as I am not comfortable in my own skin, sports and exercise help."

Chantal from the Netherlands, TeamUp facilitator at the AZC in Arnhem.



Julie Hrudová



TEAMUP AT SCHOOL

Since the school year 2017-2018, TeamUp has been running in primary newcomer education. Because limited language is used during TeamUp, every child can participate in the activities from the first day of school regardless of their background and the language they speak.

In 2022, TeamUp at School was approached by a rapidly increasing number of schools. As a direct result of the war in Ukraine, many schools in the Netherlands welcomed Ukrainian students into their schools, creating more demand for TeamUp at school. In addition, both newcomer schools and regular elementary schools, who overall have less experience in teaching refugee children, have increasingly shown interest in providing psychosocial support to these children via TeamUp. Due to internal challenges and limited staff capacity, it was not possible to meet this demand from the education field. Further steps were taken in 2022 to sustainably scale up to meet the rapidly increasing interest.



Nevertheless, the number of children participating in TeamUp increased significantly in 2022. The number of children reached almost doubled from 1,119 in 2021 to 1,854 in September 2022, despite the high number of schools that were on the waiting list. In 2022, TeamUp was implemented across 30 schools. A total of 132 educators were trained and 63 coaching visits took place. To train more effectively, pieces of training were done at the regional level with more schools at the same time. 90 participants were trained during these regional pieces of training. By the end of 2022, TeamUp was implemented in 120 groups and is expected to reach more than 2,100 children.

"TeamUp helps to relieve stress because you do activities and then relax. With TeamUp more than with sports because in TeamUp I don't HAVE to. I am free."

11-year old boy, (Turkey).

Through focus groups and interactive one-on-one interviews, more than 40 children were able to share their experiences of TeamUp in their own language. 94% of the children reported that TeamUp has been helpful for their social relations. They also provided useful suggestions on what can be done to further improve social relations and other outcomes through TeamUp. For example, by giving them more ownership during TeamUp, and feedback from children is also integrated into further development of the method or in training and coaching.

Add other games that I am familiar with. The teacher normally makes the teams, I would like that the kids be appointed to choose their team and we have more initiative in choosing teams and games."

Child participant.

The consultations support earlier findings that TeamUp helps children to improve social relations, relieves stress and helps them deal with emotions such as anger or fear.



"We signed up for the TeamUp programme because another programme at our school is very focused on language. That is why we were looking for something for social-emotional development where you can do activities non-verbally with children."

Nathalie, teacher, Regenboog in Zoetermeer.



"In my country we didn't play much, just do homework and sometimes play sports. After TeamUp, I'm always happier."

Kery (11), Colombia.

"I see a huge transformation in children, like Gaina, through TeamUp. She was so shy at first. She didn't dare to do much, because she didn't speak the language. She didn't join in with the lessons, but during the TeamUp sessions you could see that she became more enthusiastic. I really saw her blossom and become happier."

Nathalie, teacher Regenboog, Zoetermeer.



International programmes - Humanitarian programmes

COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Afghanistan	Emergency health, nutrition, education, and child protection response in high need areas of Afghanistan	€ 7,777,778	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 January 2020 - 30 April 2022
Afghanistan	Emergency health, nutrition, education, and child protection response in high need areas of Afghanistan	€ 6,486,486	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 May 2022 - 30 April 2024
Afghanistan	Afghanistan Joint Response 2022-2023	€ 2,036,957	Cordaid Nederland	1 January 2022 - 31 December 2023
Ethiopia	Ethiopia drought acute Joint Response	€ 466,014	Plan International Netherlands	28 June 2022 - 27 December 2022
Global	Dutch MFA contribution to START network 2019-2022	€ 13,845,908	MFA Netherlands	1 Okt 2019 - 30 september 2022
Global	Save the Children Netherlands 2022 contribution to the global Humanitarian Fund (SCI's main source of humanitarian flexible funding)	\$1,699,876	Our private donors (SCI's main source of humanitarian flexible funding)	1 January 2022 - 31 December 2022
Haiti	Haïti earthquake Response	€ 300,000	Trusts and Foundations	15 October 2021 - 15 April 2022
India (and Asia region)	Giro555 Samen in Actie tegen Corona: SHO Vaccination Campaign	€ 448,091	SHO	1 June 2021 - 30 June 2022
Kenya	Kenya acute Joint Response 2022	€ 528,478	Tearfund	28 June 2022 - 27 December 2022
Lebanon	Improved child protection and socio-economic prospects for refugees and host communities in urban settings of Greater Beirut	€ 1,857,850	MFA Netherlands	1 June 2019 - 31 July 2022
Lebanon	Lebanon Beirut Response	€ 989,933	SHO	17 August 2020 - 31 January 2022
Lebanon	Improved Employability of Host and Refugee Youth in Beirut	€ 48,952	SC Netherlands various donors Restricted	1 August 2022 - 30 November 2022
Lebanon	Child Protection and Mental Health in Lebanon	€ 300,000	Trusts and Foundations	1 September 2022 - 31 August 2023
Lebanon	Improved Employability of Host and Refugee Youth in Beirut	€ 500,000	Royal Netherlands Embassy	1 December 2022 - 30 November 2023
Madagascar	Madagascar Acute Joint Response 2021	€ 639,703	Stichting ZOA	22 December 2021 - 21 June 2022
Pakistan	Pakistan acute joint response	€ 432,391	CARE Nederland	18 September 2022 - 17 March 2023
Poland	POL_SHO_Together in Action for Ukraine_Regional Response	€ 2,840,839	SHO	28 February 2022 - 28 February 2025
Romania	ROM_SHO_Together in Action for Ukraine_Regional Response	€ 2,840,838	SHO	28 February 2022 - 28 February 2025
Somalia	Installing a solar desalination unit to provide a sustainable source of water for nearly 35.000 people in Hafun District, Somalia	€ 270,969	Trusts and Foundations	22 March 2021 - 31 December 2022
Somalia	SOM Drought Acute Joint Response 2022	€ 431,849	Oxfam Novib	28 January 2022 - 27 July 2022
Somalia	Somalia famine Acute Joint Response	€ 610,530	World Vision Nederland	1 October 2022 - 31 March 2023
South Sudan	Essential lifesaving primary health and nutrition services in Abyei state administrative area, South Sudan (ECHO HIP 2021)	€ 3,917,485	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 - 31 March 2023
South Sudan	TeamUp Ready? Go!: Improving systems to allow for scaling of the TeamUp intervention in South Sudan and the wider Sub Sahara Africa region	€ 311,645	Stichting Beheer Subsidiegelden DRA	1 April 2021 - 31 March 2022
South Sudan	South Sudan Joint Response 2022-2023 Lead Component	€ 1,733,039	Stichting Beheer Subsidiegelden DRA	1 January 2022 - 31 December 2023
South Sudan	South Sudan Joint Response 2022-2023	€ 1,651,314	Stichting Beheer Subsidiegelden DRA	1 January 2022 - 31 December 2023
South Sudan	South Sudan Joint Response 2022 - 2023 - full consortium budget	€ 13,127,406	Stichting Beheer Subsidiegelden DRA	1 January 2022 - 31 December 2023
Syria	Psychosocial support for conflict-affected adolescents in north-east Syria	€ 1,250,000	MFA Netherlands	15 November 2021 - 14 November 2023
Thailand	Disaster preparedness and Child protection in the Deep South of Thailand	€ 777,778	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 July 2022 - 30 June 2024

COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Uganda	INCLUDE II Uganda: INnovative and inCLUusive accelerated eDUcation programmE for refugee and host community children - phase 2	€ 9,444,444	ECHO - European Civil Protection and Humanitarian Aid Operations (European Commission)	1 April 2021 - 28 February 2023
Ukraine	UKR_SHO_Together in Action for Ukraine	€ 6,719,305	SHO	28 February 2022 - 28 February 2025
Ukraine	Ukraine Acute Joint Response	€ 720,978	Dorcas Netherlands	3 March 2022 - 2 September 2022
Yemen	Philips donation of ultra Sound devices	€ 150,047	Philips Electronics	3 June 2021 - 2 June 2023
Yemen	Yemen Joint Response 2022-2023	€ 2,016,759	CARE Nederland	1 January 2022 - 31 December 2023

International programmes - Development programmes

COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Bangladesh	Right2Grow Bangladesh: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 360,468	Stichting The Hunger Project	1 January 2021 - 31 December 2025
Burkina Faso	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Burkina Faso	€ 7,444,695	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Burkina Faso	Right2Grow Burkina Faso: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 2,111,263	Stichting The Hunger Project	1 January 2021 - 31 December 2025
China	No Tears, No Fears: Improving the Protection of China's most vulnerable girls	€ 660,000	Royal Netherlands Embassy, Beijing	1 July 2019 - 31 December 2022
Eswatini	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2026 - Eswatini	€ 800,916	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Georgia	Skills for success: improving employability of Georgian citizens through relevant skills building, entrepreneurship and skills matching services.	€ 1,250,000	NEAR - European Neighbourhood Policy (European Commission)	1 September 2020 - 31 August 2023
Global	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme Global	€ 1,547,069	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Global	Right2Grow NL: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 2,210,864	Stichting The Hunger Project	1 January 2021 - 31 December 2025
Global	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Global	€ 1,664,241	Stichting Hivos	1 July 2019 - 30 June 2024
India	New Horizons PLUS	€ 150,000	GSRD	1 June 2022 - 31 May 2024
India	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - India	€ 2,316,610	Stichting Hivos	1 July 2019 - 30 June 2024
Ivory Coast	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Ivory Coast	€ 1,747,479	Stichting Hivos	1 July 2019 - 30 June 2024
Jordan	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Jordan	€ 1,642,360	Stichting Hivos	1 July 2019 - 30 June 2024
Laos	Sustainable Change Achieved through Linking Improved Nutrition and Governance (SCALING)	€ 11,111,111	INTPA - International Partnerships (European Commission)	16 December 2017 - 15 June 2022



COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Mali	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Mali	€ 11,429,411	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
Mali	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Mali	€ 1,455,165	Stichting Hivos	1 July 2019 - 30 June 2024
Mozambique	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2029 - Mozambique	€ 946,910	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Niger	Adolescent Transition in West Africa (ATWA): Sexual Reproductive Health Rights programme in Niger	€ 6,578,825	Royal Netherlands Embassy in Mali	1 December 2019 - 30 November 2023
South Africa	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2027 - South Africa	€ 852,886	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
South Sudan	Right2Grow South Sudan: The Right2Grow programme seeks to enhance the capacity of CSOs and local communities to claim their rights and access to WASH services and the right Nutrition.	€ 3,777,269	Stichting The Hunger Project	1 January 2021 - 31 December 2025
Southern Africa (region)	KNOWS NO BORDERS! - HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021 - 2026	€ 1,654,908	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026
Thailand	Basic Education Support towards Transition - phase V (BEST V): Ensuring quality education for Myanmar refugee students and supporting the return and reintegration of Myanmar refugee students and teachers	€ 2,462,000	INTPA - International Partnerships (European Commission)	1 March 2021 - 28 February 2023
Thailand	Local Engagement to Advocate for Peace Phase II (LEAP II): empowering children and youth affected by the conflict in the Deep South to promote peaceful social cohesion, conflict reconciliation and better protection of children/youth from violence	€ 666,666	INTPA - International Partnerships (European Commission)	26 November 2019 - 25 November 2022
Thailand	COVID-19 Response and Recovery in the Deep South, Thailand	€ 1,000,000	INTPA - International Partnerships (European Commission)	1 May 2022 - 6 November 2022
Uganda	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Uganda	€ 1,273,592	Stichting Hivos	1 July 2019 - 30 June 2024
Uganda	Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	€ 6,000,000	INTPA - International Partnerships (European Commission)	4 January 2021 - 31 December 2024
Vietnam	Work: No Child's Business: programme to contribute to ending all forms of child labour by 2025 - Vietnam	€ 1,626,055	Stichting Hivos	1 July 2019 - 30 June 2024
Zambia	SRHR-HIV Know no Borders - Phase 2: HIV and SRH rights for young vulnerable people (YVP) including migrants and sex workers living in migration affected communities in Southern Africa 2021-2028 - Zambia	€ 744,380	IOM - International Organisation for Migration	1 January 2021 - 31 December 2026

Project overview Speaking Minds

COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Netherlands	Speaking Minds – VSB (general support)	€ 150,000	VSB	1 September 2022 – 31 August 2025
Netherlands	Speaking Minds – Fonds 21 (general support)	€ 100,000	Fonds 21	1 September 2022 – 1 September 2023
Netherlands	Speaking Minds – MDT	€ 379,071	ZonMW	1 January 2021 – 1 December 2023
Netherlands	Speaking Minds – LHBTI+	€ 44,373	Various donors	1 April 2021 – 31 May 2022
Netherlands	Research project: 'Getting Out of Debt Earlier: What Works?'	€ 37,972	ZonMW	1 May 2020 – 1 May 2023
Netherlands	Speaking Minds Sales processes	€ 50,330	Rijswijk and Culemborg municipalities	1 January 2021 – 31 December 2022
Netherlands	Speaking Minds - trajectory	€ 36,876	Roermond municipality	1 September 2019 – 31 December 2022
	Speaking Minds - trajectory	€ 29,100	Delft municipality	1 January 2020 – 1 June 2022
Netherlands	Speaking Minds -ALL-IN, young people as drivers of connection local poverty - debt approach	€ 164,016	Ministry of Social Affairs	1 August 2019 – 31 January 2022

Project overview TeamUp

COUNTRY	PROJECT DESCRIPTION	BUDGET	DONOR	DURATION
Netherlands	TeamUp reception centers: Children on the move for better well-being.	€ 4,805,881	Ministry of Social Affairs and Employment	1 January 2022 - 31 December 2024
Netherlands	TeamUp reception centers: AMIF co-funding.	€ 533,987	Ministry of Justice and Security	1 January 2022 - 31 December 2022
Netherlands	TeamUp reception centers: Additional budget to cover ineligible costs under 'TeamUp'.	€ 460,180	Ministry of Justice and Security	1 January 2022 - 31 December 2024
Netherlands	Netherlands TeamUp Groeit!: TeamUp aims to reach more children living in Dutch reception centers by expanding to more target age groups at different reception centers and by scaling up to new locations.	€ 239,484	Various donors	1 January 2021 - 28 February 2022
Netherlands	Netherlands TeamUp for youth: Development of an existing initiative: TeamUp wants its methodology to better meet the needs of youngsters aged 15-18 years.	€ 74,535	Various donors	1 January 2021 - 28 February 2022
Netherlands	Netherlands Summer Activities: TeamUp, through COA/ 14 reception centres, to organise easy accessible summer activities for children aged 0 - 17 y in shelter locations, aiming at increasing their resilience.	€ 54,922	Stichting Kinderpostzegels Nederland	1 July 2021 - 6 March 2022
Netherlands	TeamUp at School III	€ 814,119	War Child Holland Institutional	1 October 2019 – 30 September 2022
Netherlands	TeamUp at School IV	€ 264,734	Various donors	1 September 2022 – 31 August 2023

3.5 LOBBYING AND ADVOCACY

We advocate for the rights of children worldwide – through the implementation of the UN Convention on the Rights of the Child. We advocate for legislation and policies that improve the rights and lives of children. We aim for clearly communicated advocacy based on data from our programmatic work across the globe. In addition, all our advocacy efforts focus on the voices of children and by providing a platform for them to speak out on the challenges they are facing to make sure they are heard and respected. Within our advocacy work, we make use of innovative channels and opportunities wherever we can, either individually or in collaboration with partners with whom we join forces in advocacy coalitions.

All our advocacy work is supported by the Sustainable Development Goals (SDGs) and the voices of the children themselves. Furthermore, we strengthen local civil society advocacy capacity, enabling our local partners to raise their voices in local, political debates



RESEARCH OVERVIEW 2022

- Stichting Alexander report on child and youth participation in climate change policymaking (to be published in February 2023).
- Pharos report on access to mental health care and psychosocial support for children with a recognized refugee status (to be published in February 2023).
- In collaboration with several European Save the Children members, we contributed to research about the differential treatment of refugees from Ukraine and refugees, not from Ukrainian face (to be published in February 2023).
- In collaboration with several European Save the Children members, we contributed to research about child poverty in Europe (to be published in March 2023).

PUBLISHED IN 2022

- In partnership with the Centre for Child Rights and Business, we commissioned research to examine the potential positive influence of the Dutch financial sector on strengthening children's rights in the cobalt supply chain in the Democratic Republic of Congo (DRC).
- Save the Children commissioned Breaking Point: Children's lives one year under Taliban rule, for Save the Children Afghanistan to demonstrate how the lives of children in Afghanistan have changed since the Taliban take-over.
- As a partner of the working group Kind in AZC (Dutch child reception centre), Save the Children contributed to the commission of a quick scan about the living conditions of children in (crisis) reception centres in the Netherlands.
- Save the Children created, with input from children in the Netherlands, a child-friendly version of our international report "Generation Hope: 2.4 billion reasons to end the global climate and inequality crisis".
- In collaboration with several European Save the Children members, we contributed to research concerning the experiences and well-being of children fleeing Ukraine.
- In collaboration with several European Save the Children members, we contributed to a policy paper about the cost-of-living crisis and how this affects children, with recommendations for European governments.



Humanitarian

We continuously advocate for children affected by conflict and crises. Based on the humanitarian needs, the crises in Afghanistan and Ukraine received our utmost attention in 2022. The escalating conflict in Ukraine affects children's lives in and outside of Ukraine. We continuously advocate for humanitarian funding for life saving support to Ukraine and inform the government of developments in Ukraine that affect our work. The Dutch government continues to show its support, both for people in Ukraine and people who have fled to the Netherlands by creating additional budgets for this crisis. We continued raising awareness for the children in Afghanistan. Together, Save the Children and Save the Children Afghanistan published the report "Breaking Point: Children's lives one year under Taliban rule", which we presented to both the Dutch parliament and government. The government has committed to continue its aid to Afghanistan, even under difficult circumstances in the country. We shared the report in Brussels as well. The Dutch government raised its budget for humanitarian aid by €150 million for 2023 to meet growing humanitarian needs, which Save the Children fully welcomes. Next to advocacy for Afghanistan and Ukraine, we engaged with multiple stakeholders, including European Commissioner for Humanitarian Aid Lenar [?], about the situation of children's rights in the occupied Palestinian territory and the Gaza strip.

Food security and nutrition

The Right2Grow (R2G) consortium contributes to zero undernutrition and zero people without access to basic WASH services. In the second operational year, we continued building bridges between realities on the ground and high-level decision-making. This is all to ensure that national and global policies are accustomed and relevant to the people they serve. To this end, we brought different colleagues from R2G countries together for a global meeting in Istanbul to translate the priorities of the communities we work with into advocacy pathways. We also created opportunities for local civil society organizations to participate, and share best practices and lessons learned at the Water Forum in Dakar, the World

Water Week in Stockholm and the World Food Day in the Netherlands. R2G also echoed the voices of civil society when contributing to consultations on the Dutch policy for Foreign Trade and Development Cooperation and the Africa Strategy. We networked and built relations to ensure we can work towards sustainable and long-lasting positive change. In doing so, we place a strong emphasis on empowerment: together we analyse what is needed and with whom, and bring this to the attention of those who have the power to change it.

Environmental Sustainability and Climate Change

The climate crisis affects children's rights in significant ways. Our international report 'Generation Hope: 2.4 billion reasons to end the global climate and inequality crisis' identifies five critical entry points for building a greener and more just planet, as a staggering 774 million children face the dual threat of poverty and climate emergency. We consulted children and youth of different ages in the Netherlands to ask what they thought about climate change and made a Dutch language, child-friendly summary. A group of teenagers who participated in the class consultations presented both the international and

the Dutch reports to members of the Dutch delegation at the Climate Conference in Sharm el-Sheikh. The Dutch delegation emphasized and shared our message about the importance of including children and youth in conversations on how to address the climate crisis.

"Children can express very clearly what they think and feel. Politicians can learn from that."
Leah, 11 years old.

"Children have the right to a fair and liveable world. A world with enough food, money, support and medication for everyone. Where all children can go to school, and no one needs to be afraid of a natural disaster. Children believe that this world exists. Let's all work together to ensure that this hope becomes reality."

Pim Kraan, CEO Save the Children.



Mental Health and Psychosocial Support

In 2022, Save the Children ensured Mental Health and Psychosocial Support was prioritized by both national and international donors. Through the Child in Asylum Centers alliance (Kind in AZC), we advocated for increased focus and funding for measures to improve the safety and well-being of children who live in reception centres in the Netherlands, towards both politicians and implementing parties. We reported on the experiences and well-being of children from Ukraine who fled to the Netherlands and instigated a report on the access to MHPSS for children and youth who received refugee status here, which is to be published in 2023.

Save the Children participated in the Mental Meetups, organized by the Ministry of Health, Welfare and Sport following the launch of their national programme to tackle rising mental health problems in the Netherlands. In these meetups, we successfully advocated for specific attention for the needs of children in the Netherlands who fled conflict and the obstacles they face. We expect mental health for children affected by conflict to be one of the focus themes in the new Mental Health National Action Plan 2023. Furthermore, with its lobby, Save the Children managed to keep MHPSS integrated into foreign emergency aid and global health care, as part of the Foreign Trade and Development Cooperation policy and the Global Health Strategy.

Save the Children youth ambassador Rasha spoke at the Global Mental Health Summit in Rome in October, an event visited by over 50 delegations of Ministries of Health Care and international organisations from all over the world. She spoke about her own experience and the importance of making MHPSS accessible for everyone. Her message about the need to focus more on the mental health of children and youth and engage youth in the conversation was acknowledged by multiple member states during the side event.

In collaboration with the Dutch MFA and the MHPSS Collaborative, Save the Children launched the Follow the Money report at the Humanitarian Network and Partnerships week in Geneva (May 2022) to raise awareness among donors of the lack of flexible and humanitarian funding dedicated to MHPSS.


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Youth Empowerment

Article 12 of the Convention on the Rights of the Child obliges states to consult children when they develop (national) policies. In 2022, Save the Children focused on both meaningful child and youth participation in decision-making processes that affect them, including our work, and on their ability to grasp opportunities in their lives. We built relationships with new partners who can support us in empowering youth nationally and internationally. In addition, we advocate for youth to be economically empowered and to be able to contribute meaningfully to society.

Following the Dutch Cabinet's Coalition Agreement from December 2021, we published the Coalition Agreement in child-friendly language. A class debate was organized for Parliamentarians and children aged 10-12, in which they discussed mental well-being, poverty, climate and participation on a national and municipal level. Through this debate, the children learned to develop and defend an argument and politicians were challenged to explain their position understandably, resulting in voting rounds on policies. The Coalition Agreement and the outcomes of the class debate were presented to the Minister for Poverty Policy, Participation and Pensions, Carola Schouten. Finally, we called upon municipalities to translate their coalition agreements into a child-friendly language after the Dutch Municipal elections in March 2022, resulting in four municipalities working on this.

"Children can form and express their opinion very well, but they need to be able to understand what is being said. Therefore, it is important that relevant documents, like the Coalition Agreement, are written in understandable language, as is stated in the Convention on the Rights of the Child. Save the Children translated in 2022 because it is not done. We call upon the Cabinet to do this next time."

Josje Beukema, head of advocacy a.i.



Internationally, we advocate for opportunities for youth to have decent work. By empowering the youth today, we enable a new generation to be resilient.

Save the Children not only encourages politicians and other actors to make sure youth participates, but we also continuously try to practice what we preach. We organised a consultation day for our child and youth ambassadors, to thank them and to consult them about how we can involve children and youth meaningfully within our advocacy work. Young climate activists co-wrote a report about child and youth participation in climate change decision-making. Where possible we let our youth ambassadors represent the voices of the youth. For example, our youth ambassador Tabassum spoke with multiple high-level stakeholders in the Netherlands and in Brussels to explain the impact of the situation in Afghanistan on children's lives.

Accountability

Children cannot thrive without the practical implementation of their rights. Save the Children aims to ensure that child rights and child protection are included in policies and guaranteed in practice. Furthermore, Save the Children raises awareness among parties and actors about their duty to protect children's rights.

In 2022, the UN Children's Rights Committee (UNCRC) published its shadow report on the implementation of children's rights in the Netherlands under the UN Convention on the Rights of the Child. Save the Children provided input to this report as part of the Children's Rights Collective (Kinderrechtencollectief - KRC), of which Save the Children is a key member. For more information on the KRC, see www.kinderrechten.nl

It is important that those who commit violations of children's rights are held accountable for their actions. In 2022, Save the Children continued its engagement with the International Criminal Court by organizing a side event at the Assembly of State Parties, together with partner Justice Rapid Response. This event, about implementing a child-centred approach to justice, was a follow-up to an event in 2021. ICC Prosecutor Karim Khan participated in both events, providing recommendations for international accountability mechanisms to effectively address violations against and affecting children. We will build on this with concrete action and implementation this year.

Furthermore, Save the Children as part of Save the Children International continued to advocate safe and unimpeded access under International Humanitarian law. This resulted in a UN resolution that establishes a humanitarian exemption across all UN sanction regimes. Dutch legislation exempting humanitarian workers and journalists from punishment for staying in terrorist-controlled areas followed, enabling us to safely be where the needs are most urgent.

Child rights and business

In 2022 we celebrated the 10th anniversary of the Children's Rights and Business Principles, a set of principles by the UN Global Compact, UNICEF and Save the Children International, developed to guide companies on the actions they can take to respect and support children's rights. We spoke at a roundtable discussion with multiple and diverse stakeholders and as a result, we aligned on the collective conclusion that children's rights and needs must be included from the very beginning of due diligence processes for them to effectively work for children. Our participation in this expert meeting with policymakers led to renewed attention for children's rights in business principles amongst attending companies and will be followed by direct engagement in the new year.

We have been part of several Sector Covenants within the financial sector. Within the Covenant for the Insurance Sector, we stayed focused on increasing access to remedies for people and communities impacted by human rights and environmental violations as part of their due diligence. In the Covenant for the Pension Funds, we continued advocacy for the improvement of due diligence in mica. The Covenant for the Pension Funds finished at the end of 2022 but we continue to lobby the pension funds for more sustainable and rights-based financing.

Building upon commitments made in 2021, national IMVO (internationaal maatschappelijk verantwoord ondernemen) or due diligence legislation will be developed, in addition to EU legislation. IMVO legislation drives ambitions and actions amongst companies operating in the EU to investigate and improve the human rights situation across their supply chains. However, since the development of IMVO legislation at the EU level in 2022 was limited in scope, it is even more important that we drive ambitious national legislation. We worked very closely with our peers within the MVO platform to have ChristenUnie prepare a parliament initiative law that meets the OECD guidelines, which finally got presented in the last quarter of 2022. One of our key ambitions for 2023 is to pass this law through parliament and the senate.

Child poverty in the Netherlands

Poverty among children continues to prevail in the Netherlands in 2022. While the government takes measures to address inflation and the rising cost of living, the negative impact of poverty still hits children in multiple ways. We continue our advocacy work on the implementation of Article 26 of the Convention – the right to social security – in alliance with partners, monitoring the Ministry of Social Affairs' progress on this. Our asks are partly built upon our Speaking Minds programme (see chapter 3.4).

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

Child labour

To combat child labour, Save the Children teamed up with UNICEF and the Stop Child Labour coalition in the 'Work: No Child's Business' alliance (WNCB). A highlight of the WNCB programme is the Global Conference on the Elimination of Child labour in Durban, 2022, where an urgent call for action by governments and other actors was made to develop national action plans and provide adequate funding to eliminate child labour. In Durban, Save the Children in

collaboration with Education International and Global March presented a position paper, and organized a side event with a keynote by the Dutch Ministry of Foreign Affairs and active engagement with the Dutch delegation and the European Commission. In addition to national action plans, the Durban Call to Action enticed the EU to develop legislation to combat child labour. As follow-up, WNCB participated in the Dutch focus group Alliance 8.7 on the Durban Call to action and in the formulation of the new Dutch roadmap on eradicating Child Labour.

Within WNCB, Save the Children took the lead in organizing webinars, field trips for government officials to WNCB project areas, exchanges with local partners and a podcast series to broaden the knowledge and perspective on an integrated approach to combat child labour.

In 2022 we continued to build on the lobby and work together with the financial sector to be agents of change for children's rights in the supply chain. Save the Children launched a report, conducted by the Centre for Child Rights & Business, about the role companies and investors play in addressing child labour in cobalt mining in global supply chains. The report was presented in a webinar with speakers including implementing financial organizations, during the Global Conference on the Elimination of Child Labour, to build capacity and inspire financial institutions to generate change for children's rights in international supply chains.

STRENGTHENING COORDINATION AND PARTNERSHIPS:
THE NEXT STEP FOR SUPPORTING ACCOUNTABILITY FOR CRIMES AGAINST CHILDREN

Tuesday
6 DECEMBER 2022
1:15 – 2:45 PM CET

Hybrid high level panel with
ICC Prosecutor Karim Khan KC

3.6 KEY PERFORMANCE INDICATORS

OUR WORK FOR CHILDREN				
KPI description	Explanation	Baseline 2021	Target 2022	Total value over 2022
Number of Save the Children advocacy products	This KPI measures our ability to influence public and political debate on our thematic priorities. This includes meetings/presentations/lectures/advocacy briefings etc. Held with/targeted at stakeholders.	113	120	130
Number of advocacy products produced in collaboration with external partners	This KPI measures our ability to influence public and political debate on our thematic priorities – when we do so in collaboration with external partners	120	120	67*
Number of requests by stakeholders for input and/or information on our strategic priorities, both in political and public events	This KPI measures the expertise and reputation of Save the Children as an informed stakeholder, providing relevant information to enhance the protection of children's rights	47	50	15*
Overall YTD retention of existing donors	Percentage of donors after the first year that do not continue to give	90.8%	92%	92.3%

* Explanation of KPIs

In 2022 the Lobby & Advocacy team experienced significant understaffing for the full year. Furthermore, due to the transition to a new monitoring system, there has been underreporting by the team. Therefore, the performance on our KPIs in 2022 is lower than expected. We expect our investment in building expertise and networks, as well as a better monitoring system, will lead to even more effective advocacy and better reporting in 2023.



Sarah Wajiswa / Save the Children

CHAPTER 4

OUR POSITION IN DUTCH SOCIETY



OVERVIEW 2022



IDENTITY AND STRATEGY



OUR WORK FOR CHILDREN



OUR POSITION
IN DUTCH SOCIETY



OUR INTERNAL RESOURCES
AND ORGANISATION



SUPERVISORY
BOARD REPORT



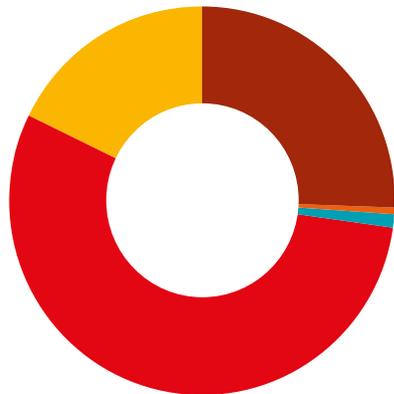
BUDGET 2023

4.1. FUNDRAISING

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

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

We are a beneficiary of the Dutch Postcode Lottery (NPL) and a member of the DRA and the Samenwerkende Hulporganisaties (Giro555).



Income from

- individual givers | € 21,446,012
- companies | € 519,792
- lotteries | € 900,000
- government grants | € 46,647,128
- other non-profit organisations | € 14,670,844

Our guidelines

- Save the Children spends each and every euro very carefully, to ensure we are helping as many children as possible. We must be reasonable and transparent in how much we spend on our 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. In 2020-2022 Save the Children spent on average 91% of its total expenses on its objectives.
- As a member of the Direct Dialogue Marketing Association (DDMA) we adhere to its codes of conduct for all major fundraising activities. We also maintain the Privacy guarantee quality certification and observe the rules of Postfilter and the 'Do-not-call' register.



Thoko Chikondi



Anna Pantellia / Save the Children

4.1.1 INSTITUTIONAL DONORS

ECHO

ECHO, the European Commission's Humanitarian Aid Office, provides humanitarian assistance in emergency situations such as natural disasters and armed conflicts for countries outside the EU. Thanks to ECHO, we were able to provide children with primary health care, treatment for acute malnutrition, and basic mental health and psychosocial support in six provinces, and with education in two provinces in Afghanistan in 2022, while integrating child protection and water sanitation and hygiene throughout the project. Similarly, in Abyei (South Sudan) ECHO's support enabled us to ensure children and their families have access to primary health care and treatment for acute malnutrition. Moreover, since 2018 ECHO's funding has allowed us and our partners to provide Education in Emergencies to conflict-affected (refugee) children and the communities hosting them in Uganda.

EU (INTPA and NEAR)

Through 2022, our strong partnership with the EU continued. Funding from the European Commission's Directorates-General for International Partnerships (INTPA) and Neighbourhood and Enlargement Negotiations (NEAR), via the EU Delegations and Trust Fund for Africa, supported our development work on ensuring continuity for refugees' basic education in Thailand, addressing environmental degradation in Uganda's refugee hosting districts and improving employability for youth and women in Georgia. 2022 also saw the completion of our projects on advocacy for peace and responding to COVID-19 in Thailand and addressing malnutrition in Laos.

MINISTRY OF FOREIGN AFFAIRS

The department for Social Development

In 2021, through the Power of Voices grant instrument, funding was allocated for a period of five years to the R2G Alliance, a programme with the objective to contribute to the reduction of chronic malnutrition and strengthening the engagement of local actors in the civic space with specific attention on advocacy and budget monitoring instruments. More specifically, the R2G programme seeks to enhance the capacity of civil society organisations and strengthen the voice of local communities, using gender-sensitive approaches and including youth, to claim their rights and access to WASH and nutrition services. The R2G project stakeholders include also the private sector and (local) authorities, both essential to ensure advocacy asks of the communities are being addressed. Save the Children as an alliance member, and together with local partners is implementing this programme in Burkina Faso, South Sudan and Bangladesh.

The department for Sustainable Economic Development

In 2019, the Work: No Childs Business programme received funding from the Ministry of Foreign Affairs. In an Alliance with Stop Child Labor and UNICEF Netherlands, the

programme is addressing the root causes of child labour and providing alternative pathways for children and their families in India, Ivory Coast, Jordan, Mali, Uganda, and Vietnam. The programme has a special focus on youth, offering a combination of technical/practical and soft skills to equip youth to find decent employment with a local employer, or to start a small business themselves. Save the Children engages the formal and informal private sector as part of its efforts to reduce child labour in the communities where we work. This includes but is not limited to, working with (gold) mining companies and the garment and textile industry around Child Rights and Business Principles in national and international supply chains.

The department for Stabilisation and Humanitarian Aid

Since 2015, Save the Children has been part of the DRA, a coalition of 14 humanitarian organisations. The DRA envisions a world in which people affected by crisis stand at the centre of a respectful humanitarian response that saves lives, alleviates suffering, restores dignity and contributes to resilience. The mission of the DRA is to work together with those most in need to develop a timely, efficient and high-quality humanitarian response based on equitable partnership. Over the strategic period 2022 – 2026, €310 million was made available which was implemented through a full block-grant funding mechanism. In 2022 Save the Children was able to provide more than €6 million in aid through DRA joint responses in Yemen, South Sudan, Afghanistan, Pakistan, Ethiopia, Kenya, Somalia and Ukraine.

Embassies:

With Netherlands embassy support, boys and girls in China are being protected in both schools and communities. Through the embassy in Mozambique, in partnership with the International Organisation for Migration (IOM), a second phase of a programme aimed at protecting young people and migrants from diseases such as HIV is being implemented. The programme is implemented in Eswatini, Mozambique, South Africa and Zambia and has a strong focus on cross-border interventions. In Mali, Niger and Burkina Faso young people are gaining knowledge on sexual reproductive health and

rights and are accessing high-quality sexual and reproductive healthcare services due to funding from the Netherlands Embassy in Niger.

Ministry of Health, Welfare and Sport:

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

Dutch municipalities:

The Speaking Minds programme allows Dutch municipalities to proactively involve young people in the development of policymaking in their local areas on poverty and debt, sexuality and inclusion, and safety at home.

Ministry of Social Affairs and Employment:

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

- The department for Participation and Decentralized Services Since 2019, Save the Children was awarded a grant for its Speaking Minds ALL-IN project. Within this framework, professionals and financially vulnerable young people (aged 14 to 24 years) developed an instrument to strengthen the connection between implementing organisations in the social domain and financially vulnerable young people. It is available online via ALL-IN – Speaking Minds.
- Department of Service, Collaboration and Implementation, with funding from the European Commission's Asylum, Migration and Integration Fund (AMIF) AMIF generously supported our TeamUp programme in Dutch shelter locations: TeamUp – children on the move for better well-being.

Ministry of Justice and Security:

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



Mo'awia Bajjis

4.1.2 INDIVIDUAL DONORS

Save the Children's private sector fundraising strategy is focused largely on broadening our base of structural supporters and flexible funding sources to respond quickly and flexibly around the world, wherever and however children need the most support. In our external communications, we work – as do all Save the Children offices around the world – based on global agreements and priorities mapped out in our 'Global Funding Framework'. The purpose of this global playbook is to better align our marketing, fundraising, brand and partnership activities to the areas of greatest need for children. This new framework was finalized in 2021 and continues to govern our overall fundraising, marketing and communication strategy.

2022 was an extremely difficult year financially for many organisations. The economic impact of war in Ukraine, global food insecurity, COVID-19 and media- and market disruptions made it nearly impossible to get the same return on every euro as in previous years. Many organisations in the Netherlands and abroad have struggled to keep their committed donors, as consumers also struggle with the cost of living.

Nevertheless, Save the Children was able to maintain our existing donor base, growing from ca. 233.000 active individual supporters per 31 December 2021 to 240,000 at the conclusion of 2022.

2022 was also an important year for Save the Children, when we launched the first (of two) pilots of a new fundraising and brand marketing platform which had been in development for more than three years. In this first pilot campaign, Save the Survivors, Save the Children brought a new type of content to market, experimenting with new ways to tell real stories from the real world from the perspective of children, focusing on their strength and resilience while influencing audiences to understand the need and urgency of financial support.

Save the Survivors was also a pilot of a new data model behind fundraising, using an econometric model and AI-based tools



Tom Maguire / Save the Children

to predict, manage and optimize touchpoint and campaign exposure over a wide range of channels and assets, learning how different consumer clusters interact with different touchpoints on the journey to becoming a donor. This sophisticated data tracking and modelling is only possible because we have spent years building a very strong data-driven marketing ecosystem and ways of working internally and is intended to enable STC to continue to grow our donor base at scale and with economy.

In 2023, we will incorporate the learnings from the Save the Survivors campaign into the second pilot as well as finalize our new brand and content strategy.

Communication with our supporters and recruiting new donors

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

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

Our fundraising team works with business intelligence tools to constantly evaluate the effectiveness of every donor recruitment activity. As such, we continuously adjust our marketing programme to raise the most money for children at the lowest cost. Television, radio and digital advertising, as well as direct mail, typically allow us to get the best return on investment and have an important role in keeping our total fundraising investment as efficient and effective as possible.

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

4.1.3 COMPANIES, FOUNDATIONS AND TRUSTS

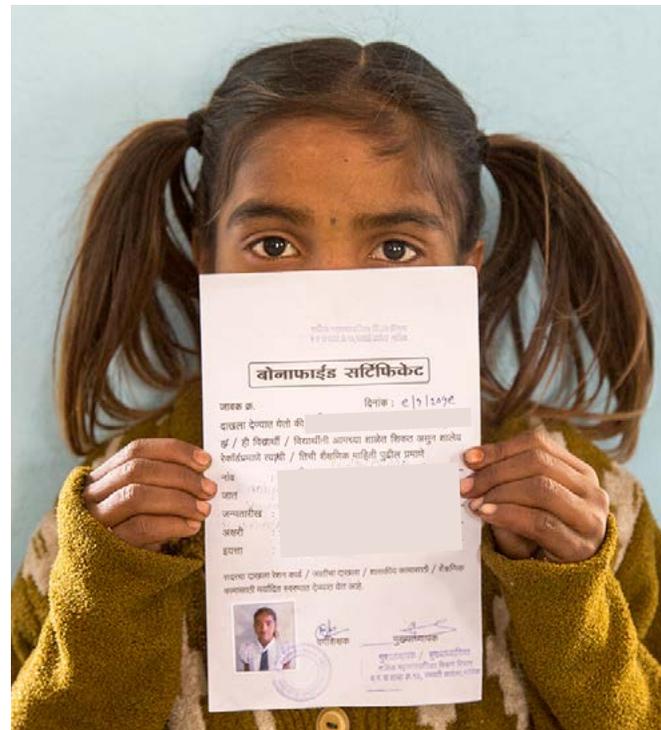
Partnerships with companies, trusts and foundations are vital for Save the Children. The impact of these long-term – often very sustainable and innovative – partnerships can improve the lives and futures of children anywhere in the world at a fairly low cost. Our partners provide money, materials, technology, skills and expertise with which Save the Children can help even the most difficult to reach children. Working with private sector partners is particularly important for underfunded areas of our work, and in finding new innovative ways for different sector players to work together, using diverse operating models to achieve joint and sustainable impact. Both on a national and international level. In 2022 many companies, foundations and family trusts, like VSB Fonds, Fonds21, Bernard van Leer, GSRD, the Philips Foundation and many others supported our work for children. We have a strict and clear global 'due diligence' protocol and policy and screen potential corporate partners using our own 'no go' criteria. For example we exclude all companies investing in weapons, alcohol and tobacco and any activity with a high risk for child labour. We review our partnerships regularly.

Philips/Yemen project:

Save the Children and Philips have joined forces in war-ravaged Yemen to support pregnant women in hard-to-reach areas with (portable) ultrasound devices. The ultrasound devices help detect complications in pregnant women more quickly. Each month, more than a thousand pregnant women are helped with this in community centres. Because they are portable devices, even remote areas can be reached.

VSB & Fonds21:

In 2022, Save the Children entered into two partnerships with Fonds 21 and VSB fund for Speaking Minds. With the Dutch-focused Speaking Minds programme, practically educated youth in a (financially) vulnerable position are given a voice in the process of policy development. Young people help think about municipal policy in the areas of poverty, debt, youth care and health care. VSB Fund supports Speaking Minds for the next three school years. This gives Speaking Minds a stable basis and continuity for the coming years. Fund 21 has given Speaking Minds a significant boost for the '22-'23 school year. It also works with both funds to share knowledge about youth participation. Thanks to VSB Fund and Fund 21 it is possible to deploy Speaking Minds in more municipalities to reach even more young people.



Nationale Postcode Loterij

A big thanks to our loyal supporter Dutch Postcode Lottery. The Postcode Lottery has supported Save the Children since 2002 and has donated a total of €21.7 million, which included an annual contribution of €900,000 in 2022. Their support is very important to us and very much needed. It guarantees our neutral position and enables us to take immediate action to assist vulnerable children worldwide.

In our collaboration and with our fresh new contact person from the NPL, we feel a strong, joint drive. The drive to have an unconditional impact on the world, in our case the well-being of children and young people. Moreover, both Save the Children and the National Postcode Lottery strive to make the Dutch public part of our mission. We find each other in our shared principles and strategies and we implement our common objectives in a constructive and professional manner.

A good example of our partnership are the outstanding outcomes from the granted project: 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. A cheque was handed over at the NPL office to express our gratitude for this in a festive way. We really look forward to further expanding this vital collaboration in the future.

4.1.4 GIRO555/ SAMENWERKENDE HULP ORGANISATIES (SHO)

In exceptional disasters, the 11 cooperating relief organizations join forces under the name Giro555. Save the Children Netherlands is one of the regular participants. Giro555 works together with Dutch broadcasters, channels and other media and asks the whole of the Netherlands to join. Because together we save more lives.

A National Action aims to:

- Raise money on the joint account number 555.
- Provide information about the humanitarian situation in the disaster area.
- Coordinate aid to people in the affected area as well as possible with other (local and international) organizations.
- Report together on the use of the proceeds of the Action.

Recent Giro555 actions we participated in:

- Together in action against Covid
- Together in action for Ukraine
- Together in action for Beirut

TOGETHER IN ACTION	AGAINST COVID		FOR BEIRUT		FOR UKRAINE	
	2022	Until and including 2022	2022	Until and including 2022	2022	Until and including 2022
Income						
Public donations ("giro 555")	-	481,818		989,933	12,400,978	12,400,978
Interest	-	-	-	-	-	-
Total income	-	481,818	-	989,933	12,400,978	12,400,978
Cost of preparation and coordination						
ICR	-	-33,727		-69,295	-868,068	-868,068
Total available for activities	-	448,091	-	920,638	11,532,910	11,532,910
Expense						
Local expense						
- Support through implementing partners	268,900	348,091				
- Support through international umbrella organisation	53,196	99,985	79,143	920,636	9,429,632	9,429,632
- Support directly through the participant	-	-	-	-	-	-
Total expense	322,096	448,076	79,143	920,636	9,429,632	9,429,632



4.2 COMMUNICATION

The vision of Eglantyne Jebb to help children is more relevant today now than ever before. And we do everything in our power to fulfil that vision every day. She was the first to declare that children have rights. We continue to innovate today, 100 years later, in support of children.

In 2022, we began developing a stronger brand positioning with our brand purpose: to create irreversible change for and with children. This is our purpose and the reason for our existence. It is the most important thing we want the public to understand about us and is the reference point of all our work, correspondence and communications. We help children stay safe, healthy and learning - we change lives and the futures we share. And we work hand-in-hand with others to adapt and create new solutions for children facing crises now and in the future.

Our brand statement

Save the Children believes that every child deserves a future. In the Netherlands and around the world. We do whatever it takes – every day and in times of crisis – so that children can fulfil their right to a healthy start in life, the chance to learn and protection from harm. With more than 100 years of expertise, we are the world's first and leading independent children's organization – changing lives and the future we share.



War in Ukraine

On February 24, 2022, war began in Ukraine. Millions of children and their families fled the violence in Ukraine: within Ukraine itself, to neighbouring countries and also to other countries in Europe and worldwide, including the Netherlands. Save the Children offered these children initial emergency assistance, such as food, water, diapers, soap and blankets. And together with local authorities protection of unaccompanied children, psychosocial support and child-friendly spaces. This humanitarian disaster forced us to ask for support from the Dutch public. Together with 11 other relief organizations, Save the Children joined forces and called on the whole of the Netherlands to take action for Ukraine via Giro555. The relentless flow of donations has so far raised an impressive €175 million.

Save the Survivors

Our main mass campaign was Save the Survivors. The goal for this campaign was to develop a communication platform and concept that works at least as well as traditional urgent fundraising (especially in visual media) to generate donors and revenue, but also supports and builds the brand and reputation, not only in the external market, but also among sectoral and internal stakeholders. We needed to be as emotionally engaging but without coming across as exploitative to the children and do the fundraising that staff and the public embrace. This campaign is based on real stories and developed as a full 360 campaign.



We used our TOUCH TELL SELL YELL model/content to build on a multi-layered and multi-channel communication platform (DRTV, email, door-to-door, radio, banners and advertising at film festivals) in which different targets work together to create an overall impression, the best reach and the best conversion with each target audience. With this campaign, we reached more than 1.4 million people between 25 and 59 years old.



Thought leadership: mental health

With this campaign, we focused on psychosocial support for children in conflict. This is one of our main pillars of our thought leadership strategy. And because conflict between countries and poverty* is one of the global issues that concerns most Dutch people, we developed several brand activities under the umbrella of Save the Survivors and Mental Health, such as a talkshow on resilience, Podcasts 'Praat met me' and a 'Tiny theater' to touch people and influencers with Save the Survivors' impressive video.





**EEN GELUKKIGE JEUGD
VOOR IEDER KIND.**

Word donateur
SMS HAPPY naar 3009

(op eigen SMS tarief)

Other campaigns and brand activities

Based on the topicality of the coalition agreement, we arranged a PR campaign to ensure that children do understand what politicians are talking about. They are often difficult for anyone to follow, especially children. Yet they are often about issues that affect children. That is why we had the coalition agreement translated into a child-friendly version.



**EEN GELUKKIGE JEUGD
VOOR IEDER KIND.**

Word donateur
SMS HAPPY naar 3009

(op eigen SMS tarief)

Inspired by a campaign developed by one, we launched our “Happy campaign” in the summer, which focuses on children’s resilience rather than marginalizing them. The focus of this campaign was to make children resilient, communicating one of our brand goals.

Brand Positioning in the Netherlands*

For its part, the level of in-depth awareness of Save the Children is increasing compared to 2020 among the population. At the prompted level, we are up six percent at 83% compared to 2020.

Save the Children is 50th in the ranking of 100 strongest brands in the Dutch charitable sector**. Brand strength has increased by three percent compared to 2020 (when the brand was ranked 51st). This development is at odds with the declining trend of brand strength in the international aid segment.

All our campaigns and brand activities allowed us to better share the context and impact of our work for children. As a result, Save the Children jumped up in its position in the ranking of strongest brands among Dutch charities.

Our reporting/reports

To show how – in almost every way – the lives of Afghan children have changed over the past 12 months, we launched a report called Breaking Point. Afghanistan has long been one of the most difficult places in the world for children to grow up, but a year after the Taliban took power in Afghanistan, economic pressures on households are driving children to the breaking point. They face extreme hunger and are forced to drop out of school and work, and move closer to serious protection problems, such as unescorted migration and child marriage.

One of the other impactful reports we published was Generation Hope: 2.4 Billion Reasons to End the Global Climate and Inequality Crisis. Climate change is often described by policymakers, business leaders and media as the greatest threat to the future. But when Save the Children recently conducted our largest dialogue ever with more than 54,500 children from 41 countries on issues of climate change and inequality, they left no doubt that the climate threat is not about tomorrow. For the world’s 2.4 billion children, today’s climate crisis is a global emergency. This climate/childhood crisis will be one of our focus themes in 2023, as well.

* IPSOS, global brand tracker research 2022

** Hendrik Beerda, Strategic brand analysis for Save the Children NL, 2022



Digital Marketing

In 2022, Digital Marketing had a year in which we made good progress and further strengthened Save the Children's digital presence in the Netherlands. We increased the number of articles we published on our website (+57%) to inform our audience about our work and optimized paid ads during campaigns. It resulted in an increase in website sessions (+19%) and visitors (+18%).

The trend of mobile traffic is clear. After 2021, 2022 showed another increase in mobile traffic (+23%). In 2022, mobile traffic had a 73% share, desktop 22% and tablet 5%.

Our organic Social Media efforts paid off; followers on Instagram grew significantly (+19%) and continue to show potential. Followers on Twitter increased 1%, despite channel-specific challenges in 2022. As expected, Facebook remains challenging to retain fans, although we are in line with the global trend. The number of followers on the LinkedIn page increased dramatically (+58%) thanks to audience-targeted content from our Lobby & Advocacy department. 2022 was also a year in which we expanded the number of our digital channels. We campaigned about MHPSS on TikTok, both organically and paid, reaching a younger audience with our hashtag #talkwithme, and created our first podcast series featuring people with practical experience, influencers and experts.

Press and media

Our media strategy focused on our global humanitarian work for children. We began preparations with the help of a Reputation Management Agency to further support our press lobby through 2023. Thanks to the strong efforts of our media team, media reach was multiplied by five in 2022: we managed to achieve a total reach of > 469 million people at a media value of over €5.1 mln.

The best highlighted topics were the publicity following the visit of Pim Kraan and goodwill ambassador Nadia Moussaid to Romania/Ukraine, the visits of journalists from RTL4 and NOS to Somalia, and the reports that Save the Children is challenging the work ban for female staff in Afghanistan.

Special Support

We are grateful for the continuing commitment of our patroness **Viktoria de Bourbon de Parme**. In 2022, she gave an exclusive interview in Save the Children's magazine about the importance of breaking the cycle of malnutrition in the world.

Our ambassador; **Nadia Moussaid** (television presenter) visited the border of Ukraine and Romania together with director Pim Kraan. Soon after February 24, the first refugees from the Odessa region were already crossing the Danube at the Isaccea border crossing into safe Romania. Each time the conflict in southern Ukraine intensifies, the number of passengers grows, sometimes up to 2,000 a day. Nadia spoke just before May 9 with a woman from Luhansk who had fled for the second time. As soon as the bombs fell on Odessa, there was a reliving of the war in 1914. Nadia and Pim also spoke with other women and children fleeing violence and food shortages in Mykolaiv, Mariopol and Cherson.

And at the end of the year, in November, Nadia Moussaid hosted the first Save the Children online talk show: Resilience. An exclusive online event for our major donors. The response was well received and we will organize a similar event in 2023.



4.3 KEY PERFORMANCE INDICATORS

OUR POSITION IN THE DUTCH SOCIETY

KPI description	Explanation	Baseline 2021	Target 2022	Actual 2022
Number of active individual donors	Estimated expected per 31/12: 235,000	Net increase of 58,878 = 232,942	293,878	239,307
Number of legacy pledgers and prospects (in active cultivation)	Number of individuals who have indicated Save the Children in their will or in an active legacy cultivation journey (excluding those with status 'not expected'.)	Per 15/10/21 = 1514 in active cultivation, of which 26 'intenders and pledgers'	Double the number of prospects in active cultivation, as well as the number of 'intenders and pledgers'.	2,168
Overall YTD retention of new donors	Percentage of new donors (within first 12 months of recruitment) that do not continue to give	84.6%	85%	84.6%
Overall YTD retention of existing donors	Percentage of donors after the first year that do not continue to give	90.8%	92%	92.3%



CHAPTER 5

OUR INTERNAL RESOURCES AND ORGANISATION

5.1 INTERNAL STRUCTURE

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

- 30 NATIONAL MEMBERS
- SAVE THE CHILDREN ASSOCIATION (SCA)
- SAVE THE CHILDREN INTERNATIONAL (SCI)

Members

Save the Children member organisations:

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

Help beyond the border

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

Association

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

- is a strong partner for governments, multilateral organizations 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.



Mustafa Sa'eed / Save the Children

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 (SCI)

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

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

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

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

A single International Board

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

The Board consists of:

- nine board members, nominated by the members that provide more than 8% of the total income;
- three board members, nominated by the small and medium-sized members, such as Save the Children Netherlands;
- two board members, nominated by the 12 previously-elected board members.

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

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

5.2 INTERNAL 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.

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 AND ORGANOGRAM

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

THE DUTCH ORGANISATION CONSISTS OF:

Patron

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

Supervisory Board

Please refer to the next chapter.

Management Board and Management Team

According to the statutes, the management responsibilities within the organisation lie with the directors: the statutory Chief Executive Officer and the titular Chief Operations Officer.

The Management 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 seven departments. The Managing Board and the Management Team meet every month and discuss the direction of the organisation, the progress of activities, budget, annual plan and human resources issues.

On 31 May 2022 the Chief Operations Officer left the organisation and the position became vacant.

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 CEO is in accordance with the Regeling belonging directeuren van goede doelen organisaties (Regulations for remuneration for directors of charitable organisations) guidelines drawn up by Goede Doelen Nederland and with the SBF Code Goed Bestuur (Good Management Code). Both codes set a maximum annual salary based on weighted criteria.



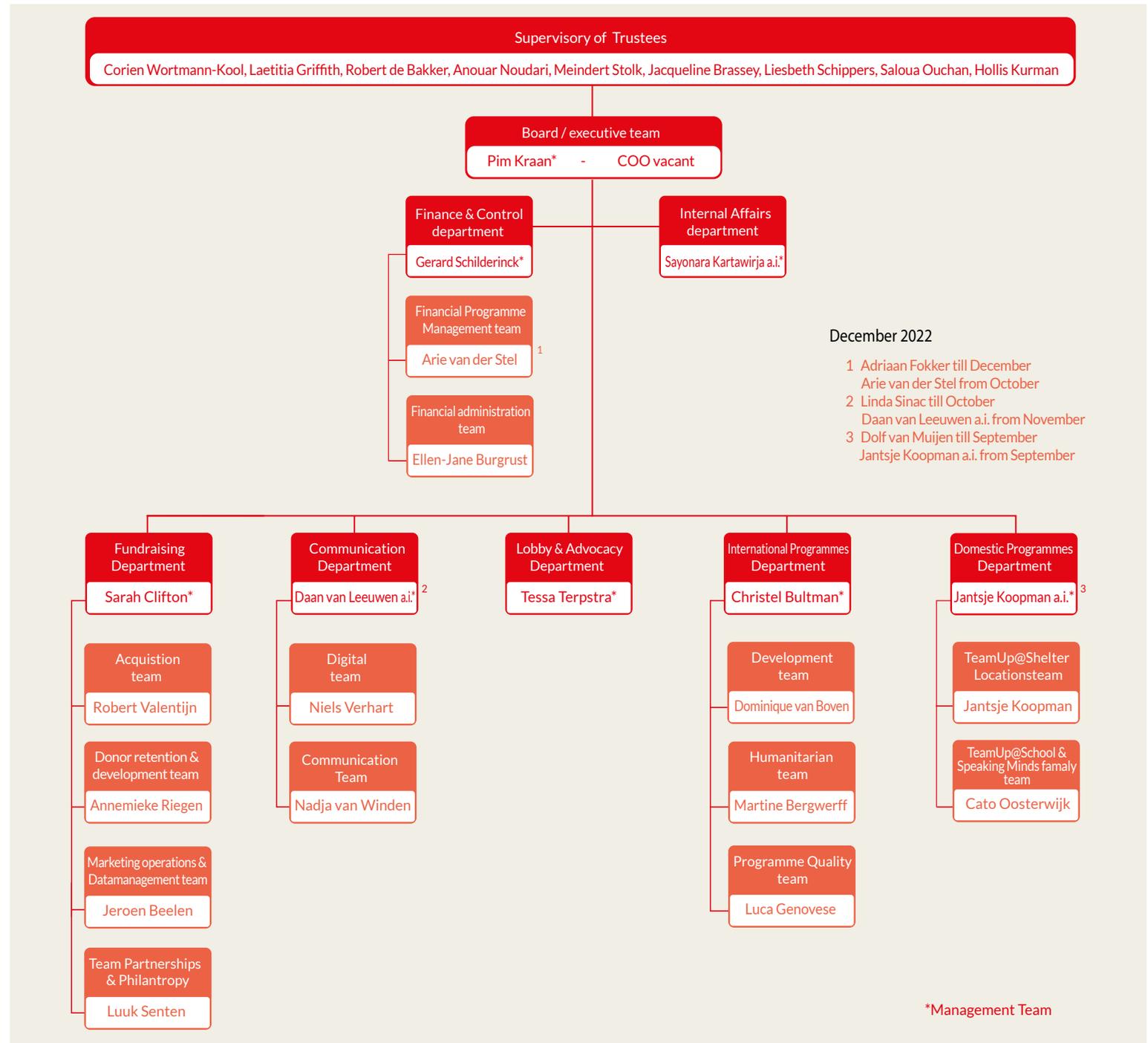
Quarterly management reports are prepared as well as monthly department reports and dashboards that monitor progress against the annual plan and budget. When necessary, steps are taken to realise our plans.

Departments and organisational structure

The organisation has seven departments:

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

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



5.4 HUMAN RESOURCES

On 31 December 2022, the organisation had 150 employees (136.8 FTE), an increase of 23 employees compared to the end of 2021 (127 employees, 114.4 FTE) To deal with our growing number of staff and the challenges on the labour market, the capacity in the HR team was increased.

The Manager of the Internal affairs department left our organization, and the position was temporarily filled with an interim manager.

We continued to offer extensive induction programs, including a week of introductory meetings for new staff every quarter. These programs are continuously evaluated and amended if necessary. There were regular (hybrid) Save Together (all staff) meetings, team(building) outings, team lunches, an all staff meeting in December and active working groups activities on various themes.

From April to June we deployed one of our HR advisors to the Ukraine response to support with local recruitment.

In 2022 we continued to build on the outcomes of the employee engagement survey that was conducted in 2021.

Learning from the Survey outcomes in 2021, we paid attention to staff well-being by work-life balance conversations in all teams. The next employee engagement survey will be carried out at the beginning of 2023.

The average percentage of absenteeism in 2022 was 8.24%, which is above our target of 5%. The aftermath of the pandemic had an influence on the sick leave numbers.



Esther Mbabazi / Save the Children

5.5 CORPORATE SOCIAL RESPONSIBILITY (CSR)

2022 has been a successful year in terms of CSR. Save the Children piloted the carbon reduction target for the first time. Save the Children did not achieve the CO2 reduction target related to travel due to organizational growth. However, the

implementation of the carbon ceiling led to a review of the travel policy and sparked discussion within the organization on the necessity of travel. Save the Children remains certified against the CO2 Performance Ladder level three but has

limited the scope of the CO2 Performance Ladder to the topic of environment to avoid overlap with other certifications. The society and governance aspects of CSR are embedded within the organization and are part of the ISO9001 certification.

PROGRESS OF THE IDENTIFIED OBJECTIVES AND ACTIVITIES:

ACTIVITY	KPI	2020	2021	2022
Reduce CO2 emissions Responsible purchasing policy Reduction in energy consumption				
Less international flights per FTE.	10% reduction per year.	80%	86.4%	The number of flights per FTE is 0,47 which is an increase of more than 1146 percent compared to 2021. This can be attributed to a resumption of travel after the COVID-19 lockdowns. The number of flights per FTE is however much lower than the baseline in 2019 when it was 1,4 flights per FTE.
CO2 compensation for travel by plane	CO2 emissions based on 2019 carbon baseline are offset.	Inclusion of a carbon offsetting fund in the budget for 2021.	In 2021 we have identified a Biogas Programme in Kenya implemented by Hivos. In 2022 we will compensate 127 tons of CO2 emissions through this project.	Save the Children compensated 127 tons of CO2 via a biogas project implemented by Hivos in Kenya. This amounts to 74% of our carbon emissions in our 2019 baseline.
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 favours the use of public transport or bicycle over private transport was approved and will be introduced in 2021.	The commuting policy is developed but not yet rolled out. The policy will be rolled out after the COVID-19 measures are lifted.	In 2022 Save the Children piloted NS business cards. Rolling out the business cards in 2023 will allow Save the Children to measure CO2 emissions from commuting by train. Commuting by car will be discouraged following the new commuting policy.
Use of Ecosia search engine is being more encouraged	At the end of 2021, 90% of Save the Children staff uses Ecosia as a standard search engine.	40% of Save the Children employees uses Ecosia.	80% of the respondents have installed Ecosia as a search engine and 20% uses this as their main search engine.	64% of the respondents have installed Ecosia as a search engine and 32% use this as their main search engine.
Sustainable purchasing	Sustainable variants are purchased, unless this is not reasonably possible for good reasons.	A new purchase policy that includes CSR has been developed which will be finalized and approved in 2021.	Save the Children has adopted the CSR criteria developed by the Dutch government whilst awaiting the roll out of CSR criteria developed by Save the Children International.	Save the Children has adopted the CSR criteria developed by the Dutch government whilst awaiting the roll out of CSR criteria developed by Save the Children International.

ACTIVITY	KPI	2020	2021	2022
Reduce CO2 emissions Responsible purchasing policy Reduction in energy consumption				
Awareness energy consumption elevator use	In 2021, 75% of Save the Children staff will take the stairs more often than in previous years.	30% uses the stairs most of the time, 30% uses the stairs half the time and 40% uses the stairs two out of 10 times.	20% uses the stairs most of the time, 46% uses the stairs half the time and 34% uses the stairs two out of 10 times.	16% uses the stairs most of the time, 36% uses the stairs half the time and 48% uses the stairs two out of 10 times.
Investigate the option to switch the two company cars to electric cars				Save the Children ended the contract for the company car and replaced it a GreenWheels contract. The second company car that is used for the domestic programme will not be replaced yet as this is a sponsored car.
Advocate our pension fund to disinvest from fossil fuels	Pension funds and insurance companies have undertaken actions towards reducing impact on environment within their investment chains.	Policy framework on Children's Rights was drafted. Engagement with the automotive sector about child labour in their supply chain. Engagement with the pharma industry with the insurers on access to medicine.	Save the Children engaged the insurance companies on increasing access to remedy for impacted communities (including children). End product will be finalised Q1 of 2022. We continued collective engagement with pension funds on the issue of child labour in mica mines in India and Madagascar. This project will continue throughout 2022, after which the results will be published.	Study on mica mining and webinar with Save the Children solicited studies on Dutch finance in cobalt and mica mining, organized a webinar about cobalt mining and spoke about mica and cobalt at events of the pension funds and the Insurance sector. Organised a webinar for the insurance sector on access to remedy and a live event on the same for the pension funds.
Reduce the quantity of waste through digitization and recycling				
Reduction of paper consumption	20% paper reduction per year.	85%	The use of paper per FTE increased more than 60% since more people worked at the office in 2021 in comparison to 2020.	
Awareness on reusing of materials	At the end of 2021, at least 75% of Save the Children employees will consciously deal with food waste and the reuse of materials.	70%	Only 40% of the employees indicated they are more aware of food waste and reuse of materials. This can be explained by the fact that not many people frequented the office due to COVID-19.	
Separating waste	At the end of 2021, all Save the Children employees consciously segregate plastic, paper and residual waste.	Separate waste bins were introduced but due to COVID-19 their usage could not be measured.	Separate waste bins were introduced in 2020 but due to COVID-19 their usage could not be measured.	Save the Children installed separate waste bins for plastic, paper, green waste and other waste in the office. The bins were introduced in an all staff meeting.
Position Save the Children as key actor in the area of CSR				
Partos has put CSR minimum standard on the agenda.				Save the Children was part of a Partos working group who updated the 'MVO handreiking' – guidelines for Partos members on CSR policy.
MFA has committed to developing a CSR policy.				This action point was not picked up in 2022 due to lack of capacity.



Linh Pham / Save the Children

5.6 DIVERSITY, EQUITY AND INCLUSION

We are supported by an active internal working group to stimulate Diversity, Equity, and Inclusion in our organization. To promote a culture of diversity, equity, and inclusion several meetings with staff, such as on unconscious bias, racism and LGBTQI+, took place organization wide. In 2022 we opened a room that is dedicated to employees that need time to pray or meditate. We organized and celebrated a diversity week in October with different activities to create awareness and share experiences.

To support a more inclusive and diverse organization a policy on DEI is established that was approved by the Workers Council and the Board of Directors. Several human resource procedures, including vacancy texts and the code of conduct were adjusted to address the issues pertinent to diversity and inclusion in the organization.

The working group developed an action plan to be carried out in 2023.

5.7 WORKS COUNCIL

The Works Council facilitates dialogue across the organization through advising, monitoring and mediating. In addition, the Works Council participates in decision making on measures relevant for all staff and takes her responsibility towards all employees for a stable and future proof organization. The Works Council faced significant challenges during the past year and worked diligently to maintain its operations at a consistent level. Despite the pandemic, remote working, and an increase in organizational growth, the Council struggled to keep pace with all that was happening within the organization during the first half of the year. However, despite these obstacles, the Works Council continued to operate and provided its consent and advice on various topics. In the middle of the year, one member stepped down, and it was agreed that no replacement would be made until the next elections in 2023.

In 2022 the Works Council collaborated with the director on the following topics: Office environment and new ways of working; Introduction of NS-Business cards; Staff well-being & work-life balance; Commuting policy and much more. In May 2023, the current Works Council will formally step down and elections will be held in the organisation to form a new Works Council. In the Annual Plan of 2023, the Works Council intends to enhance its involvement and strive for utmost wellbeing of all employees.

5.8 FINANCE AND CONTROL

In 2022 Save the Children Netherlands deployed a new Enterprise Resource Planning system, a Project Management System and a Save the Children worldwide coding model. The systems enable Save the Children to have faster access to more extensive programmatic and financial data. The improved information flow strengthens the internal control mechanism (based on the plan-do-check-act cycle).

The internal control mechanism takes place on three different levels. First, on the organisational level (managed by the COO), second, on the department level (managed by the respective managers), and third, on the project level (managed by the programme manager together with the financial programme manager).

5.9 IT AND DATA PROTECTION

Resulting of the COVID-19 period, employees have increasingly started working from home, and IT systems have been adapted accordingly. At the same time, cybercrime is on the rise. Save the Children has therefore made additional investments in the IT environment but also trained employees to raise awareness of the dangers of phishing and the methods used.

5.10 MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING MEAL

In 2022, our work on MEAL included various activities for our programmes, as well as for our operations and processes.

In our International Programme,

- for the 'Work: No Child Business' project a participative mid-term evaluation, using the SenseMaker methodology, was conducted across six implementing countries. Following the results collated through this evaluation, all country teams have identified a set of recommendations that will advise in programme adjustments and improvements to ensure maximum impact for the remainder of the programme.
- Evaluations took place for some large projects which ended in 2021/2022 (e.g. South Sudan joint response (2019-2021) and Afghanistan ECHO-funded emergency health, nutrition, education, and child protection response).
- Baseline assessments were conducted for the three years project: Adolescent In Transition In West Africa (ATWA) and for the four years project: Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts project (RED) in Uganda.
- A research project was initiated with the Darwin University of Australia to identify suitable models for implementing downward accountability in consortia and partnership settings; the research report will be disseminated and a peer-reviewed article for an academic journal will be generated from this research;
- Staff in four offices were trained on qualitative methodology (outcome harvesting) within the R2G programme.
- A donor satisfaction survey and a focus country satisfaction survey were circulated in Q4 of 2022. The surveys collated feedback on how Save the Children can improve the quality of its communication, planning, programmatic and strategic focus to best suit the needs of corporate and institutional donors, as well as focus country programmatic and technical staff.

In our Domestic Programme,

evaluations/reviews of pilots and projects were done together with data analysis on past results. Research with the University of Amsterdam on Speaking Minds started (ongoing in 2023). MEAL staff continued to develop and implement an accountability system, with the aim to set standards and align guidance on how to share information, facilitate child participation and gather and respond to feedback and concerns from participants in activities in our domestic programme. This is ongoing in 2023.

For the TeamUp programme, new technologies were used to improve data collection and analysis.

For TeamUp in reception centres, an app was developed to register the attendance of children. The app makes it faster for facilitator teams to register children compared to the excel sheets used previously, and the app provides real-time insight into how many children are being reached.

For TeamUp at school, a new data collection tool called Sprockler was used successfully to collect data from children. Children provided very valuable feedback and shared among other things that TeamUp supports them to make new friends and release their stress.

In 2022, various activities supported by the Save the Children MEAL policy and coordinated to promote organizational learning took place, including internal evaluations, meetings of a Community of Practice on the use of data, and a Learning Day, where all staff participated in a workshop to discuss and learn about issues of relevance, also through peer learning. MEAL capacity for our programmes in 2022 remained with three staff supporting MEAL work for both the International and the Domestic Programmes.



Esther Mbabazi / Save the Children

5.11 INTERNAL COMMUNICATION

In late 2022, it took the first step toward regularly informing staff about Save the Children's work. With a bi-weekly e-mail newsletter, people are informed about the latest state of affairs. The texts, both in Dutch and English, are short and concise and supported by good visuals. This makes the newsletter accessible to everyone. An email newsletter was specifically chosen because everyone working at Save the Children actually receives the newsletter. This is in contrast to Workplace where one can get lost in the quantity of messages.

5.12 QUALITY AND CERTIFICATES

Also in 2022, the existing quality management certificates ISO 9001, ISO 9001-Partos were granted. Also, the 'Erkend Goed Doel' certification by Centraal Bureau Fondsenwerving (CBF) was continued as well. And Save the Children holds an ANBI status from the Dutch tax authority (Belastingdienst).

Save the Children Netherlands and ECHO (the humanitarian emergency department of the European Commission) still teams up in the Framework Partnership Agreement (FPA). This agreement will run for another four years.

We are proud to mention that Save the Children Nederland again 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. We also meet the Core Humanitarian Standards, which ensure the quality of the humanitarian aid provided. Save the Children is also an independent signatory to the Grand Bargain, which is a set of agreements between donors and aid organisations – both NGOs and UN organisations – concerning multi-year, predictable funding and the effectiveness of aid.



Anna Pantelina/Save the Children

5.13 INTEGRITY

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.

Save the Children participates in the Inter-Agency Misconduct Disclosure Scheme, that commits us to systematically check with previous employers about any SEAH issues relating to potential new hires, and is a commitment to respond systematically to such checks from other participants of the Inter-agency Misconduct Disclosure Scheme. In addition to that 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 onboarding, followed by a refresher training session at least every two years. We have two employees committed to Child Safeguarding, three confidential advisors, both internal and external, and one integrity officer in Save the Children Netherlands. We also have a whistleblowing policy.

5.14 RISK MANAGEMENT

Save the Children Netherlands applies risk management at different levels. The mitigation of risks at the organisational level is based on a risk appetite model established within Save the Children worldwide. Risks are continuously monitored and appropriate measures are taken.

Risks in programmes are monitored by a dedicated international group. The focus here is on the health, safety & security of people, programmatic delivery and impact, diversion of aid, child safeguarding, information security, and fraud, bribery and corruption.

For the purpose of employee safety, Save the Children has designed a comprehensive safety management system. Privacy-related risks are mitigated by strictly applying the requirements resulting from the GDPR.

5.15 KEY PERFORMANCE INDICATORS

OUR INTERNAL RESOURCES AND ORGANIZATION

KPI description	Explanation	Baseline 2021	Target 2022	Realisation 2022
Sick leave	Absenteeism rate per month	8.24 %	5%	8.24%
Training	Percentage of available budget spent on training	87%	70%	95.52%
Employee engagement	Percentage of employees that state in the engagement survey that Save the Children is 'a good place to work'	80%	80%	85% *
Integrity	Percentage of employees that state in engagement survey that they know how to report undesirable behaviour at Save the Children	93%	95%	95% *

* The employee engagement survey took place in February 2023.



Esther Mbabazi / Save the Children



OVERVIEW 2022



IDENTITY AND STRATEGY



OUR WORK FOR CHILDREN



OUR POSITION
IN DUTCH SOCIETY



OUR INTERNAL RESOURCES
AND ORGANISATION



SUPERVISORY
BOARD REPORT



BUDGET 2023

CHAPTER 6

SUPERVISORY BOARD REPORT

Jesse Moreno / Save the Children

6.1 SUPERVISORY BOARD

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

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

Furthermore, in 2022 the Supervisory Board paid particular attention to subjects such as:

- International programmes
- Fundraising, in particular legacies
- Integrity and child safeguarding
- Diversity and inclusion
- National visibility, social media and reputation
- Management and organizational development
- Professionalization in relation to the growth of the organization
- Benchmark remuneration research
- Power of attorney arrangement
- Risk identification and risk management
- Systems implementation (IT)
- Investment policy
- International developments regarding SCA/SCI, i.e. operating expenses and operations in the 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 2022	Five
Stipend or fee paid to Board members	None

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



6.2 SUPERVISORY BOARD REPORT

The Board notes that the organisation continued to grow in 2022, despite the COVID-19 challenges, and that it was able to increase the aid that it provides through spending on organisational objectives. Fundraising grew, from both institutional and private donations.

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

The Board notes continuous improvement in the internal processes and dynamics of the organisation. It lives up to the cultural governance code and against that backdrop, the performance review of the CEO has taken place and individual interviews with members of the Management Team were held. With the recruitment of new members, the board diversified itself to adjust to requirements vis-a-vis Diversity, Equality, and Inclusion. Plans were developed to recruit two junior members in 2023.

Communication between management, the departments and employees have improved, and this also benefits the

external aspects of the organisation. For example, contact with the general public through the media has increased, and lobby and advocacy efforts are having a greater impact through the interplay of the media, the political arena and supporters. A strong increase in the number of regular donors and the resulting increase in fundraising efforts means that Save the Children is reducing its financial dependence. As a result, the organisation has more influence on public debate in the Netherlands, 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.

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

COVID-19 and travel restrictions continued to impact the organisations' activities in 2022. Online employee presentations were given to the Supervisory Board about humanitarian deployment and developments, lobby and advocacy efforts, campaigns, and our commitment to evacuations from Afghanistan. The Board discussed and approved the annual report and yearly account for 2020.

As in former years, the members of the Supervisory Board were very involved in the organisation in 2022, especially by providing advice during the regular consultation meetings on the subjects of International and Culture and Organisation.

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

In 2022, the chair's attendance at various (online) international meetings ensured the continued involvement of Save the Children. The Save the Children Association Members Meeting took place in Madrid, Spain, and was attended by the chair, together with the CEO.

A self-evaluation to assess the functioning of the Board took place in the beginning of 2022. Recommendations of the previous (externally supervised) evaluation were followed up during the year. One of these was the introduction of regular consultation meetings with a delegation of Board members on the subjects International 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 2022

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

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

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





Chair and member of the Audit Committee
Corien Wortmann-Kool (27 June 1959)
 Chair: February 2015 till January 2022

Work: Chair of the Board of ABP

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



Chair and member of the Audit Committee
Laetitia Griffith (1 November 1965)
 Chair since: February 2022

Work: Board member of the KLM Assurances Foundation, Member electoral council, Member of the Supervisory Board of the Land Registry, Member of the Supervisory Board of ABN AMRO, Member of the Supervisory Board of TenneT TSO GmbH, Member of the Supervisory Board Gassan Diamonds BV, Chairman of the Supervisory Board of the Netherlands Film Fund, Vice-Chairman of the Supervisory Board of TenneT Holding BV.

Relevant additional work: Chairman of the Supervisory Board of Metropole Orchestra, Chairman of the Board of the Dutch Violin Competition.



Member, Vice-chair and Chair of Audit Committee
Robert de Bakker (14 September 1950)
 Member since: December 2014
 Member till February 2023

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



Member and Chair of Audit Committee
Anouar Noudari (16 November 1970)
 Member since: October 2022

Work: Founder and Managing Partner Cape Investment Partners

Relevant additional work: Chairman VD Holding, Managing Director Anarco Capital Management, Member of the Board of trustees Wereld Natuur Fonds NL (WNF/WWF), Member of the Board of Stichting Giving Back, Board Member Carré Fonds, Advisory Board member Ximedes Holding, Investment Committee member Helmshoeve Holding, Advisory Board member CAPE Holland Holding, Bestuurslid Stichting HZF Foundation.



Member
Meindert Stolk (19 February 1965)
 Member since: January 2018

Work: regional minister of Zuid-Holland

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



Member
Jacqueline Brassey (22 November 1973)
 Member since: September 2017

Work: Co-leader McKinsey Health Institute, Senior Expert McKinsey & Company

Relevant additional work: Research fellow VU Amsterdam, Adjunct Professor IE University Madrid, Advisory Council Member of the World Wellbeing Movement and Advisory Board Member of Wellbeing at Work



Member
Liesbeth Schippers (19 September 1958)
 Member from: December 2015 till February 2023

Work: Lawyer and partner at Pels Rijcken & Droogleever Fortuijn

Relevant additional work: None



Member
Saloua Ouchan (2 September 1981)
 Member since: October 2022

Work: Partner Freshfields Bruckhaus Deringer

Relevant additional work: None



Member
Hollis Kurman (20 April 1963)
 Member since: May 2020

Work: Writer / Chairperson Ivy Circle / Moderator

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



Jim Huylenbroek / Save The Children

6.4 ACCOUNTABILITY STATEMENT

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

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

SUPERVISION

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

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

MANAGEMENT

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

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

IMPLEMENTATION

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

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

CHAPTER 7

BUDGET 2023



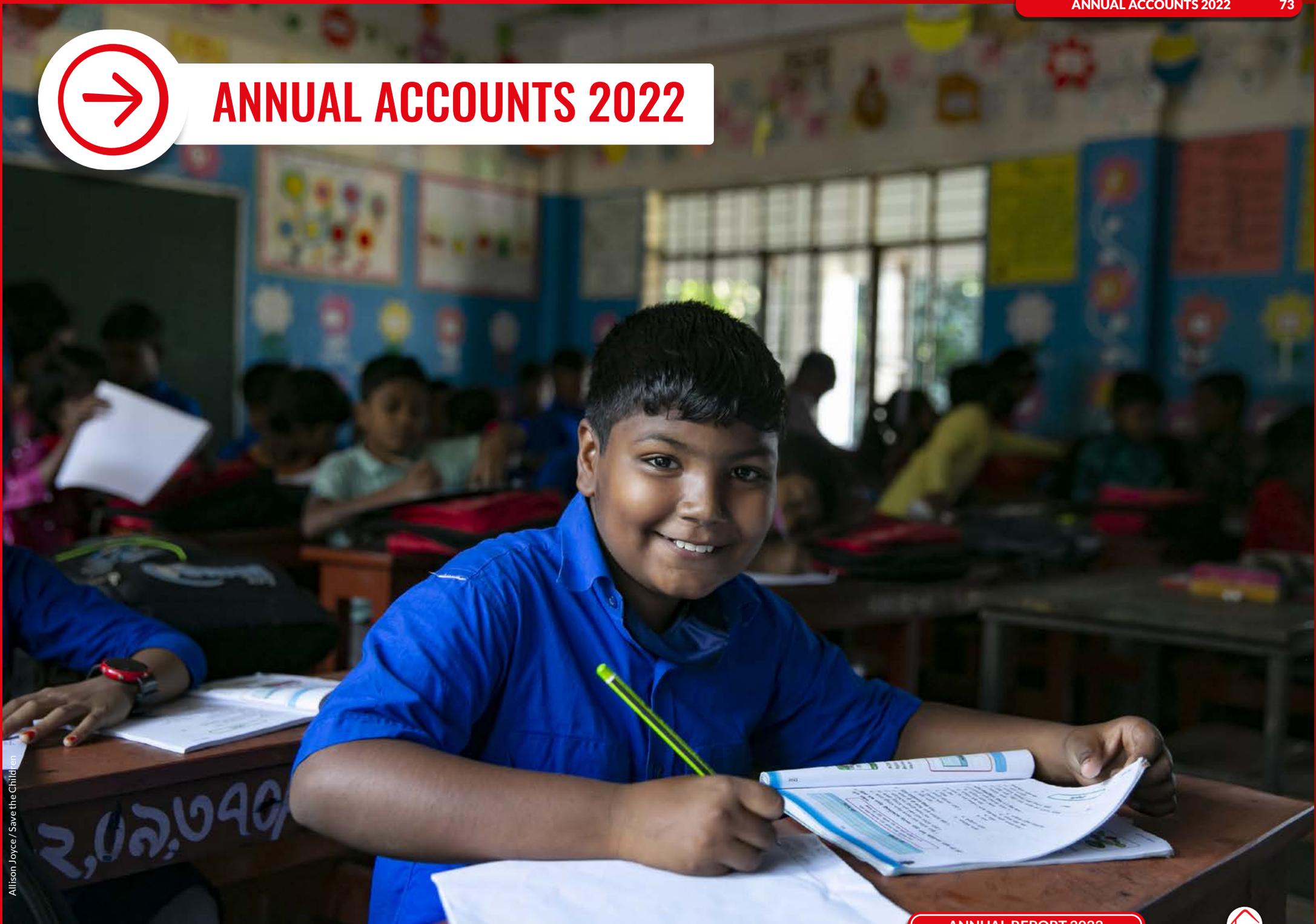
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EUR x 1,000	2023 Budget
REVENU	68,877
Revenu own fundraising	26,048
Revenu lotteries	900
Grants	41,500
Revenu from other organisations	429
Other income	-
EXPENSE	74,403
Spent on objectives	65,998
Improving children's lives and future	54,195
<i>Humanitarian aid</i>	27,995
<i>Sustainable development</i>	22,644
<i>Domestic programme</i>	3,556
Awareness raising	11,803
<i>Information</i>	7,169
<i>Communications</i>	3,383
<i>Lobby & Advocacy</i>	1,251
Spent on fundraising	5,438
<i>Grant acquisition costs</i>	1,080
<i>Costs own fundraising</i>	4,358
Spent on administration & general	2,967
FINANCIAL REVENU & EXPENSE	50
RESULT	- 5,476
APPROPRIATION OF THE RESULT	-5,476
<i>Continuity reserve</i>	-112
<i>Designated reserves</i>	-186
<i>Designated funds</i>	-5,178





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1. FINANCIAL STATEMENTS

1.1 Balance sheet as per December 31, 2022

	\$	31-12-2022	31-12-2021
ASSETS			
Fixed assets			
Intangible fixed assets	4.1	630,420	4,606
Tangible fixed assets	4.2	211,912	227,865
		842,332	232,471
Current assets			
Receivable grants	4.3.2	15,503,574	13,370,363
Prepaid (sub)awards	4.3.3	155,293	1,719,571
Other receivables and accrued income	4.3.4	6,014,472	2,507,752
Loan to SCI	4.3.5	2,693,796	-
Securities	4.3.6	8,612,910	9,068,001
Cash and cash equivalents	4.3.7	9,870,080	15,515,115
		42,850,125	42,180,802
		43,692,457	42,413,273
LIABILITIES			
Reserves and funds			
Reserves			
Continuity reserve	4.4.1	8,150,446	8,505,092
Designated reserves	4.4.2	4,139,614	5,949,589
		12,290,060	14,454,681
Funds			
Designated funds	4.4.3	4,132,784	1,200,950
		16,422,844	15,655,631
Current liabilities			
Prepaid grants	4.5.2	13,503,258	15,211,119
Project payables	4.5.3	10,439,570	9,421,534
Other liabilities and accrued expenses	4.5.4	3,326,785	2,124,989
		27,269,613	26,757,642
		43,692,457	42,413,273

1.2 Statement of income and expenses

	\$	Actual 2022	Budget 2022	Actual 2021
INCOME				
Income from individual givers	5.1	21,446,012	22,583,067	19,230,454
Income from companies	5.2	519,792	-	496,777
Income from lotteries	5.3	900,000	900,000	900,000
Income from government grants	5.4	46,647,128	40,859,406	50,150,956
Income from other non-profit organisations	5.5	14,622,646	5,375,801	2,685,876
Total fundraising income		84,135,578	69,718,274	73,464,063
Other income	5.6	48,198	-	89,902
Total income		84,183,776	69,718,274	73,553,965
EXPENSE				
Spent on objectives				
- Improving children's lives and futures		63,170,503	48,782,074	56,202,646
- Information and awareness raising		10,419,206	12,056,297	9,489,346
	5.7	73,589,709	60,838,371	65,691,992
Fundraising expenses	5.8	6,619,382	5,113,778	2,978,471
Management and administration expense	5.9	2,086,569	2,277,194	1,727,416
Total expense		82,295,660	68,229,343	70,397,879
Financial income and expense	5.13	-1,120,903	180,000	84,261
RESULT		767,213	1,668,931	3,240,347
Appropriation of the result				
Addition to / withdrawal from				
- Continuity reserve		-354,646		2,556,327
- Designated reserves		-1,809,975		1,063,248
- Designated funds		2,931,834		-379,228
		767,213		3,240,347



1.3 Cash flow statement

	Actual 2022	Actual 2021
Received from individual givers	21,133,572	19,297,256
Received from companies	540,777	501,777
Received from lotteries	900,000	900,000
Received from government grants	42,768,420	35,245,855
Received from other non-profit organisations	14,572,699	2,679,015
Received from sale of goods or rendering services	48,198	89,846
Received from others	-	46
	79,963,666	58,713,795
Project payments	-57,429,435	-41,839,689
General payments	-23,778,424	-15,252,146
	-81,207,859	-57,091,835
Cashflow from operations	-1,244,193	1,621,960
Changes in securities	-549,159	-8,899,222
Received interest	-	18,190
Paid interest and banking charges	-273,938	-209,697
Cashflow from monetary investment	-823,097	-9,090,729
Loan SCI	-2,693,796	-
Cash flow from loans	-2,693,796	-
Investments in tangible fixed assets	-845,726	-199,508
Cash flow from investing activities	-845,726	-199,508
Net Cash flow	-5,606,812	-7,668,277
Exchange rate differences	-38,223	14,099
Changes in cash and cash equivalents	-5,645,035	-7,654,178
Cash and cash equivalents as per January 1st	15,515,115	23,169,293
Cash and cash equivalents as per December 31st	9,870,080	15,515,115
	-5,645,035	-7,654,178



Seifu Assegid / Save the Children

1.4 Key performance indicators

	Actuals 2022	Budget 2022	Actuals 2021
Expense on objectives as a percentage of total expenses	89%	89%	92%
Fundraising expense as a percentage of total expenses	8%	7%	5%
Management and administration expense as a percentage of total expenses	3%	3%	3%
Expense on objectives as a percentage of total expenses (three-year average)	91%	85%	92%

The three-year average amounts 91 percent and therefore Save the Children Netherlands is in compliance with the so-called Erkenningsregeling (seal of approval for fundraising organisations in the Netherlands).

Fundraising expense represents eight percent of total expense. This percentage is lower than budgeted mainly due to higher total expense and cost savings on direct fundraising expense. Management and administrative expense against total expense developed according the 2022 budget and stayed below the maximum of five percent set by the board of directors.



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 Netherlands 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 2022. 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.

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 based on the going concern assumption.



3. ACCOUNTING PRINCIPLES

3.1 Correction of comparative 2021 figures

Up to and including 2021, project commitments to third parties in consortiums where Save the Children Netherlands is the lead agency have not been recognized in the financial statements. In addition project commitments to Save the Children Members (not being save the Children international) were not recognized in the financial statements. The costs that actually incurred by the Save the Children Members in the reporting period were recognized. The independent auditor has concluded that these accounting principles, which was part of the whole financial statement by which the auditor has given an unqualified opinion, contradicts the applicable accounting standard RJ270, article 105 and RJ640, article 202. In the financial statements for the year 2022, the comparative figures relating to the year 2021 have been corrected accordingly. This has led to a material error in the presentation of the 2021 figures.

The correction of the error has an impact on the amount of expenses and grant income in the statement of income and expenses as well as on the amount of the receivable grants, prepaid (sub)awards, prepaid grants, and project payables as well as an adjustment of the reserves and funds.

The total revenue increases with EUR 13,977,261, while total expense increases with EUR 14,484,335, causing a decrease in the result in the amount of EUR 517,074.

The balance sheet total increases with EUR 3,674,143. On the assets side of the balance sheet this is due to an increase of the receivable grants of EUR 6,506,143 and a decrease of EUR 2,832,000 of the prepaid (sub)awards. On the liability side of the balance sheet the adjustments consist of a decrease of prepaid grants of EUR 5,059,549 and an increase of EUR 9,250,766 of project payables. As the result was EUR 517,074 as previously reported the reserves and funds was adjusted with the same amount.

3.2 Balance sheet

3.2.1 General

Assets and liabilities are stated at historical cost, unless

Table 1: Correction of comparative 2021 figures

	2021 statements	adjustment	restated 2021 figures
Impacted assets			
<i>Receivable grants</i>	6,864,220	6,506,143	13,370,363
<i>Prepaid (sub)awards</i>	4,551,571	-2,832,000	1,719,571
Balance sheet total	38,739,130	3,674,143	42,413,273
Impacted liabilities			
<i>Designated funds</i>	1,718,024	-517,074	1,200,950
Reserves & funds	16,172,705	-517,074	15,655,631
<i>Prepaid grants</i>	20,270,668	-5,059,549	15,211,119
<i>Project payables</i>	170,768	9,250,766	9,421,534
Impacted income			
<i>Income from government grants</i>	36,173,695	13,977,261	50,150,956
Total fundraising income	59,486,802	13,977,261	73,464,063
Impacted expense			
<i>Spent on objectives</i>	51,197,657	14,494,335	65,691,992
Total expense	55,903,544	14,494,335	70,397,879
Impact on result	3,757,421	-517,074	3,240,347

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 into 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.



3.2.2 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.

3.2.3 Intangible and tangible fixed assets

Intangible and 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 lifetime of three year for all intangible fixed assets and IT equipment. The expected useful life of all other assets is four years.

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.

3.2.4 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. Until and including 2021 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. From 2022 the financial statements include all receivables.

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.

3.2.5 Securities

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



3.2.6 Cash and cash equivalents

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

3.2.7 Reserves and funds

The equity of Save the Children Netherlands consists of a continuity reserve, designated reserves and designated funds. The continuity reserve is in place to enable Save the Children Nederland to meet its obligations in the long-term. The Managing Board defines the level of the continuity reserve in accordance with Save the Children's financial policy. As per the recommendations of "Goede Doelen Nederland" the value of the reserve is maximized at 1.5 times the yearly operating costs. The operating costs are defined as direct cost of own fundraising and cost of work.

The designated reserve for projects relate to funds designated by the board to be spent on specific projects and public relations activities. These disbursements are not legally enforceable. For ongoing projects a minimum of 50% of the budgeted spending for the next financial year is included in the reserve. Furthermore Save the Children has a designated reserve in place for Emergency Aid in order to act instantly in case of an emergency situation. The conditions to use this reserve have been registered in the protocol Reserve for Emergency Aid.

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

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

3.2.8 Current liabilities

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

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



3.3 Statement of income and expense

3.3.1 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.

3.3.2 Income from individual givers

Income from individual givers consist of direct donations and legacies. Direct donations are accounted for in the year in which they are received. Revenue from legacies is recognised at the moment the deed of division or, if there is no deed of division is, the invoice and justification of the legacy has been received. Provisional payments in the form of advance payments are recognised as income from legacies in the financial year in which they are received, insofar as they have not already been recognised in a previous financial year.

3.3.3 Income from companies

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

3.3.4 Income from lotteries

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

3.3.5 Income from government grants

Income from government grants concerns grants originating from governmental bodies either directly or indirectly. Income from government grants is recognised as income for Save the Children Netherlands insofar the grants are utilised for activities accounted for as expenses on objectives. Income from Government grants is recognised in the year in which the subsidized costs were incurred. The proportion of the internal cost recovery relating to these government grants is allocated to the respective year based on actual costs.

3.3.6 Income from affiliated non-profit organisations

Income from other non-profit organisations is accounted for in two ways depending on whether the donation is contractually pledged or not. If the donation is contractually pledged, the contractual commitment is recognised as income in the year the commitment is made. If the donation is not pledged, the income is recognised in the year of receipt.

3.3.7 Income from other non-profit organisations

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

3.3.8 Other income

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

3.3.9 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.

3.3.10 Expense on objectives

Expense regarding domestic and international programming as well as related to awareness raising activities are accounted for as expense on objectives. In the method of accounting a

distinction is made between costs made by Save the Children Netherlands on the one hand and costs made by Save the Children International or third parties on the other hand. Expense incurred by Save the Children Netherlands are accounted for in the year in which the performance is delivered. In case of grant (sub)awards and commitments to make a donation to Save the Children International or third parties, these commitments are accounted for as expenses in the statement of income and expenditure, even if the commitment has been entered into for more than one year.

3.3.11 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).

3.3.12 Management and administration costs

Save the Children Netherlands applies a cost allocation method based upon the Goede Doelen Nederland recommended cost allocation model¹. The method is summarised in this schedule.

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

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





3.3.13 Employee benefits

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

The recognised liability relates to the best estimate of the expenditure necessary to settle the obligation at the balance sheet date. The best estimate is based on contractual agreements with employees (collective agreement and individual employment contract). Additions to and reversals of liabilities are charged or credited to the profit and loss account.

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

3.3.14 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 109.2 percent. The policy funding ratio (which is calculated as the average of the monthly funding ratios in 2022) amounts to 111.6 percent. The pension agreement with PFZW does not contain any additional commitments for Save the Children Netherlands.

3.3.15 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.

3.4 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.

3.5 Subsequent events

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

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



4. NOTES TO THE BALANCE SHEET

4.1 Intangible fixed assets

Table 2: Intangible fixed assets

	31-12-2022	31-12-2021
Carrying value January 1	4,606	8,173
Investments	750,813	-
Depreciation	-124,999	-3,567
Carrying value December 31	630,420	4,606

During the accounting period Save the Children Netherlands invested in new systems for finance and project management for an amount of EUR 374,628. The systems were deployed on July 1, 2022. In addition, Save the Netherlands obtained music rights related to video campaign material for a period of three years. This involves an amount of EUR 376,185.

Table 3: Movements in intangible fixed assets

	Intangible fixed assets
Balance at January 1	
Purchase price	10,702
Accumulated depreciation	6,096
Accumulated impairments	-
Carrying value January 1	4,606
Changes	
Investments	750,813
Disposals	-
Depreciation	124,999
Balance at December 31	
Purchase price	761,515
Accumulated depreciation	131,095
Carrying value December 31	630,420

4.2 Tangible fixed assets

Table 4: Tangible fixed assets

	31-12-2022	31-12-2021
Carrying value January 1	227,865	119,879
Investments	94,913	199,508
Depreciation	-110,866	-91,522
Carrying value December 31	211,912	227,865

In 2022 Save the Children Netherlands continued to invest in the IT infrastructure in order to advance remote working, strengthen cyber security and increase data protection. Also the office space in The Hague is to a higher degree equipped for meetings and (remote) conferencing. Investments were also made as a result of an expansion of office space.

Table 5: Movements in tangible fixed assets

	IT equipment	Office inventories	Total
Balance at January 1			
Purchase price	259,696	90,359	350,055
Accumulated depreciation	83,403	38,787	122,190
Accumulated impairments	-	-	-
Carrying value January 1	176,293	51,572	227,865
Changes			
Investments	49,056	45,857	94,913
Disposals	-	-	-
Depreciation	85,230	25,636	110,866
Balance at December 31			
Purchase price	308,752	136,216	444,968
Accumulated depreciation	168,633	64,423	233,056
Carrying value December 31	140,119	71,793	211,912

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





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Pascalie Mariani / Save the Children

4.3 Current assets

4.3.1 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.

4.3.2 Receivable grants

Table 6: Receivable grants

	31-12-2022	31-12-2021
Ministry of Foreign Affairs	3,381,073	11,404,472
European Commission	5,458,229	1,345,366
Other donors	6,664,272	620,525
	15,503,574	13,370,363

Grants are acquired based on actual costs incurred. Receivable grants relate to projects that have been implemented by Save the Children Netherlands or its consortium partners, for which the funds from donors are committed in a grant agreement but have not yet been received on the balance sheet date. The increase is the result of the system change as explained in paragraph 3.1.

4.3.3 Prepaid (sub)awards

Table 7: Prepaid (sub)awards

	31-12-2022	31-12-2021
Other implementing partners	155,293	107,603
Save the Children International	-	1,611,968
	155,293	1,719,571

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 commitments to the implementing country offices or other implementing partners.



4.3.4 Other receivables and accrued income

Table 8: Other receivables and accrued income

	31-12-2022	31-12-2021
Save the Children International	1,675,632	1,184,322
Nationale Postcode Loterij (Dutch Lottery)	900,000	900,000
Individual givers	479,138	166,698
Non-profit organisations	107,946	58,000
Save the Children Thailand	48,123	-
Companies	-	20,985
Other prepaid amounts	2,624,266	90,227
Other receivables	179,367	87,520
	6,014,472	2,507,752

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 increase in other receivables and accrued income has three explanations. First, the prepayment to SCI for working capital and prepayment for the first quarter increased compared to the same period in 2022. Second, Save the Children Netherlands has received an increasing number of pledged, but not yet received, bequests. Thirdly, Save the Children Netherlands prepaid the broadcasting rights for the media campaign (scheduled in the first quarter of 2023) in 2022. The latter prepayment is accounted for on "other prepaid amounts".

4.3.5 Loan to Save the Children International

Table 9: Loan to Save the Children International

	31-12-2022	31-12-2021
Loan to Save the Children International for fleet renewing	2,693,796	-
	2,693,796	-

Save the Children International started to renew and improve its fleet in 2022. The aim is to better align the fleet with the requirements of international programming. Also, the renewal will lead to a cost reduction in international programming.

50 per cent of the funding is provided by Save the Children Netherlands through an interest-free loan. The other 50 percent will be provided by Save the Children USA. Exchange rate differences will benefit or be borne by Save the Children International. The term of the loan is seven years; repayment starts from 1 April 2024.



4.3.6 Securities

Table 10: Securities

	31-12-2022	31-12-2021
Shares	3,248,265	4,093,275
Bonds	911,442	4,067,160
Other	4,453,203	907,566
	8,612,910	9,068,001

Investments made by Save the Children Netherlands are subject to the three conditional principles:

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

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

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

Save the Children Netherlands obtained in 2021 two investment portfolios consisting of equities, bonds, alternative investments and cash, in order to avoid negative interest payments. However, the Russian invasion of Ukraine in February 2022 led to a global price fall, especially in equities. As a result of interest rate hikes implemented by the ECB and FED, the value of bonds held also came under pressure. The decline in the two portfolios came to an end in the second half of 2022.

4.3.7 Cash and cash equivalents

Table 11: Cash and cash equivalents

	31-12-2022	31-12-2021
Saving accounts	3,719,200	8,388,009
Cash and current accounts	6,100,880	7,077,106
Short term deposits	50,000	50,000
	9,870,080	15,515,115

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

4.3.8 Financial instruments

4.3.8.1 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.

4.3.8.2 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.

4.3.8.3 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.

4.3.8.4 Fair value

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



4.4 Reserves and funds

4.4.1 Continuity reserve

Table 12: Continuity reserve

	31-12-2022	31-12-2021
Balance on January 1	8,505,092	5,948,765
Dotation	-354,646	2,556,327
Balance on December 31	8,150,446	8,505,092

The Continuity Reserve is formed in accordance with the recommendations of "Goede Doelen Nederland" and is intended to ensure continuity of the operations of Save the Children Netherlands in the event of a temporary funding shortfall.

Save the Children Netherlands withdraws EUR 354,646 to its continuity reserve to a total of EUR 8,150,446 in 2022. The volume of the continuity reserve remains within the limits defined by Goede Doelen Nederland amounting to EUR 22,586,033 (see 3.2.7).



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4.4.2 Designated reserves

Table 13: Movement schedule designated reserves

	31-12-2021	Dotation	Withdrawal	31-12-2022
Designated project reserve				
Reserve for co-funding of programmes	1,413,252	-220,490	660,743	532,019
Reserve for foreign countries	3,193,830	3,694,055	4,644,211	2,243,674
Reserve for emergency response	775,646	-774,921	725	-
Reserve for domestic programmes	247,650	-157,135	90,515	-
	5,630,378	2,541,509	5,396,194	2,775,693
Reserve for tangible fixed assets	232,471	845,726	235,865	842,332
Reserve for organisational costs	76,740	1,259,965	825,116	511,589
Staff fund	10,000	-	-	10,000
	5,949,589	4,647,200	6,457,175	4,139,614

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

For ongoing projects, a minimum of 50% of the budgeted spending covered by unrestricted funds for the next financial year is reserved. In 2023 Save the Children will phase out the reserve for emergency response as this reserve has been placed with SCI in the so-called Humanitarian Fund. The reserve for tangible fixed assets is maintained to fund the depreciation costs of the tangible fixed assets. The reserve for organisational costs consists of unearmarked revenues to cover organisational cost. The staff fund is maintained to support personnel.

4.4.3 Designated funds

Table 14: Movement schedule designated funds

	31-12-2021	Dotation	Withdrawal	31-12-2022
Designated funds for international programming	887,097	1,531,337	835,744	1,582,690
Designated fund "giro 555" (SHO)	132,356	11,532,910	9,561,972	2,103,294
Designated funds for domestic programming	181,497	675,339	410,036	446,800
	1,200,950	13,739,586	10,807,752	4,132,784

The designated funds are earmarked for a specific project or purpose as indicated by third parties. The designated fund "giro 555" (Samenwerkende Hulporganisaties) relates to the "giro 555" campaign 'Together in action for Ukraine'.



4.5 Current liabilities

4.5.1 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.

4.5.2 Prepaid grants

Table 15: Prepaid grants by donor

	31-12-2022	31-12-2021
Ministry of Foreign Affairs	6,282,954	11,839,881
European Commission	3,313,191	2,465,778
Ministry of Social Affairs and Employment	2,296,350	-
Municipalities	8,606	42,295
Others	1,602,157	863,165
	13,503,258	15,211,119

Received funds related to project grants that have not been spent are accounted for as prepaid grants. The grant prepaid by the Ministry of Social Affairs and Employment is related to two domestic programmes, being "TeamUp" and "All-in".

4.5.3 Project payables

Table 16: Project payables

	31-12-2022	31-12-2021
Project payables to implementing partners and implementing Save the Children members	10,315,254	9,421,534
Save the Children International (Country Offices)	124,316	-
	10,439,570	9,421,534

Project payables concern costs reported by country offices on the one hand and commitments to implementing Save the Children members and consortium partners on the other which have to be reimbursed by Save the Children Netherlands yet.

4.5.4 Other liabilities and accruals

Table 17: Other liabilities and accruals

	31-12-2022	31-12-2021
Taxes	1,616,313	124,352
Holiday entitlement / Holidays	743,122	559,772
Accounts payable	191,978	960,493
Other accruals and deferred income	775,372	480,372
	3,326,785	2,124,989

The increase of the accrual for holiday entitlement and holidays is a result of the staff increase during 2022. Two types of taxes are accounted for under tax, being income tax and VAT. VAT relates to reverse-charged VAT related to the procurement of broadcast time.

4.5.5 Off-balance-sheet liabilities

Table 18: Rent and lease commitments

	< 1 year	1 - 5 years	> 5 years
Rent and lease commitments	217,931	561,876	-

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

The Save the Children members guaranteed to bridge an unforeseen shortfall at the end of Save the Children International in order to ensure ongoing activities. On December 31, 2022, the guarantee of Save the Children Netherlands amounts to EUR 633,911. However, the risk that Save the Children International actually invokes on this guarantee is considered low.



5. EXPLANATION TO THE STATEMENT OF INCOME AND EXPENDITURE

5.1 Income from individual givers

Table 19: Income from individual givers

	Actual 2022	Budget 2022	Actual 2021
Donations and gifts	20,517,744	22,076,387	18,783,100
Legacies	928,268	506,680	447,354
	21,446,012	22,583,067	19,230,454

Income from individual givers increased compared to the 2021 actuals. The increase is explained by a growth of individual givers while the average donation per individual giver was maintained, however not as much as budgeted.

5.2 Income from companies

Table 20: Income from companies

	Actual 2022	Budget 2022	Actual 2021
Income from companies	519,792	-	496,777
	519,792	-	496,777

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

5.3 Income from lotteries

Table 21: Income from lotteries

	Actual 2022	Budget 2022	Actual 2021
Nationale Postcode Loterij	900,000	900,000	900,000
	900,000	900,000	900,000

Save the Children Netherlands receives annually a donation from the Nationale Postcode Loterij. In 2021 the net contribution amounted to EUR 900,000².

5.4 Income from government grants

Table 22: Income from government grants

	Actual 2022	Budget 2022	Actual 2021
Emergency aid			
Dutch Ministry of Foreign Affairs	1,047,303	5,335,503	16,256,600
European Commission	9,617,385	7,241,100	10,671,535
Other donors	18,004,602	5,132,403	2,970,150
	28,669,290	17,709,006	29,898,285
Structural development			
Dutch Ministry of Foreign Affairs	7,196,126	7,647,200	9,416,961
European Commission	4,785,263	8,240,100	3,894,676
Other donors	4,845,576	5,715,100	5,966,818
	16,826,965	21,602,400	19,278,455
Other activities			
Other donors	1,150,873	1,548,000	974,216
	1,150,873	1,548,000	974,216
Grand total	46,647,128	40,859,406	50,150,956

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.

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



5.5 Income from other non-profit organisations

Table 23: Income from other non-profit organisations

	Actual 2022	Budget 2022	Actual 2021
"giro 555" (Samenwerkende Hulporganisaties)	12,400,978	-	481,818
Foundations and private funds	2,221,668	5,375,801	2,204,058
	14,622,646	5,375,801	2,685,876

Income from "giro 555" (Samenwerkende Hulporganisaties) in 2021 concerned a contribution from the national "Together in action for Beirut" and "Together against corona" campaigns. In 2022 the income originates from the "Together in action for Ukraine" campaign.

5.6 Other income

Table 24: Other income

	Actual 2022	Budget 2022	Actual 2021
Sale of products and services	48,198	-	89,846
Other income	-	-	56
	48,198	-	89,902

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



Bassam Al-Tholaya / Save the Children

5.7 Expense on objectives

5.7.1 Expense on objectives

Table 25: Expense on objectives

	Actual 2022	Budget 2022	Actual 2021
Expense on international programming			
Humanitarian aid	43,286,044	22,729,906	33,510,583
Structural development	17,490,705	23,302,074	20,899,678
	60,776,749	46,031,980	54,410,261
Expense on domestic programming			
Netherlands	2,393,754	2,750,094	1,792,385
Total expense on programming	63,170,503	48,782,074	56,202,646
Awareness raising & advocacy	10,419,206	12,056,297	9,489,346
	73,589,709	60,838,371	65,691,992

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 circumstances

The expense on objectives as percentage of total expense amounts in 2022 is 89 percent, which is equal to the budgeted percentage for 2022. 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 26: Expense on objectives per funding source

Funding source	2022					2021
	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total	Total
	Emergency Aid	Structural Development				
Ministry of Foreign Affairs	932,226	6,664,983	-	-	7,597,209	26,440,533
Other Ministries	-	-	1,057,971	-	1,057,971	22,490
European Commission	10,157,438	3,433,815	-	-	13,591,253	15,413,640
Other grant providers	17,430,264	4,275,332	216,258	119,939	22,041,793	6,727,314
SHO	9,561,971	-	-	-	9,561,971	1,046,320
Own fundraising	5,204,145	3,116,575	1,119,525	10,299,267	19,739,512	16,041,695
Actual 2022	43,286,044	17,490,705	2,393,754	10,419,206	73,589,709	65,691,992
Actual 2021	33,510,583	20,899,678	1,792,385	9,489,346	65,691,992	

5.7.2 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.

The invasion of Russia into Ukraine resulted in a humanitarian crisis in the Ukraine and a flow of refugees into neighbouring countries. Save the Children responded to this crisis causing an increase of spending on humanitarian aid with 29 percent compared to 2021 and with 90 percent compared to the 2022 budget.

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

Table 27: Expense on improving living conditions and future prospects of children and young adults

	Actual 2022	Budget 2022	Actual 2021
Expense through SCI, SC members and (consortium) partners	56,762,785	41,455,948	50,691,251
Save the Children Netherlands own implementation	3,248,965	4,361,192	3,758,988
	60,011,750	45,817,140	54,450,239



Direct expense consists of three categories: expense by Save the Children International or Save the Children members funded by Save the Children Netherlands, expense made by (consortium) partners³ funded by Save the Children Netherlands, and direct project expense by Save the Children Netherlands. Total direct expenses amount to EUR 60,011,750 in 2022. The direct expense on objective per project is summarised in the table below:

Table 28: Overview of direct programme expense on objectives per donor per project

	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Ministry of Foreign Affairs					
Adolescent Transition in West Africa	-	6,402,105	-	-	6,402,105
Seamless MHPSS Cross-Border Care for the most vulnerable children and families	608,987	-	-	-	608,987
Improving prospects for refugees and vulnerable host communities in Lebanon	379,720	-	-	-	379,720
No Tears, No Fears: Prevention, assistance and protection of girls and boys against various forms of violence	-	293,794	-	-	293,794
Other programs	-56,481	-30,916	-	-	-87,397
	932,226	6,664,983	-	-	7,597,209
European Commission					
Emergency Health, Nutrition, and Food Security response in the provinces of Kunduz and Nangarhar, Afghanistan	5,512,593	-	-	-	5,512,593
Include II Uganda	2,377,559	-	-	-	2,377,559
South Sudan Emergency response and Health Systems Preparedness project	1,623,949	-	-	-	1,623,949
Response to Increased Environmental Degradation and Promotion of Alternative Energy Sources in Refugee Hosting Districts (RED)	-	1,127,437	-	-	1,127,437
Thailand Basic Education Support towards Transition - Phase V (BEST V)	-	919,327	-	-	919,327
Thailand DP and CP in the Deep South	642,158	-	-	-	642,158
Partnership for improved Nutrition in Laos PDR Pillar 3: Sustainable Change	-	439,049	-	-	439,049
Enhancing Civil Society Organisations' Capacities in Response to COVID-19 in Thailand: Southern Border Provinces Intervention (Deep South) - COVID response	-	368,153	-	-	368,153
Skills for Success	-	365,298	-	-	365,298
Thailand Local Engagement to Advocate for Peace	-	160,863	-	-	160,863
Other programs	1,179	53,688	-	-	54,867
	10,157,438	3,433,815	-	-	13,591,253
Dutch Ministeries (excluding MoFA)					
Domestic Programme (Team-Up / Speaking Minds)	-	-	1,057,971	-	1,057,971

3. Expense made by Save the Children Members and (consortium) partners is accounted for based on the commitment made by Save the Children Netherlands to the (consortium) partners.



Table 28: continued

	International Programme		Domestic Programme	Awareness Raising & Advocacy	Total
	Emergency Aid	Structural Development			
Other grant providers					
DRA Joint Response South Sudan	10,959,692	-	-	-	10,959,692
Work: No Child's Business	-	1,979,746	-	-	1,979,746
Right2Grow	-	1,585,057	-	-	1,585,057
DRA Joint Response Afghanistan	1,361,186	-	-	-	1,361,186
DRA Joint Response Yemen	893,976	-	-	-	893,976
DRA Joint Response Ethiopia	831,146	-	-	-	831,146
SRHR-HIV Know no Borders	-	709,803	-	-	709,803
DRA Joint Response Ukraine	663,297	-	-	-	663,297
DRA Joint Response Somalia	617,056	-	-	-	617,056
DRA Joint Response Madagascar	591,248	-	-	-	591,248
DRA Joint Response Kenya	484,543	-	-	-	484,543
Team-Up	148,297	-	192,944	-	341,241
IOM Pakistan Flood Response	273,463	-	-	-	273,463
DRA Joint Response Pakistan Flood	397,800	-	-	-	397,800
SGBV Research Nigeria, Yemen, Haiti	108,877	-	-	-	108,877
Covenant for the Insurance Sector	-	-	-	76,444	76,444
Covenant for the Pension Funds	-	-	-	43,495	43,495
Other programs	99,683	726	23,314	-	123,723
	17,430,264	4,275,332	216,258	119,939	22,041,793
SHO					
Giro555 Together in action for Ukraine	9,429,632	-	-	-	9,429,632
Giro555 Together in action for Beirut	79,143	-	-	-	79,143
Giro555 Together in action against corona	53,196	-	-	-	53,196
	9,561,971	-	-	-	9,561,971
Other Programs	3,851,011	1,993,018	317,524	-	6,161,553
TOTAL	41,932,910	16,367,148	1,591,753	119,939	60,011,750



5.7.4 Expense on awareness raising and advocacy

Table 29: Expense on awareness raising and advocacy

	Actual 2022	Budget 2022	Actual 2021
Communication costs	2,943,037	3,557,774	3,494,744
Contracted services	3,760,072	3,744,755	3,001,775
Direct project expense	119,939	-	176,026
Personnel costs	3,049,721	3,601,678	2,388,484
Other costs	546,437	1,152,090	428,317
	10,419,206	12,056,297	9,489,346

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 because of natural disasters or (armed) violence, as well as a result of structurally poor living conditions. In 2022, Save the Children Netherlands increased its awareness raising activities, leading to an increase in expense. Advocacy activities focuses on politics, but also on large companies, banks, insurance companies and pension funds.

5.8 Fundraising expenses

Table 30: Fundraising expenses

	Actual 2022	Budget 2022	Actual 2021
Contracted services	4,634,218	3,235,789	1,952,977
Communication costs	798,021	648,888	179,191
Personnel costs	918,028	1,102,049	747,313
Other costs	269,115	127,052	98,990
	6,619,382	5,113,778	2,978,471

The increase in spending on fundraising in 2022 compared to 2021 has two explanations. First, Save the Children Netherlands developed a new fundraising strategy in the run-up to 2022, which was subsequently launched in 2022. Secondly, in 2021, fundraising activities were hampered by the COVID-19 situation.



Chruti Pires / Save the Children

5.9 Management and administrative expenses

Table 31: Management and administrative expenses

	Actual 2022	Budget 2022	Actual 2021
Personnel costs	1,728,969	1,867,762	1,526,583
Other costs	357,600	409,432	200,833
	2,086,569	2,277,194	1,727,416

Management and administrative expenses increased with 21 percent compared to the 2021 actuals, but is 8 percent lower than budgeted. The driver behind this increase is a higher number of FTE in supporting services needed for accelerated programme, awareness raising and fundraising activities both compared to the 2021 actuals. However, due to the tightness of the labour market, some new employees could not be recruited until later in the year, and some positions remained unfilled in 2022. Management and administrative costs cover three percent of total expense. This is in line with the 2022 budget. The target percentage for management and administration costs is a maximum of 5 percent of the total costs.



5.10 Cost allocation to the different activities

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

Table 32: Cost allocation

	ACTUAL 2022								BUDGET 2022	ACTUAL 2021
	OBJECTIVES									
	Improving children's life and future				Awareness raising Advocacy	Fundraising	Management Administration	TOTAL		
	Humanitarian Aid	Structural Development	Domestic Programme	Total						
Grants and contributions	41,618,536	15,144,249	-	56,762,785	-	-	-	56,762,785	41,455,948	50,691,251
Direct project expense	314,374	1,222,899	1,591,753	3,129,026	119,939	-	-	3,248,965	4,361,192	3,758,988
Fees to affiliated organisations	51,937	61,784	104,424	218,145	158,763	44,308	102,230	523,446	598,999	333,242
Contracted services	-	-	-	-	3,760,072	4,634,218	-	8,394,290	6,980,544	4,954,752
Communications	-	-	-	-	2,943,037	798,021	-	3,741,058	4,206,662	3,673,935
Personnel	1,338,108	1,452,211	1,721,144	4,511,463	3,049,721	918,028	1,728,969	10,208,181	11,440,815	8,157,303
Housing	23,645	28,128	47,540	99,313	72,161	20,133	46,542	238,149	243,000	180,029
Office and general	98,813	171,533	149,928	420,274	536,276	184,709	180,218	1,321,477	1,523,312	970,385
Depreciation	23,403	27,840	47,054	98,297	71,539	19,965	46,065	235,866	213,767	95,039
Charged to projects	-182,772	-617,939	-1,268,089	-2,068,800	-292,302	-	-17,455	-2,378,557	-2,794,896	-2,417,045
Totaal	43,286,044	17,490,705	2,393,754	63,170,503	10,419,206	6,619,382	2,086,569	82,295,660	68,229,343	70,397,879
<i>Budget 2022</i>	<i>22,729,906</i>	<i>23,302,074</i>	<i>2,750,094</i>	<i>48,782,074</i>	<i>12,056,297</i>	<i>5,113,778</i>	<i>2,277,194</i>	<i>68,229,343</i>		

The grants and contributions consists of the commitments of Save the Children Netherlands to Save the Children International and to (consortium) partners for the implementation of projects. Together with the direct project expenses it reflects the total expenses on objectives funded by Save the Children Netherlands.

The direct project expenses consists of hours spent by staff members of Save the Children Netherlands on projects based on standard fees which are charged to the donor and all goods and services procured by Save the Children Netherlands from third parties for the

implementation of projects. As the organizational costs included in this category are also part of the expenses accounted for in the categories personnel, housing, office and general and depreciation, these costs are deducted again in the line item 'charged to projects' to prevent that these expenses are accounted for twice in the cost allocation.



5.11 Personnel costs

Table 33: Personnel costs

	Actual 2022	Budget 2022	Actual 2021
Salaries	7,503,143	7,862,130	5,827,010
Social security contributions	1,415,278	1,333,520	934,244
Pension costs	1,051,347	1,117,384	810,958
Other personnel costs	354,033	1,127,781	657,625
Compensation maternity leave and charges	-108,743	-	-66,272
Total personnel costs	10,215,058	11,440,815	8,163,565
Allocated to financial income and expense (minus)	-6,877	-	-6,262
	10,208,181	11,440,815	8,157,303

Table 34: Personnel overview

	2022	2021	difference
Average number of employees	137.1	111.5	25.6
Average number of full time equivalents (FTE)	125.2	99.3	25.9
Number of employees at December 31	150	127	23
Number of full time equivalents (FTE) at December 31	136.9	114.4	22.5

Personnel costs increased with 25 percent compared to 2021. This is explained by an increase in the average number of full-time equivalents, the annual salary increase of an extra step within the salary schedule and a generic salary increase⁴ starting from July 2022. To cushion the effects of inflation, Save the Children has implemented an additional increase in wages by July 2022.

5.12 Audit costs

Table 35: Audit costs

	Actual 2022	Actual 2021
Annual accounts audit costs	85,000	58,635
Project audit costs	57,790	36,373
	142,790	95,008

All audits are carried out by KPMG.

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

5.13 Financial income and expense

Table 36: Financial income and expense

	Actual 2022	Budget 2022	Actual 2021
Interest received on deposits	-	180,000	18,190
Interest received on cash and cash equivalents	424	-	-
Realised exchange gains and losses	-	-	-
Realised gain and losses sale of longterm securities	-43,726	-	-
Unrealised gain and losses value changes longterm securities	-1,004,250	-	-
Interest received on cash and cash equivalents	-	-	-
Total Interest	-1,047,552	180,000	18,190
Forex gain	-38,224	-	182,878
Investment costs	-35,127	-	-116,807
	-1,120,903	180,000	84,261

The Russian invasion in Ukraine resulted in a world-wide decline in the value of securities. Save the Children Netherlands lost in 2022 EUR 1,092,383 on its two investments portfolios (see also paragraph 4.3.5). However, SCNL has entered into these portfolios for the longer term with funds that do not need to be used in the short term, so the loss will not impact the works of Save the Children Netherlands, and it is expected that the loss in 2022 will be made up in future years.

5.14 “giro 555” / Samenwerkende Hulporganisatie (SHO)

5.14.1 Allocation key

Table 37: Amount of emergency and reconstruction aid offered, and amount of own fundraising

x EUR 1,000	2020	2021	2022
Amount of the emergency aid and reconstruction aid offered	17,454	17,985	21,108
Amount from own fundraising	19,089	21,931	24,187

The amount of the emergency aid and reconstruction aid offered, is excluding SHO funds and any funds passed on to other organisations as administrative co-ordinator or horizontal lead (as in the event of a DRA lead role). The proceeds from own fundraising are excluding SHO funds and in accordance with the RJ650 categories for income: income from private individuals, income from businesses, income from other not-for-profit organisations and income as a consideration for the supply of products and/or services.



6. MANAGING BOARD AND SUPERVISORY BOARD

6.1 Remuneration of the Managing Board

The Statutory Board of Save the Children Netherlands consists of one person, being the CEO. The CEO is appointed by the Supervisory Board of Save the Children. The Managing Board is two-headed and consists of a CEO and a COO. The Supervisory Board determines both the remuneration policy of the CEO and the remuneration and emoluments to be paid to the CEO. The remuneration policy is updated periodically. The remuneration of the COO is subjected to the General Terms of Employment as applicable in 2022.

The remuneration policy and the level of remuneration of the Managing Board are subject to both the regulation for executive remuneration of “Goede Doelen Nederland”. The standard determines a maximum annual remuneration. At year-end the members of the Managing Board do not have any outstanding loans, advances or guarantees from Save the Children Netherlands.

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

Table 41: Remuneration of the Managing Board (“Goede Doelen Nederland” standard)

Name: Position	P.M. Kraan CEO		W.J. De Jonge COO	
	2022	2021	2022	2021
Employment contract				
Duration	indefinite	indefinite	indefinite	indefinite
Date of employment	1-9-2014	1-9-2014	1-4-2018	1-4-2018
Hours	38	38	38	38
FTE percentage	100%	100%	100%	100%
Period	1-1 through 31-12	1-1 through 31-12	1-1 through 31-5	1-1 through 31-12
Remuneration				
Annual salary				
Gross salary	137,362	127,290	40,588	93,769
- Holiday allowance	10,989	10,183	3,247	7,502
- Year-end allowance	8,242	7,637	1,218	5,626
- Variable annual salary	-	500	-	500
Total annual salary	156,593	145,610	45,053	107,397
Social security contribution (employer's share)	11,837	9,713	4,932	9,713
Pension contribution (employer's share)	20,124	19,034	7,776	17,712
Total remuneration	188,554	174,357	57,761	134,822
Actual annual salary	156,593	145,610	45,053	107,397
Maximum annual salary (determined by Goede Doelen Nederland)	173,960	168,893	60,250	125,011
Ratio annual salary against maximum annual salary	90%	86%	75%	86%

Save the Children applies the “Remuneration of directors of charitable organisations” for 2018 including the addendum dd. December 2020 issued by Goede Doelen Nederland. The Remuneration Committee of the Supervisory Board has weighted the criteria and rated the position of the CEO to 505 points (the so-called BSD-score) with a maximum gross salary of EUR 173,960. The BSD-score for the position of COO is determined to 464 points with a maximum gross salary of EUR 60,250 for a five-month period. The actual annual salaries of the Managing Board do not exceed the maximum annual salaries as set by Goede Doelen Nederland.

6.3 Supervisory board

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

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 2022 nor would provide new information about conditions that did not exist as of the balance sheet date, Between the balance sheet date and the adoption date of the financial statements by the Supervisory Board on July 21, 2023.

8. PREPARATION AND ADOPTION OF THE FINANCIAL STATEMENTS

The annual accounts are prepared by the Managing Board consisting of:

- Mr. P. Kraan, Chief Executive Officer
- Ms. P. Huys, Chief Operational Officer

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

- Ms. L.J. Griffith, Chair Supervisory Board
- Ms. J. Brassey
- Ms. A. Fleming, Junior Member
- Ms. H. L. Kurman
- Ms. M. Moussane, Junior Member
- Mr. A. Noudari, Chair Audit Committee
- Ms. S. Ouchan, Supervisor Integrity
- Mr. M. Stolk

Date and place:

July 21, 2023 at The Hague, The Netherlands



Esther Ruth Mbabazi / Save the Children





OTHER INFORMATION 2022



01.1 Special provisions in the Articles of Association regarding governance

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

01.2 Transactions with related parties

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

01.3 Branches

Save the Children Netherlands does not have any branch offices.



01.4 Independent auditor's report

To: the Supervisory Board of Stichting Save the Children Netherlands

REPORT ON THE AUDIT OF THE ACCOMPANYING FINANCIAL STATEMENTS

Our opinion

We have audited the financial statements 2022 of Stichting Save the Children Netherlands, 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 Netherlands as at 31 December 2022, and of its result for the year 2022 in accordance with the Guideline for annual reporting 650 'fundraising organizations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2022;
2. the statement of income and expenses for the year 2022; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

We are independent of Stichting Save the Children Netherlands 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.

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.

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 Managing Board is responsible for the preparation of the other information.

DESCRIPTION OF THE RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

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

The Managing Board is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 650 'fundraising organizations' of the Dutch Accounting Standards Board. Furthermore, the Managing Board is responsible for such internal control as the Managing Board determines 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 Managing Board is responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Managing Board should prepare the financial statements using the going concern basis of accounting unless the Managing Board either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. The Managing Board should disclose events and circumstances that may cast significant doubt on the company's ability to continue as a going concern in the financial statements.

The Supervisory Board is responsible for 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 judgment 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 Managing Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the 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 the Supervisory Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amstelveen, July 21, 2023
KPMG Accountants N.V.

J.L.C. van Sabben RA





Save the Children

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