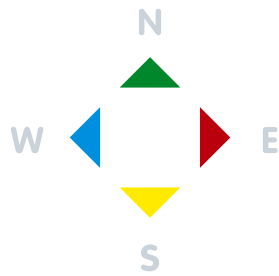


**ANNUAL REPORT 2014**  
Bernard van Leer Foundation



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**Bernard van Leer Foundation**

March 2015

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## Foreword by the Chair of the Board of Trustees

# Towards big solutions for the smallest children

Last year, I wrote about the importance of broadening the circle of champions and partners concerned with society's youngest citizens. This is something that the Foundation's outgoing Executive Director, Lisa Jordan, passionately and consistently emphasised throughout her tenure with our Foundation.

In this year's report, we see many examples of how the Foundation and its partners are achieving this aim. From business leaders in Uganda, to police in Peru, to imams in Israel, to mayors across the Netherlands – more and more stakeholders are demonstrating their commitment to the youngest children. This reflects the fruits of Lisa's leadership, for which the Board of Trustees is deeply grateful. Her dedication to democracy and social justice and her ability to apply these ideals in service to young children has been truly inspiring, both inside and outside of the Foundation.

As the circle of supporters grows in size and strength, and the science of early childhood spreads from paediatricians to parliaments, there is a growing demand for knowledge. We increasingly hear our partners saying they understand *why* societies should invest in young children, but asking *what* are the most effective investments governments, businesses and philanthropists can make? As this movement picks up momentum, we feel an increasing responsibility to share the knowledge the Foundation and our partners have been accumulating since we made our first grant in the field of early childhood 49 years ago.

It is in this context that the Board selected the Foundation's new Executive Director, Michael Feigelson. The Board considered a number of outstanding candidates before appointing Michael Feigelson. Michael has seen the Foundation from many different angles, starting as a grantee and for the past five years

as Programme Director. This decision reflects both our confidence in Michael's leadership abilities and our commitment to build on our history and achievements. It reflects our desire to continue to broaden the circle of support for the youngest children, while strengthening our ability to act as a thought partner to those who are already prepared to take action.

In 2014, my predecessor, Peter Bell, passed away after a life of committed, impassioned and effective leadership for social change. Peter was always positive, yet never satisfied. Were he with us today, I imagine that he would applaud the great gains for young children that we have seen in the past year, and challenge us to find ways to become more effective.



**Robert Swaak**  
Chair, Board of Trustees  
The Hague, 12 March 2015





## Reflecting on what we know

In 2014, I became the father of a baby girl and the Executive Director of the Bernard van Leer Foundation, an organisation committed to ensuring all babies are safe, healthy and learning from the day they are born.

The birth of my daughter changed the way I experienced the Foundation's mission and our work. Our family had the privilege of excellent healthcare, a stable home environment and access to the best knowledge about early childhood development. Still, it has been a challenging period, full of sleepless nights and ongoing questions about how to be good parents.

While fatherhood has often shown me how much I do not know, it has also helped me appreciate how much we, as a foundation and as a field, have learned over the past half-century. And – as Robert indicates in his foreword – I have also been reminded of how this knowledge is gaining in value as more leaders in government, business and philanthropy commit to take action to help the youngest citizens reach their full potential.

In this report, you will find many of the lessons learned under the leadership of my predecessor, Lisa Jordan. For example, we emphasise – across all of our goals – the importance of supporting parents and families. Whether our concern is with Arab children in Israel, Roma children in Eastern Europe, Indian children in Hyderabad or Peruvian kids in the Andes, without supporting parents and families themselves, it is very difficult to achieve better outcomes for their children.

Another lesson highlighted across the report is that our most meaningful achievements often come through partnerships with institutions that enjoy very different expertise from our own. One illustration is the Foundation's new alliance with the National Institute

for Urban Affairs in India. This partnership is aimed at helping urban planners better meet the needs of young children as the country undertakes the challenge of building 100 smart cities. What inspires me about this example is how the Foundation's knowledge about young children is working in support of the Institute's leadership and – in doing so – has created the possibility of impact at a scale we could never imagine on our own.

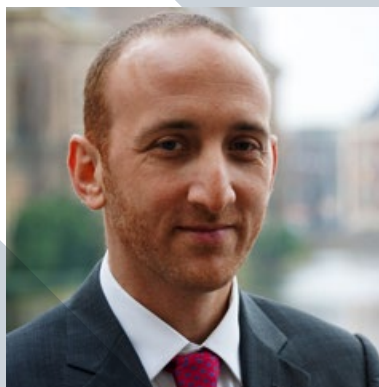
Peter Bell, our late Board Chair and my mentor, once summed up his philosophy in a speech to a group of students: 'Hang on to your idealism; keep it close to you. Let it be the source of your inspiration and energy.' As we move into the next phase of our work, I hope to take the lessons we have learned as a foundation from the last five years – and the last fifty – and to build the kinds of partnerships that bring his legacy to life.



**Michael Feigelson**

Executive Director

The Hague, 12 March 2015







## Children safe, healthy and learning from birth

The Bernard van Leer Foundation was founded six and a half decades ago by Dutch industrialist Bernard van Leer, and focused by his son Oscar on children aged 0–8. Since that time, we have been guided by the belief that every child deserves the chance to realise their full potential – and that communities and countries become better places to live when all children are supported to get off to a good start in life. We continuously ask ourselves, what is the most effective way to realise our mission: to improve opportunities for young children growing up in socially and economically difficult circumstances?

The Bernard van Leer Foundation receives its income from the Van Leer Group Foundation to fulfil its mission. The Van Leer Group Foundation derives its income from a global portfolio of diversified investments. As an independent, private foundation that does not rely on government funds or public donations, we are uniquely positioned to take risks on promising ideas that are not yet proven, to act with agility when time-sensitive opportunities for impact emerge, and to make commitments to long-term processes of social change. In this spirit, we fund research and innovative pilot projects to determine how best to serve young children's needs. We help to spread proven ideas and good practices that others can implement at scale. And we look for opportunities to cultivate partnerships with a broad range of stakeholders who can help increase attention to young children on the public agenda.

In this section of the report we explain how we work: our current strategic plan, our decision-making cycle and the tools we use to create change for children. The rest of the report details examples of our activities and progress in 2014 and identifies what we have learned during the past four years about what works to improve

the lives of young children across all aspects of our work (pages 14–21) and per strategic goals (pages 26–47). Specific information per country can be found on pages 50–66.

### Our current strategic plan

Our current strategic plan was created during 2010 to guide our activities until 2020. It identified three problems that are widely prevalent and impact the lives of young children worldwide, but which remain under-addressed. These were translated into three goals:

- **Taking quality early learning to scale.** Play and exploration in a child's early years lay the foundation for all future learning. However, societal attention to learning among infants and toddlers is limited. Few countries provide the knowledge and support parents need to make sure all children are learning from birth.
- **Reducing violence in young children's lives.** When young children experience or witness violence, it has a profound effect on their developing brains and – as a consequence – on their lifelong physical and mental health and ability to learn. The good news is that research has conclusively shown that this violence is preventable.
- **Improving young children's living conditions.** As the world rapidly urbanises, more children are growing up in cities. One in three of these children live in slums where they experience poor environmental health, cramped housing and a lack of safe spaces for play. However, cities can also be great equalisers and, by weighting the needs of young children more heavily, mayors and city planners can help ensure that every neighbourhood contributes to its residents' healthy development.

Over the last four years, we have worked to achieve these three goals in eight focus countries (not all goals are pursued in all countries) and through selected partnerships at the level of the European Union and internationally. The set of countries is intentionally diverse – economically, geographically and culturally. This diversity reflects our belief that supporting young children is a global challenge, which requires citizens from all parts of the world to work collaboratively and to learn from one another. Through support to advocates we have helped raise the profile of the three goals on the public agenda and – through research and demonstration projects – we have gained knowledge on what kinds of approaches to these goals hold the most promise.

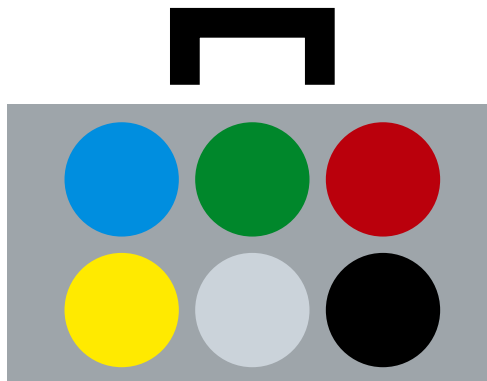
At the end of 2014, the Foundation began a mid-term review of our current strategic plan in order to allow us to draw lessons learned from the last four years. As the findings from this review emerge in 2015, we will begin to place more emphasis on consolidating our knowledge around the most promising approaches to achieving the strategic goals. We will then look to establish new partnerships with government policymakers, business leaders, international organisations and other foundations capable of applying this knowledge at scale. This process will result in an updated version of our strategic plan.

## The Philanthropic Toolbox

Our country strategies use a mix of six social change tools. For each goal in each country, the relative emphasis on these approaches in 2014 is depicted by the size of the circles (see pages 50–66).

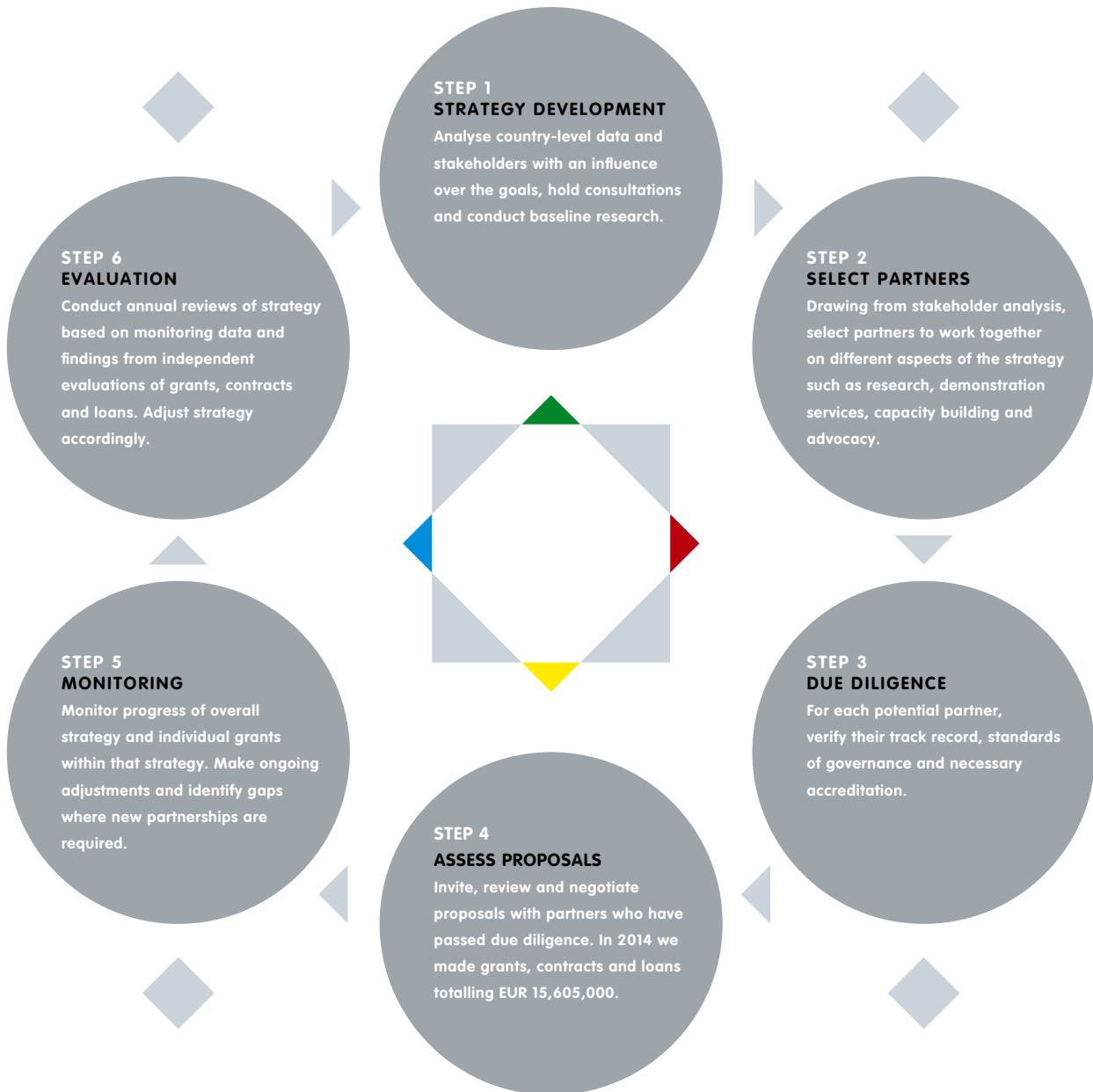
### STRATEGIC TOOLS

- **1 Research and evaluation**  
 Discovering, developing, interpreting or sharing knowledge to solve existing or expected problems
- **2 Demonstration services**  
 Developing and delivering products and services to fulfil unmet needs
- **3 Capacity building**  
 Helping organisations or individuals enhance their capabilities and develop their skills
- **4 Behaviour change**  
 Informing and motivating individuals to change their behaviour for positive social benefits
- **5 Policy influence/advocacy**  
 Promoting, developing or resisting a change in government, multilateral, or corporate policy
- **6 Systems and infrastructure**  
 Establishing systems and infrastructure that facilitate social change



## The Decision-making Cycle

For each goal in each country, decisions must be taken about overall direction and individual grants. The decision-making process has six steps:







**PROGRESS FOR  
YOUNG CHILDREN**

## Supporting young children to develop to their full potential

As an independent, private foundation we try to achieve impact by fostering strategic partnerships that increase demand for and investments in what young children (aged 0–8) need to develop to their full potential. This section shares the progress made in 2014 to increase demand and investment in young children.

### The power of many

In the last four years, we have supported 47 networks, coalitions or campaigns. Almost half of these are led by stakeholders who come from parts of society not traditionally associated with early childhood development. For example, business leaders such as Private Sector Foundation Uganda, tribal leaders such as *Adivasi Manch* in India, and religious leaders such as the Imams' Forum in Israel. These are just a few of the 'unexpected allies' with whom we have found common cause.

In 15 cases, the Foundation was involved from the start – using our ability to take risks to help advocates to start new networks, campaigns or coalitions. These include national coalitions such as the *Rede Nacional Primeira Infância* (National Alliance for Early Childhood) in Brazil and *Kies Nu Voor Kinderen* (Choose for Children Now) in the Netherlands; international networks such as the Forum for Investing in Young Children Globally, which has convened top scientists from around the world; and campaigns led by children themselves such as the *Humara Bachpan* (Our Childhood) campaign, which is now active in 23 cities in India.

The following are some of the most notable successes of these efforts in 2014:

- The *Rede Nacional Primeira Infância* in Brazil played a critical role in the introduction and design of *Brasil Carinhoso*, a national early childhood programme launched in 2012. This programme made a EUR 464 million investment in child development during 2014. The *Rede* also won a national human rights award this year and is now working on the country's biggest-ever early childhood legislation (see story on page 17).
- The *Grupo Impulsor Inversión en la Infancia* (Steering Group for Investment in Children) – a group of Peruvian leaders from academic, scientific, business and cultural circles – created a 'citizen pact for early childhood' which has been signed by over 500 mayors and which contributed to the launch of the national early childhood programme *Cuna Más* in 2012 and the National Plan for Nutrition this year. Combined, these two programmes invested nearly EUR 605 million in young children's health, nutrition and education in 2014 alone (see story on page 18).
- Private Sector Foundation Uganda has partnered with UNICEF to launch the UN Children's Rights and Business Principles and has initiated the Early Steps pledge to support investment in young children. In its first months, 43 Ugandan companies have already signed the Early Steps pledge (see story on page 16).
- In India, after only two years, the *Humara Bachpan* (Our Childhood) campaign has mobilised children in 23 cities to advocate for improvements in living conditions in their neighbourhoods. They have worked with the Government to establish facilities important for young children's development, including playgrounds, water, sanitation and housing.
- In the Netherlands, the Child Rights Collective has provided the Children's Ombudsman and municipal governments with child abuse prevention guidelines, now being adopted across the country (see story on page 20).

### **Making sure kids count**

Another lesson we have learned in our work to create demand for investment in young children is that metrics matter. International, national and local indicators and data collection systems and quantifiable goals play an important role in aligning the efforts of diverse actors concerned with the safety, health and learning of young children.

Currently, the Foundation is supporting six efforts – three global and three national – to include metrics tied to young children’s development in official data collection systems. These include advocating for early childhood targets in the UN Sustainable Development Goals; the *Monitor Aanpak Kindermishandeling* (Monitor on the Approach to Child Abuse) municipal management tool in the Netherlands, which has now been adopted by 184 out of the 403 municipalities; and the research institute GRADE’s work in Peru to improve the tracking of violence in families with young children in national government surveys.

### **Supporting social entrepreneurs**

While the examples above illustrate the power of supporting advocacy, we have also found that – as a private foundation – we are well positioned to take risks on social entrepreneurs who have big ideas still in a period of incubation. In this spirit, we try to provide early-stage funding that can help get an idea off the ground and put our partners on a level where they can more easily obtain additional investment from others.

Over the last four years, we have seen this strategy pay off in 33 cases, leading to additional investment of EUR 50 million by 2013 and an additional EUR 8.9 million in 2014. One example is the National Academy of Sciences Forum on Investing in Young Children Globally. The Forum used seed funding from the Foundation to engage



13 additional funders in helping it achieve truly global coverage. Similarly, our partner Promundo received seed funding for a global fatherhood campaign in 2011 that – by the end of 2014 – was active in 32 countries around the world.



## ◆ Highlights from 2014

### Mobilising Ugandan businesses to champion investment in early childhood and build a strong foundation for Uganda

One in three Ugandan children under 5 is malnourished and fewer than one in ten goes to preschool. Ugandan businesses need to take an interest now in how their future workforce is developing, says Patrick Bitature, a prominent entrepreneur and the new board Chair of the Private Sector Foundation Uganda (PSFU): ‘Long-term private sector growth in Uganda is premised on investing in young children.’

That’s why PSFU, which represents both large and small businesses, has partnered with the Bernard van Leer Foundation to advocate on behalf of Uganda’s youngest citizens. In February 2014 they launched the Early Steps programme to attract private sector involvement in early childhood across the country. In October, PSFU hosted Africa’s first-ever summit for business leaders on early childhood in Kampala.

At the local level, Early Steps is working with communities in the districts of Kumi, Apac and Nakapiripirit to mentor village savings and loans associations and support other Foundation partners in work that reaches over 6000 children. This includes collaboration with Foundation partner Health Child, which is training childcare workers for co-operative care groups, and the Center for Domestic Violence and Prevention, which supports responsive fatherhood clubs.

At the national level, PSFU is engaging with Government ministers and building a coalition of business champions for young children. Corporate members commit to child-focused corporate social responsibility and family-friendly employee policies. PSFU has also received mentoring and capacity-building support from ReadyNation, another Foundation partner that performs a similar function in the United States business community.



‘Business leaders care, but they need to know why they should get involved,’ says Godwin Othieno, Programme Design Officer of Early Steps. ‘We’ve tried as much as possible to simplify our messaging, without getting too technical. For example, we’ll say, “You cannot afford to ignore children – either as consumers or as a future labour force.” Or “If you want to have a business tomorrow, invest in young children today.” We’ll explain that key employee attributes such as creativity or innovativeness are developed in the earliest years.’

In less than a year, Early Steps has achieved significant visibility: 43 associations and businesses have signed up, and PSFU partnered with UNICEF Uganda to host a Children’s Rights and Business Principles event attended by Ugandan president Yoweri Museveni.

Says Godwin Othieno: ‘We want to see businesses speak up in support of early childhood. This will go a long way because in Uganda, the sectors that support young children aren’t enough. We’re already seeing more involvement from the Government in response to the advocacy of our business leaders. A lot of progress still needs to be made and the private sector can make a very big contribution.’

## A Brazilian platform for early childhood advocacy leads to policy and investment wins – and Brazil’s national human rights award

‘Fighting inequality starts with early childhood.’ So began the remarks of Brazilian President Dilma Rousseff on presenting the *Rede Nacional Primeira Infância* (RNPI, National Alliance for Early Childhood) with the country’s 2014 Human Rights Award in the category of children and adolescents. The RNPI was set up, with funding and advisory support from the Bernard van Leer Foundation, in 2007.

Even before then, Brazil had strong children’s rights legislation thanks to the street children’s movements of the 1990s. By the mid-2000s, there were national programmes for income support, antenatal care and nutrition – but the developmental importance of early childhood had not been recognised, despite there being many examples of good practice in early childhood education around the country.

Foundation partner Promundo created the RNPI as a platform for bringing together early childhood practitioners and advocates to lobby for greater political will, accountability and investment in early childhood. From 26 members, the RNPI has now grown to include more than 160 NGOs, universities, UN agencies and government representatives. Daniella Araújo of Promundo says: ‘The network’s strength comes from a group of really strong organisations all with the same goal – passing policies and implementing actions to fulfil the rights of children.’

To orient its work, in 2011 the RNPI launched its National Plan for Early Childhood, which consists of 13 long-term objectives to invest in early childhood. According to Luzia Laffite, coordinator of the executive secretariat of the RNPI, the Plan allows different states and cities to set policies and implement actions in a decentralised way.

Policy actions that the RNPI has influenced to date include a national law banning the use of physical and psychological punishment against children (2014), the development of a national plan for early childhood development and the three-year, EUR 2.3 billion *Brasil Carinhoso* (Loving Brazil) policy initiative to improve health, nutrition and learning outcomes for impoverished children under 6 across Brazil (2012).

In 2014, the RNPI organised a national debate and several state and city workshops to discuss and raise awareness of a major federal law for early childhood development, guaranteeing the rights of children under 6 with respect to education, health and social welfare. The law is now being negotiated. President Dilma Rousseff also sent a letter to the RNPI committing to the creation of a ‘children’s budget’ (*Criança Orçamento*) from the general federal budget for the development of children under 6. According to Luzia Laffite, the children’s budget should make it easier for civil society to monitor government action on early childhood.

Says Luzia: ‘We are now trying to organise a study to analyse the situation of young children, and provide solid information for the implementation of the budget.’



## Creating a citizens' movement for young children in Peru

In Peru, the national budget for early childhood has more than doubled since 2008. Even more impressively, the early childhood budgets in the poor regions of Huancavelica and Loreto – where the Foundation focuses its work – are now 23 and 11 times higher respectively than in 2008. These dramatic increases in public investment for young children are in part due to the work of the social enterprise Salgalú.

In 2008, early childhood development was not a priority in Peru. Budgets had stagnated for decades, programmes were fragmented and didn't do enough to meet the needs of young children. However, the economy was growing and the country was starting to look ahead: the national Government announced that it recognised investment in children as a key factor in poverty eradication and sustainable development.

But how to ensure that these words would translate into action? Salvador Herencia, head of the Communications and Partnership Unit at UNICEF's Office of Research, was leaving UNICEF to move back to his home country of Peru, and the Bernard van Leer Foundation asked him to develop a strategy. The Foundation helped Salvador start the social enterprise *Salgalú Comunicación & Responsabilidad Social* to organise a national mobilisation for early childhood and to provide citizens and government officials with the data and knowledge they need to take action.

'People knew early childhood was important. But it wasn't necessarily a social and political priority,' says Salvador. 'The first challenge for us was how to translate this commitment into a real priority [by mobilising] not only professionals specialised in children's issues, but also other key opinion leaders and private sector representatives. The second challenge was how to [create a] permanent citizen movement that could observe and demand compliance with this commitment.'

Salgalú began by providing technical support to *Grupo Impulsor Inversión en la Infancia* (Steering Group for Investment in Children), a high-profile citizens' movement of around 100 influential figures from academic, business, scientific and cultural circles. *Grupo Impulsor* is led by Father Gaston Garatea, a Roman Catholic priest who had served as a commissioner for the Peruvian Truth and Reconciliation Commission, which examined political abuses committed during the 1980s and 1990s, in addition to serving as the first president of Peru's Roundtable for Poverty Reduction.

'Father Gaston has real moral authority that cuts across political parties,' says Leonardo Yáñez, the Foundation's senior programme officer for Latin America. 'He brings unity, he's good at asking questions, he's very humble, everyone likes him.'

Salgalú built an early childhood communications platform for *Grupo Impulsor*. This platform includes Salgalú TV, a multimedia news channel with a daily audience of around 3000 that has become a required stop for politicians to make campaign announcements on early childhood; and the *Infobarómetro*, an online source for national, regional, provincial and district statistics to help citizens and officials in monitoring government commitments to young children.

The Citizens' Pact for Early Childhood, a 10-point document developed by *Grupo Impulsor* that calls on policymakers and citizens to make early childhood a priority at all political levels, has been an important guide for coordinating action.

For example, the coastal region of Piura has taken up the cause of early childhood through the Citizens' Pact for Early Childhood as a result of *Grupo Impulsor's* campaigning. In 2010, Javier Atkins was elected



Governor of Piura after he signed the Citizens' Pact. As part of his commitment to the pact, he set up SIREPI (Regional System for Early Childhood) to coordinate policy and local public services – so far, the only region-wide management system for any public policy issue in Peru.

One of the cornerstones of SIREPI programming is *Familia Feliz* (Happy Family), a home visiting programme based on a model promoted by the Foundation and designed and delivered with support from Plan International's Peru country office.

The *Familia Feliz* team also drew on Salgalú's online training materials. As Salvador says, 'We don't just want to make announcements and run campaigns. We want to provide information to help governments take action. The mayors need to know what kind of programmes to run and what resources they have access to.'

Salgalú continues to invest in online training courses for children's programme managers, teachers, mayors and other municipal officials, with the support of the Foundation and other national partners such as the Ministry of Health and UNICEF. The courses reached over 30,000 people in 2014.

Says Josefina Alvarado, coordinator of *Familia Feliz*: 'Our community health promoters visit close to 4500 families once a week. It was a big challenge at first to get families to open their doors. But now, if the promoters miss a visit, the families will call and ask what happened. Through *Familia Feliz* we have also been able to strengthen connections among the 23 municipalities where we work; this has resulted in increased investment in education and health, infrastructure, materials and promoters' salaries.'

### Providing Dutch municipalities with a tool for better policymaking on child abuse

Until recently, there was no easy way for a Dutch municipal government official to access up-to-date information on child abuse reports in his or her municipality – since these are collected at national level – or to track the effects of child abuse policies. Given that the municipalities would be responsible for reporting and preventing child abuse and caring for its victims from January 2015 onwards, as part of the decentralisation of the Dutch youth care system, this information gap needed to be addressed.

In May 2014 the Netherlands Youth Institute (NJI) launched *Monitor Aanpak Kindermishandeling* (Monitor on the Approach to Child Abuse), a monitoring and management tool commissioned by the Foundation.

It enables municipalities to access municipal figures from the national Advice and Reporting Centres, track the effects of and identify any gaps in their policies, anonymously compare performance with that of other municipalities, and share knowledge.

‘We started by conceptualising and co-creating the Monitor with 21 municipalities,’ says Dr Erik Jan de Wilde of the NJI, who has led the Monitor’s development since 2012. ‘We knew that if we wanted the municipalities to use the tool, they needed to be a part of creating it. We had seen rankings before on child abuse that didn’t give anyone ideas on what to change. So we deliberately asked them what kind of data would be helpful to them.’



In parallel, the Foundation worked with the Augeo Foundation, *Stichting Kinderpostzegels Nederland* and Defence for Children to advise the Children's Ombudsman, Marc Dullaert, on a report on the state of child abuse in the Netherlands and the preparation of the *Kind Veilig Preventiepakket* (Child Safety Prevention Package), a set of child abuse prevention guidelines for municipalities. The guidelines, report and Monitor were launched at the same time.

Since the launch, 184 of the Netherlands' 403 municipalities have taken up the Monitor; by the end of 2015, the Foundation and NJI hope to roll it out to 90% of municipalities. So far, feedback has been good. According to the NJI's website, one municipality commented that 'the figures are very informative and help officials to shape government policy. The Monitor can be used as a checklist, a way to see what we do or what we do not do. It is a thorough and solid basis for policy.'

The Monitor is being used as a basis for discussion both between and within municipalities. For example, six departments of the municipality of Boxtel, including police, youth care and social welfare, have signed up to the Monitor and use it to discuss and refine their child abuse protection programmes.

One area for improvement is the use of the online platform as a way for municipalities to learn from each other. 'We've found that the municipalities don't communicate online about their challenges as much as we would like to see,' says Dr de Wilde. 'So in 2015, we plan to work with the Bernard van Leer Foundation to organise regional meetings with municipalities who can use support on a specific topic – based on the data – and bring them together. It's really important they learn from each other.' With support from the Netherlands

Taskforce on Child Abuse, the NJI will also demonstrate the Monitor at one of the monthly closed meetings of municipality mayors in 2015.

The NJI also plans to broaden the scope of the Monitor in 2015 to include domestic violence. 'The law now requires municipalities to deal with child abuse and domestic violence as part of the same "safe homes" approach. Before, they were quite separate worlds,' says Dr de Wilde, 'so a Monitor that covers both child abuse and domestic violence will make this adjustment easier for municipalities. Again, it's about understanding what the municipalities need and offering them some help.'

## A selection of events and outreach in 2014

**JANUARY**

**Humara Bachpan** campaign launches new video to advocate for young children living in urban poverty in India.



**MARCH**

'Social Impact Bonds for Early Childhood Development' blog published by Brookings Institute.

**JUNE**

Early Childhood Matters on **Responsive parenting** is published.

**JULY**

'Violence is preventable' video launched, highlighting solutions that have worked around the globe.



**MEDIA**

**2934** articles about Foundation partners

**39** TV items

**27** radio programmes

**5011** blog readers

**10,910** followers on social media

**OCTOBER**

'How Brad Pitt brings out the best in dads', by Simon Kuper with quotes from the Bernard van Leer Foundation published in the *Financial Times Magazine*.

## OUTREACH

**79,095** reached through our websites

**47,720** reached through our publications

**109** participants in 2 webinars

## APRIL

**The Cost of Inaction**, first forum in a series 'Investing in Young Children Globally', exploring the potential of integrated programmes.



## AUGUST

**'Investing in young children makes good business sense'**, article by Michael Feigelson published in *The Guardian*.

## SEPTEMBER

**'Jong Geleerd'**, a 20-page supplement on **the importance of the early years**, published in the Saturday edition of the Dutch newspaper *NRC*.



## NOVEMBER

**'Why we need to talk to babies more'** blog posted on the **World Economic Forum** site by Michael Feigelson and Marcos Nisti.

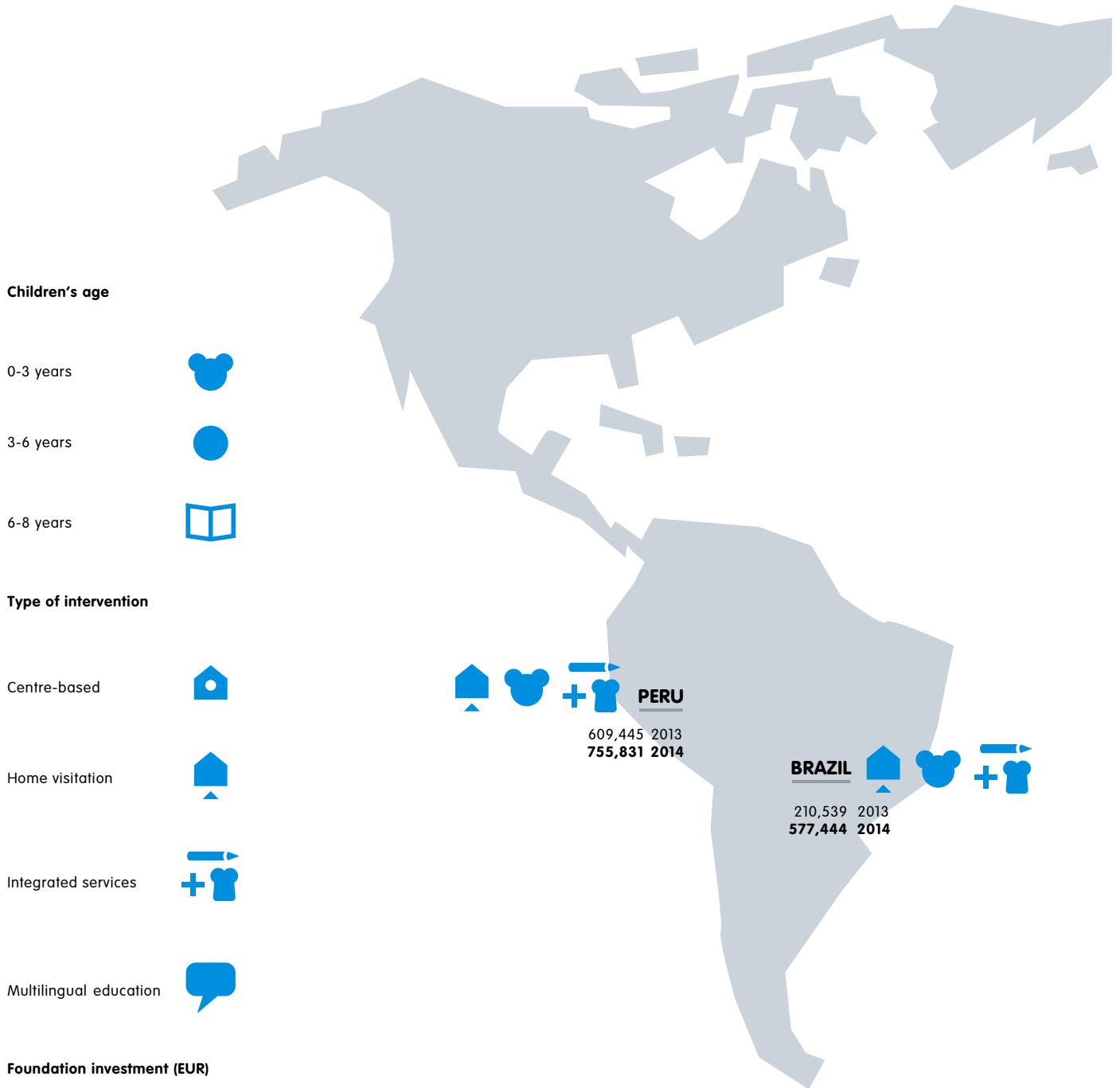
**'Small children, big cities'** international conference and *Early Childhood Matters* on **young children and urban planning** organised and launched in India.

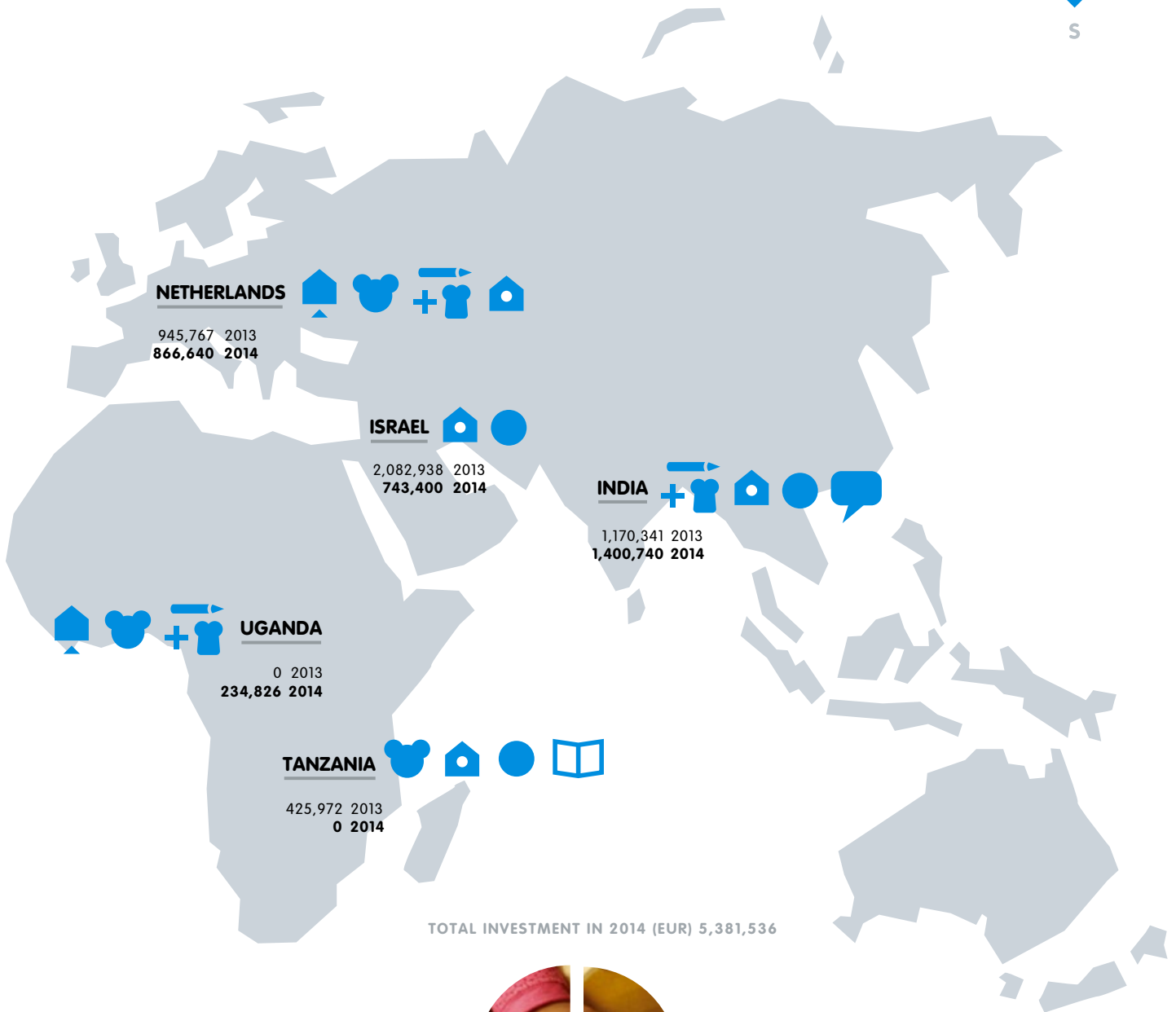
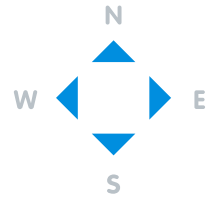
## DECEMBER

**'Informed Families, Healthy Generations'** symposium held in Turkey.



# Taking quality early learning to scale





TOTAL INVESTMENT IN 2014 (EUR) 5,381,536



35%

% OF TOTAL

## Taking quality early learning to scale

There is a strong social and economic case for parenting support, childcare programmes and preschool, especially when integrated with services for health, nutrition and social protection. These types of programmes can put children on the path to learning from birth. We support our partners to advocate for policies that scale-up proven approaches, and to run demonstration projects that test new ideas that have the potential to be implemented at scale.

### MONITORING PROGRESS ON EARLY LEARNING

We track progress on early learning by looking at four areas. These are listed below, followed by a summary of progress in 2014 on this goal.

- Increase in access for young children to early learning services, preferably integrated services
- Increase in the number of competent professionals and para-professionals serving young children
- Changes in parent and professional behaviour to increase the amount of time spent engaging young children
- Improvements in learning outcomes

Over the past four years, the Bernard van Leer Foundation has supported its partners to advocate for public policies that support young children's learning. These partners have contributed to new public policies in Brazil, India, the Netherlands, Peru and Tanzania. Some 4 million children benefited from the implementation of these new public policies in 2014.

In parallel to our support to advocates, we have also supported partners in the aforementioned countries and in Israel to design and implement 36 demonstration projects that – in addition to providing examples of good practice – reached 132,000 young children in 2014. These

demonstration projects tested a range of approaches that support parents to improve learning environments at home and in the centres or preschools where children come for education and care.

One key element in both the implementation of public policies and in the demonstration projects we support is the capacity building and training of administrators, volunteers, teachers and other people who manage services or work with children and families directly. A strong early childhood workforce is critical to scaling quality services. Ultimately, parents and professionals in direct contact with children and families are the people who will provide the care and interaction they need to develop to their full potential.

With this in mind, in 2014 our partners trained 31,500 early childhood workers who are now more effective in supporting the everyday experiences of society's youngest citizens. For example, in Peru, home visitors trained in RED INNOVA's *Creciendo Juntos* (Growing Together) programme have been able to increase the amount and quality of interaction parents have with their babies and toddlers; in Israel, male Orthodox preschool teachers trained through *Ezer Mizion* are using more innovative teaching tools than their untrained peers; and in Macedonia and Slovakia, capacity-building activities have led to increased engagement between teachers and parents associated with the Good Start programme.

Finally, we work with our partners to understand the effects of early childhood programmes on developmental and learning outcomes. For example, data from 2014 in Israel showed that Orthodox children taught by graduates of the *Ezer Mizion* training course had reduced developmental difficulties; in India, tribal children who attend multilingual preschools run by the People's Rural Education Movement showed better learning

outcomes than their peers who attend preschools where their home language is not spoken; and in Peru, data is showing higher preschool attendance among children whose families received support from Kallpa's home home visiting programme.

## BRINGING PARENTS IN

One lesson from the field of early childhood and which the work of our current partners affirms is that programmes for early learning need to place as much importance on supporting parents as on supporting children. We have found that when we take a 'two-generation approach', simultaneously addressing the challenges parents themselves face and encouraging more interaction between parents and their children, we are more successful in improving early learning.

Pages 28–31 describe two examples of Foundation partners working to support and engage parents as part of a strategy to improve learning outcomes: a programme to encourage reading in the Israeli municipality of Umm-al-Fahm, and a programme spanning four European countries to involve more Roma families in preschool services.

## SHARING KNOWLEDGE ABOUT EARLY LEARNING

### **NRC Handelsblad supplement**

The Foundation supported the production of a 20-page supplement on early childhood in *NRC Handelsblad*, a prominent Dutch newspaper, in September 2014. The supplement, sent to 300,000 subscribers, received many positive reactions from readers and has been used to support outreach to influencers, including business leaders and government policymakers.



### **The changing role of fathers**

As part of its global work to emphasise the importance to children of both parents being actively engaged in the early years of a child's life, the Foundation is supporting a professor by special appointment on Child Development at the University of Amsterdam with a focus on the role of fathers. Dr Renske Keizer was appointed to this chair in August 2014. Her appointment was covered by national Dutch media. She will give her inaugural address in 2015.

### **Talk to your baby**

Executive Director Michael Feigelson's World Economic Forum blog, also featured in the *Huffington Post*, was shared over 400 times on social media. Co-authored with Instituto Alana CEO Marcos Nisti from Brazil, the blog

reflected on the potential for the world's leading diaper producers to play a role in helping parents remember to talk to their babies:

*While the animals and cartoons on most diapers may seem an appropriate motif at first blush, parents are the ones who spend the most time looking at diapers. Small prompts like 'look up' and 'talk to your baby' at the moment of the diaper change may be just enough to remind parents that every second, a baby's brain develops 700 new neural connections and that this is a good time to help make those connections stronger.*



## ◆ Highlights from 2014

### Helping Roma parents send their children to preschool

Preschool enrolment has increased significantly among Roma children participating in the A Good Start (AGS) programme. This promising result led two governments to adopt the model in 2014: Macedonia has adopted it in 18 municipalities, Slovakia in 21.

Research shows that going to a good-quality preschool pays great dividends later in life. Yet traditionally Roma children have been much less likely than their non-Roma peers to go – often because their parents can't afford to pay for fees, supplies or transport.

In 2010, the first phase of A Good Start was rolled out in 16 localities in Hungary, Macedonia, Romania and Slovakia, reaching over 1600 Roma children and their families on an ongoing basis. While details differed, all A Good Start programmes had four common goals:

- **Raise awareness among Roma parents of the importance of preschool to a child's later life.** In Romania, local community mediators visited Roma families to encourage them to send their children to preschool.
- **Make preschools more welcoming and accessible for Roma children and parents.** In Slovakia, parents were invited to visit preschools and meet teachers ahead of registration. Roma assistants were hired to overcome language barriers and build parent-teacher relationships.
- **Eliminate financial barriers and provide practical support.** Families received stationery, clothing, lunches and transport. Kindergarten fees were paid. And in Romania and Macedonia, parents received support on getting the identity documents and birth certificates necessary for their children to attend.
- **Provide Roma parents with parenting support designed to promote early learning at home.**

In Hungary, 'Your Story' empowered Roma mothers to tell stories. In Romania, illiterate parents received reading and writing classes. In Romania, Macedonia, and Slovakia, parents learned techniques to support early learning at home.

Phase 1 was implemented by the Roma Education Fund (REF), International Step by Step Association (ISSA), Fundación Secretariado Gitano, Slovak Governance Institute (SGI) and 12 local partners, with support from funders including the European Commission and the Bernard van Leer Foundation. Beginning in 2012, Phase 2 was implemented by REF, Unity in Diversity Foundation, Partners Hungary Foundation, College of Nyíregyháza, and eight local partners, with financial support from the European Commission Directorate General for Regional Policy, the LEGO Foundation, the Open Society Foundations and the Network of European Foundations as well as the Bernard van Leer Foundation.

The second phase expanded best practice and lessons from the first phase. For example, two interventions that had worked especially well in Hungary were extended to all four countries – the Your Story sessions and Home-School Liaison Programme workshops, where parents and preschool teachers worked together to prepare lessons. The teachers shared techniques with parents, while the parents contributed teaching ideas. One trainer said: 'This has encouraged teachers to see that mothers can be teachers, and mothers to understand that the education they can give to their children is important, and also to support and collaborate with the teacher.'

The second phase also added a Toy Library service to lend high-quality toys, books and games to support parents in playing with and teaching their children.



External evaluations using control groups confirmed the effectiveness of the approach used in A Good Start. Your Story was found to lead to increased enrolment, improved learning outcomes among children and improved reading skills and attitudes towards education among parents.

One father in Macedonia told researchers: ‘Now, when I go to take my child home from preschool, I’m asking if they learned something new: “what did you do today?”. Before, I was just asking about his behaviour and if he ate.’

There are also wider benefits: the work is building bridges between Roma families, other community members and the authorities. ‘We have evidence that many of the teacher trainees involved in A Good Start were able to overcome stereotypes and prejudices about Roma people,’ says Judit Szira, Executive Director of the Roma Education Fund. ‘They see that Roma parents want to read to their children just like any other parents. And this is really important for the sustainability of our approach.’

### Building a community movement to create a culture of reading

‘I don’t have time to read everything [my child] asks for,’ says one mother in the municipality of Umm-al-Fahm in Israel. A formal evaluation concluded in 2014 shows that a Foundation-funded behaviour change project that ran for two years successfully reached not only the target of 2300 children reading more, but also their brothers, sisters, cousins and neighbours.

‘We [in the Arab world] used to be called the nation of reading. The first word revealed to the Prophet was “read”,’ says Dr Mahmoud Zohdi, head of the Umm-al-Fahm municipality education department. ‘It used to be normal that everyone reads.’ But in 2012, this tradition seemed to have disappeared. Contributing factors are thought to include fewer bookstores, adults working long hours and the distance between written and spoken Arabic.



‘It’s complicated,’ says Dr Zohdi. ‘We had been looking for a project that would promote reading. We’d tried before in kindergartens and primary schools. But all these had very small results.’

Then he was approached with a new idea by Professor Margalit Ziv of the Bidayat Center at Al-Qasemi Academy and Haifa Sabbagh, Education Director at the Van Leer Jerusalem Institute. ‘All our research indicates that if you don’t start reading to and with children, they’ll fall behind at school,’ says Haifa Sabbagh. ‘But most attempts to promote book reading focused primarily on schools. Once the programme stopped, the reading stopped. We realised it’s not just kids who don’t read, it’s everyone. So Margalit and I designed a model that would target everyone in the community – teachers, parents, social workers, community leaders.’

Dr Zohdi immediately agreed to trial the model in his municipality. He proved to be a vital partner, investing significant human and financial resources and helping shape the design of the programme.

The three agreed to allocate responsibilities: the Van Leer Jerusalem Institute would lead on the community model for changing reading habits and the evaluation of the programme, the Bidayat Center at Al-Qasemi Academy would lead training programmes for professionals and parents, and Umm-al-Fahm municipality would lead on the integration of the reading programme in its existing educational services and ensure that the programme could be sustained over the long term.

Over two years, Umm-al-Fahm Reads has trained close to 400 teachers, caregivers, parents and community leaders, distributed 3000 children’s books to families, schools and childcare centres and organised community events focused on promoting reading.



‘We worked hard to raise the community’s interest,’ said Dr Zohdi. ‘We gave many lectures, wrote newspaper articles. We celebrated every small success and invited parents to come see how their children were reading. We used these successes to lobby the mayor. And once we started succeeding, everyone wanted to join. We didn’t even need to talk about how important reading is.’

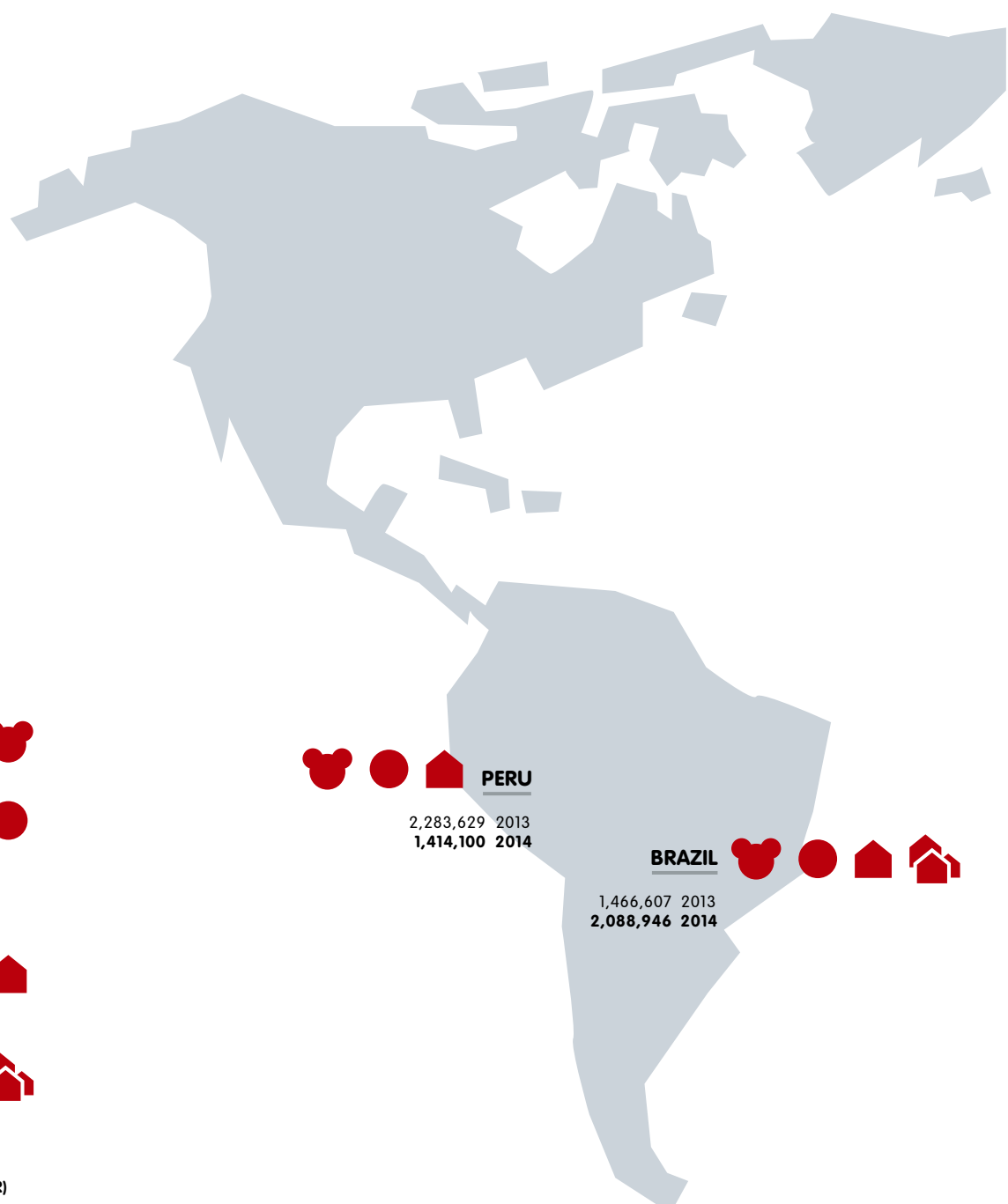
Preschool teachers commented to the programme’s evaluators that they are making reading part of their daily schedules, falling in love with the stories and the Arabic language, creating lending libraries for the children and scattering books around the classroom.

One of the community leaders, responsible for recruiting volunteers and rallying families to read more, said, ‘I would like to thank [the trainer], because when I didn’t know what to do with my children, you found a solution for me.’



Bookstores are now stocking children’s books in response to increased demand from parents, and the municipality is committed to continue the programme. In the next phase, Umm-al-Fahm Reads will continue its capacity-building activities and establish an early childhood reading centre as a hub for training parents and professionals.





# Reducing violence in young children's lives



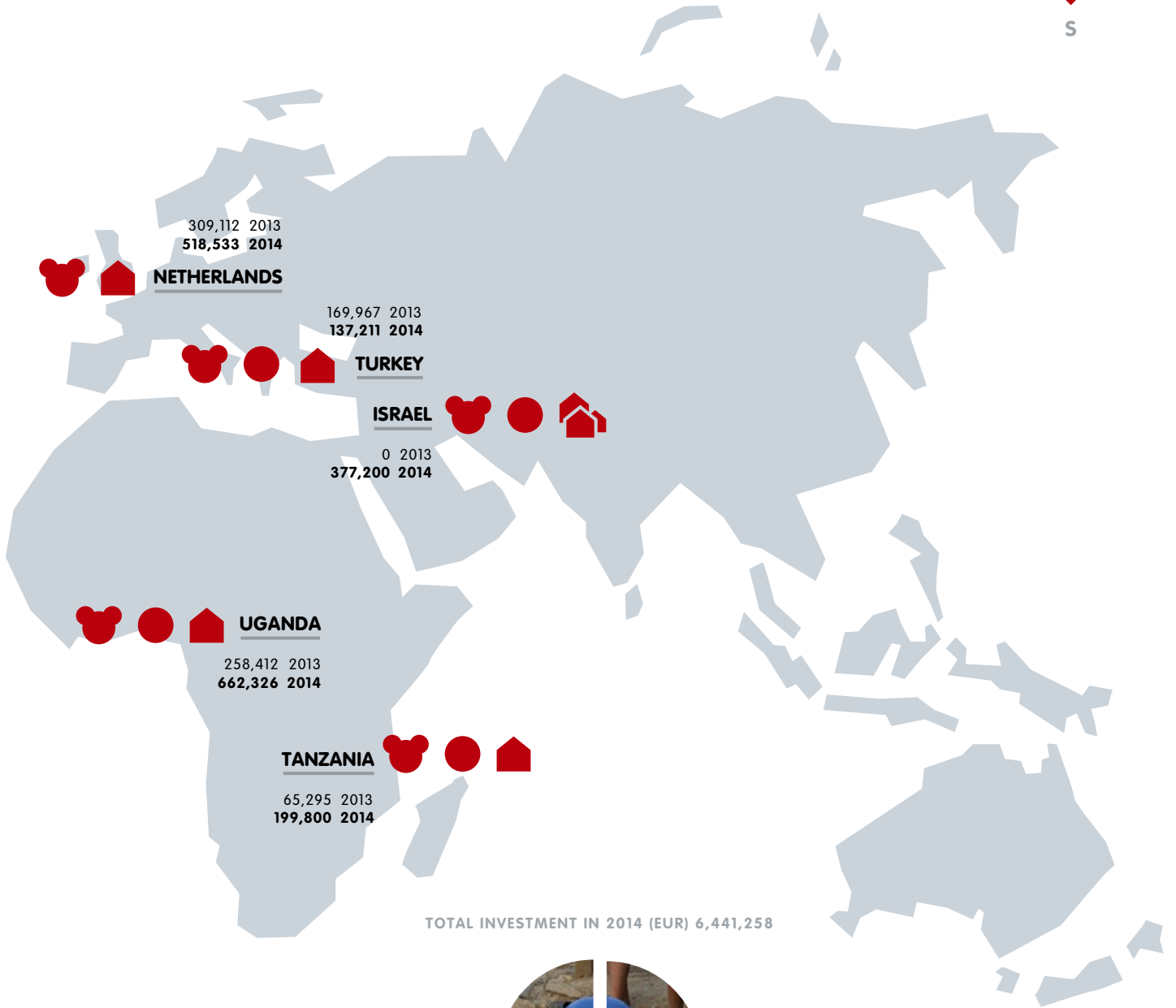
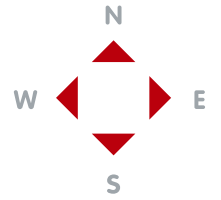
## Children's age

- 0-4 years 
- 4-8 years 

## Type of violence addressed

- Family violence 
- Community violence 

## Foundation investment (EUR)



TOTAL INVESTMENT IN 2014 (EUR) 6,441,258



41%

% OF TOTAL

## Reducing violence in young children's lives

Repeated exposure to violence, either as victims or as witnesses, has lifelong effects on young children's health, well-being and ability to learn. We support our partners to research why violence happens, raise the profile of this issue on the public agenda, test solutions through demonstration projects and build partnerships with policymakers with a view to scaling-up evidence-based approaches.

### MONITORING PROGRESS ON REDUCING VIOLENCE

We track progress on reducing violence by looking at five areas. These are listed below, followed by a summary of progress in 2014 on this goal.

- Shifts in social norms towards less acceptance of violence
- Spread of evidence-based policies to prevent violence
- Increased provision of preventive and responsive services
- Reduction in community violence
- Reduction in family violence

When we began work on this goal in 2011, we commissioned baseline research in seven countries (Peru, Brazil, Netherlands, Israel, Turkey, Uganda and Tanzania) that included household-level data from approximately 10,000 families. We found a great deal of commonality across countries. The most common drivers of violence included a combination of stress on families and social norms in which certain forms of violence were considered acceptable.

On this premise, we supported partners who in 2014 engaged in 11 campaigns to change social norms towards less acceptance of violence. These campaigns reached close to 3 million people and involved a wide range of messengers such as fathers, recording artists,

evangelical church leaders, politicians, traditional healers and children themselves. Having a diverse group of messengers has proven important to effectively mobilise different groups in society. This is illustrated by the case of *La Familia Policial Libre de Violencia* (Police Families Free of Violence) on (pages 38–9).

The campaigns, combined with direct support to policymakers, have helped to raise prevention of violence on the policy agenda. For example, Foundation partner Children of Prisoners Europe (COPE) successfully convinced the European Union to put these children on the official list of vulnerable children, giving them access to more services and support; a coalition of Turkish research partners launched the results of a national survey on family violence helping to open a productive dialogue with the Ministry of Family and Social Policies (see page 36); and an evaluation of the Dutch television series for children on child abuse by *Het Klokhuis* that served as a basis for a broader campaign found positive effects on the reporting of violence by children, prompting a strong endorsement from the Mayor of Amsterdam (see page 37).

We also continued to monitor 27 ongoing demonstration projects testing different approaches to prevent violence in young children's lives. These projects reached 74,000 children in 2014. One lesson we have learned from monitoring and evaluating these projects is that combining behaviour change strategies with activities to help meet families' basic needs such as home improvement, savings groups and employment programmes, is a promising formula for success.

## COMMUNICATING SOLUTIONS

Another lesson from working on this goal is the importance of communicating solutions. In 2012 and 2013, we conducted interviews with opinion leaders in different countries and found that very few had heard of successful measures to prevent violence against children. This year, we partnered with the Oak Foundation and the Nduna Foundation to launch Without Violence – an initiative to increase the visibility of solutions and success stories, which can help reinforce the message that violence is preventable (withoutviolence.org). This initiative partnered with UNICEF to launch a framework called Six Strategies for Action, outlining successful approaches to tackling violence against children. The release was covered in the international press.



## SHARING KNOWLEDGE ON REDUCING VIOLENCE

### KNOW Violence in Childhood

To continue gathering evidence on what works, we partnered with the Oak Foundation, UNICEF, the World Health Organization, the London School of Hygiene and Tropical Medicine, the University of Delaware, the University of the West Indies and the Public Health Foundation of India to create know



Violence, an initiative to synthesise existing evidence on the preventability of violence from across academic disciplines and countries. Once the synthesis is completed in 2016, know Violence will communicate recommendations to key funders and policymakers. The initiative was formally launched in November in New Delhi and co-chaired by leading criminal justice advocate Baroness Vivien Stern and eminent human development economist Dr Shiva Kumar.

### **Early Childhood Matters on 'Responsive parenting – a strategy to prevent violence'**

The June 2014 edition of *Early Childhood Matters* (and its Spanish edition, *Espacio para la Infancia*) examined the potential for responsive parenting programmes to reduce the incidence of violence against young children, with contributions from Jordan, Jamaica, Canada, the Netherlands, Brazil, Peru, Israel, Turkey and the United States.



## Highlights from 2014

### Helping policymakers and practitioners fight domestic violence against children in Turkey through better information

In May 2014, CNN Türk and national Turkish news channel NTV were among media outlets covering a conference supported by the Bernard van Leer Foundation on domestic violence against young children. The conference – attended by more than 200 academics, NGO representatives and public officials – was an unusual moment of visibility for an issue about which there is not much information or public awareness in Turkey.

The conference launched a national survey on domestic violence against children aged 0–8, conducted by Foundation partners Boğaziçi University, the Humanist Bureau and Frekans Research. How prevalent is domestic violence against children? What forms does it take? And what circumstances lead to the use of violence? The research team was supported by an advisory panel of ten experts coordinated by the Humanist Bureau.

‘The Foundation’s strategy was clear from the beginning: there is a need for baseline data on domestic violence against children. The need was not only to understand the frequency of violence, but to relate findings to existing policies,’ says Yiğit Aksakoğlu, Turkey Representative for the Foundation. Information



and visibility are only part of the problem, though. Another challenge is that the mechanisms for preventing and responding to violence against children in Turkey are fragmented and difficult to navigate.

‘The child protection system in Turkey has a lot of different actors with different mandates,’ says Bürge Akbulut of the Humanist Bureau. ‘There’s no one institution that knows the whole system. This means, for example, that a teacher who thinks one of her students is being abused might not know who to report it to. Or if she does, she doesn’t know what will happen afterwards.’

The Foundation then supported the Humanist Bureau to prepare a legislative and administrative map of mechanisms around domestic violence against children in Turkey. ‘The map has enabled us to understand missing links and loopholes on this issue,’ says Yiğit Aksakoğlu. ‘I hope it will contribute to a better national data collection system on domestic violence against children, which in turn will contribute to evidence-based policymaking and assessment in Turkey.’

Dr Aşkın Asan, the then Deputy Minister of Family and Social Policies, appreciates the initiative: ‘We know that there are “broken links” in our system. This research and map are good contributions to identify these links and improve our system.’

In 2015, the Foundation and the Humanist Bureau will officially launch the map – which was presented in draft form at the 2014 conference – and use it to engage practitioners and local authorities, sharing their feedback with the Ministry of Family and Social Policies.

### Rallying the whole country to prevent child abuse

In 2014, we received the results of an evaluation of the impact of a four-part television series on child abuse, broadcast in 2013 by Dutch children's TV programme *Het Klokhuis*, as featured in last year's Annual Report. The series was accompanied by a website and educational package for primary schools.

Researchers from the Trimbos Institute reported a 12% increase in children calling the *Kindertelefoon* child helpline during the month the episodes aired, and found that 80% of the children who watched the show said they could do something about child abuse compared to 68% of those who did not watch.

*Klokhuis* editor-in-chief Loes Wormmeester was glad to see these formal results. The team had also received positive feedback from parents, police officers and others. 'All of us in television want to change the world. But we rarely know whether we do,' she says.

The programmes will be repeated in April 2015. At the Foundation's request, the Mayor of Amsterdam, Eberhard van der Laan, has sent a letter to all the country's schools encouraging them to watch: '[The Trimbos] report shows the *Klokhuis* episodes and educational package have had a truly positive effect on communications about child abuse. I would like to encourage you, on behalf of the Taskforce on Child Abuse, to use this opportunity to incorporate it into the course curriculum for Years 6, 7, and 8. It will require a time investment of four hours in four weeks. The returns of this effort could be enormous.'

The programmes challenged a deep-seated taboo around discussing child abuse, which affects an estimated one in 30 Dutch children every year. The Foundation provided funds and access to experts for *Het Klokhuis* to produce the four-part series, which was watched by 1.5

million children and parents and honoured at Cinekid with the children's choice award and a professional jury award for best non-fiction tv show for children. The series was also used to advocate for greater attention to and investment in child abuse among policymakers and educators, with the support of the Augeo Foundation, *Stichting Kinderpostzegels Nederland* and the Children's Ombudsman.



## Shifting attitudes to family violence among police officers in Peru

Picture 50 police officers in a room, encouraging each other to breathe in ... and out. In ... and out.

It's not a sight you'd commonly associate with any police force, let alone in the tough, macho culture common in the cities of Huancavelica and Huancayo in Peru. It's a community where a third of police officers feel that advocates of equal gender rights want to disempower men and over half say they would not intervene if a couple was fighting in public, according to Foundation-funded research by *Instituto de Promoción de la Mujer, Infancia y Familia* (Institute for the Advancement of Women, Children and Family or IPROMIF). These norms are found in both male and female police officers.

Previous attempts to train police officers on women's and children's rights, or on dealing with family violence, had focused on tactical procedures and protocols, rather than on attitudes and behaviours. IPROMIF realised that this meant that police officers were being asked to follow norms they didn't share.

IPROMIF developed a programme to change those norms by helping police officers to better understand the rights and risks associated with domestic violence – not as police officers, but as fathers and mothers, aunts and uncles, and friends. The idea was that if police officers could learn to respect the rights of their own family members and to better control their own emotions, they would be in a better position to absorb tactics and training to prevent and protect children from intra-family violence.

IPROMIF launched *La Familia Policial Libre de Violencia* (Police Families Free of Violence) in late 2013 with a series of group workshops and individual counselling for 110 police families. The fact that IPROMIF's president, Ernesto Quintana Noriega, is a highly respected former

high-ranking police officer helped to overcome initial resistance and increase the programme's acceptance among regional commanders.

The workshops were run by Dr Inelda Serpa, a psychologist who had worked with police families for many years. 'We created a space where the police officers could feel heard and respected and talk freely about their difficulties. We also trained them in simple techniques to help them manage their emotions,' says Dr Serpa. 'The most impactful technique so far has been a simple one: breathing. It's the most basic function, but we explain that breathing is what connects our internal world to the external world.'

Acceptance of the programme within the force has been helped by the unexpected enthusiasm of a group of young police officers, one of whom – Yuselin Ramos – has a regular slot on local community radio. The Bernard van Leer Foundation's Senior Programme Officer Leonardo Yáñez notes that it has become popular to attend the sessions because 'the lady on the radio is talking about them all the time.'

A year on, IPROMIF reports that half of the police officers attending the workshops so far indicate that they understand the harm that authoritarian parenting can cause and are learning other ways to parent. Yuselin Ramos confirms that she has seen changes in how her colleagues manage their emotions and their relationships with family. 'People are making more time for their families. We hear stories among us, where police say that they better understand the psychology behind our actions and how violence affects us all.'

'I'll tell you a story. I work near a school. One day a woman dropped off her son and the boy threw his bag on the street. Frustrated, she came to talk with me about

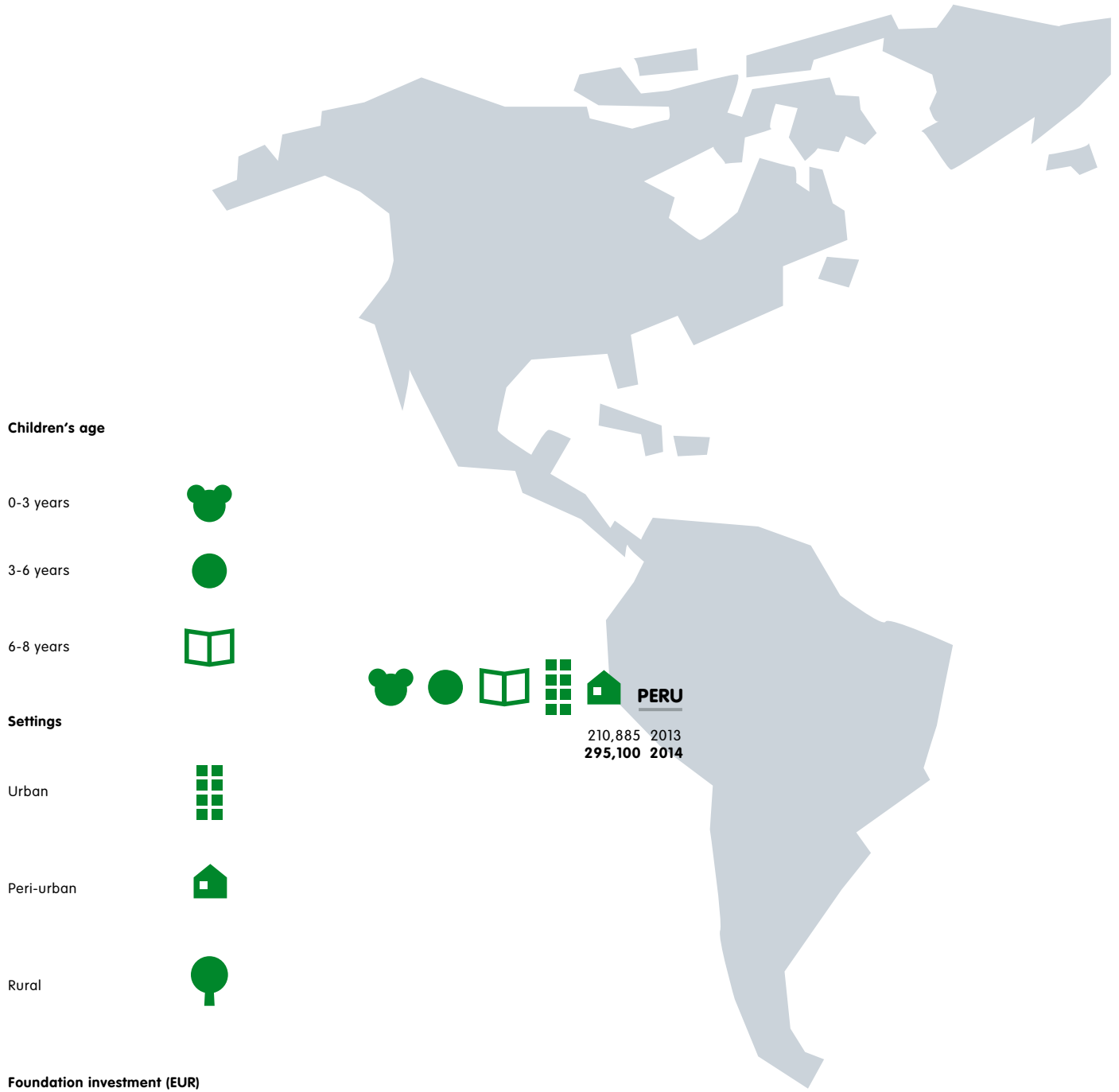


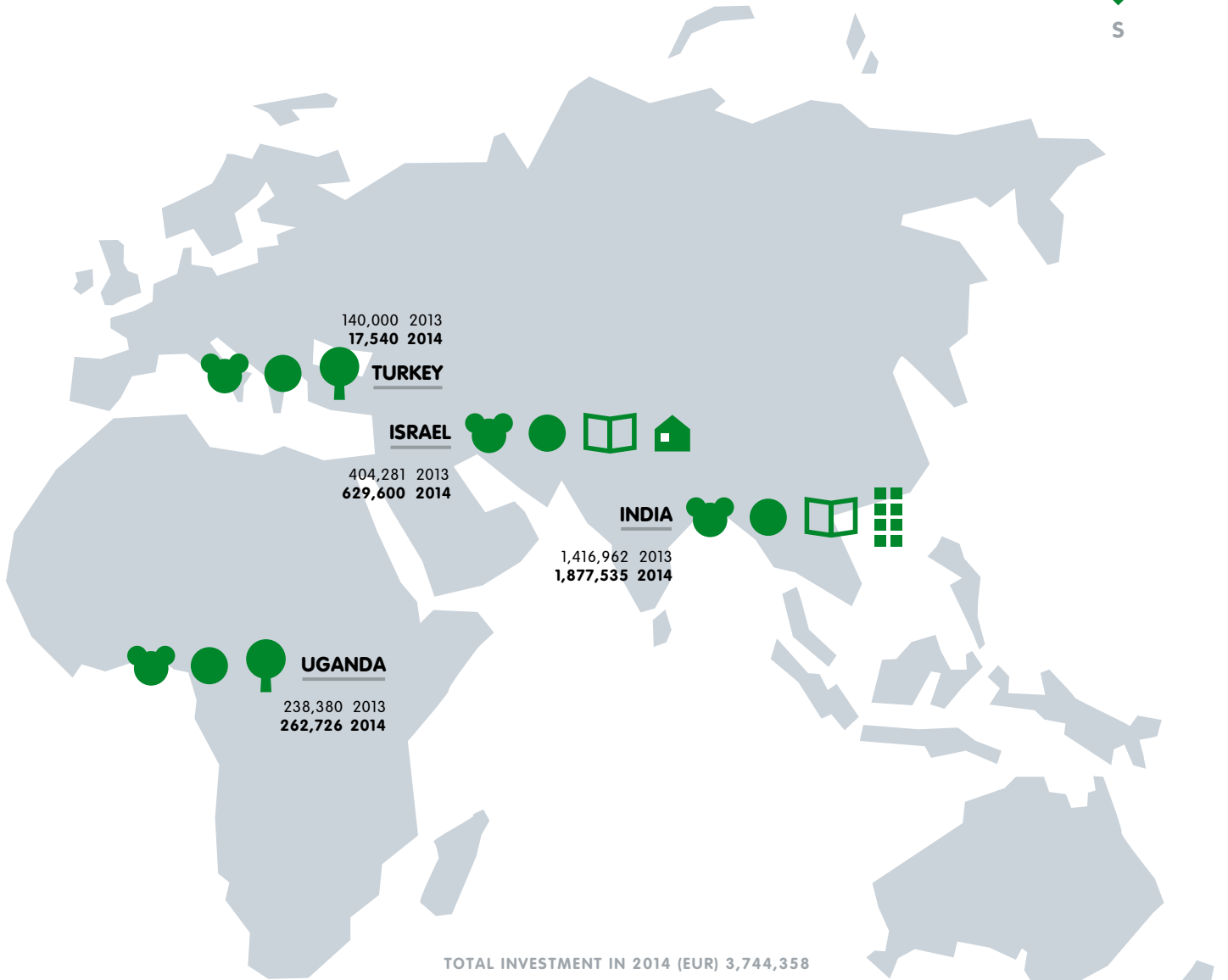
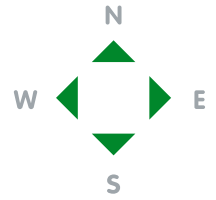
the challenges she was experiencing with her son. I suggested that she should try talking with him instead of punishing him. A few weeks later, the woman told me they had talked and their relationship was improving. She was really grateful to me. If I hadn't attended the workshops, I wouldn't have had the tools to deal with the situation that day.'

Yuselin pauses for a moment. 'It would be great to replicate this programme around the world. Imagine if all police officers were prepared psychologically and emotionally to deal with [domestic violence]. The impact would be really big.'



# Improving young children's living conditions





24%



% OF TOTAL

## Improving young children's living conditions

As the world becomes increasingly urban, more children are growing up in cities. One in three of these children live in slums where they experience poor environmental health, cramped housing and a lack of safe spaces for play. In the last four years, we have approached this goal by supporting research and advocacy to engage stakeholders working on city and infrastructure development in discussion about how their work affects young children and we have invested in demonstration projects testing practical ways of improving young children's living conditions.

### MONITORING PROGRESS ON LIVING CONDITIONS

We track progress on living conditions by looking at three areas. These are listed below, followed by a summary of progress in 2014 on this goal.

- Increased access to clean water, sanitation and adequate housing
- Expanded access for young children to safe spaces to play
- Reduced childhood morbidity among children under 5

We started our programming in 2011 with research to better understand the relationship between various aspects of the built environment and child development. The findings echoed well-known links between child health and water, sanitation and housing. The research also highlighted other, less well-established connections. For example, in Brazil our research partners found close links between poor housing and family violence, while in Bedouin communities in Israel our partners found that access to power was an important determinant of whether families could store nutritious foods or read to children at night. When children themselves participated in the research, they consistently highlighted the lack of safe spaces to play as a major concern.

During 2014, Foundation support for 25 advocacy and demonstration projects has helped improve access to clean water for 26,000 young children, sanitation for 34,000, housing for 13,000 and safe spaces to play for just under 17,000.

One common strategy in many projects was to support older children and young people to map their own neighbourhoods and engage their communities and public officials to make improvements. For example, Foundation partner *Centro de Criação da Imagem Popular* did this in Rio de Janeiro, leading to a collaboration between children's groups and the transit authority with the aim of improving children's safety. In India, a similar approach by our partner *Divya Disha* (pages 44–5) has helped children engage city officials to unblock drains, make sure garbage is collected and open more than a dozen new playgrounds.

The Bernard van Leer Foundation has also engaged partners through demonstration projects to test how architecture and design thinking can be used to improve child development outcomes. Our partnership with *Aide et Action* in India is a good example, where professional architects worked with the owners of a brick kiln to make improvements to workers' housing, which led to lower reports of common childhood illnesses. We shared this example last year and have included an update (page 46) since, during 2014, the brick kiln owners took full ownership of the idea and began to scale it up on their own.

## PARTNERING WITH URBAN PLANNERS

Through our work on this goal we have begun to see the potential for urban planning processes to have a positive impact on the health, learning and safety of young children by more explicitly considering the needs of families. To this end, we have been inspired by a new partnership developed in 2014 with the National Institute for Urban Affairs in India. This partnership was officially launched at a conference, Small Children, Big Cities, in New Delhi, jointly organised with the Institute, the Ministry of Urban Development and the School of Planning and Architecture. Through this partnership, the Institute will develop practical methods and tools for planners to understand and attach more importance to young children's needs across the planning process.

## SHARING KNOWLEDGE ON LIVING CONDITIONS

### **Early Childhood Matters on 'Small children, big cities'**

The November 2014 edition of *Early Childhood Matters* (and its Spanish edition, *Espacio para la Infancia*) brought together articles from India, the Netherlands and the United States to explore issues such as playground design, the effects of noise and crowding, 'public parenting' as the middle classes reclaim urban spaces, and ways to get children's voices heard in urban design decisions. This edition was launched at the Small Children, Big Cities conference held in New Delhi last November.



### **How to see a city through children's eyes**

After a number of years of support to the City University of New York and UNICEF's Child-Friendly Cities Initiative, the Foundation commissioned an evaluation

to determine whether the methodology for involving children in mapping their neighbourhoods was



spreading. The number of countries where the methodology has been or is being applied has increased from 9 to 24 since 2008, with 54 confirmed case studies representing more than 800 communities and over 61,000 participants. Outcomes include new schools, pedestrian crossings, additional street lights and community gardens, and improved access to healthcare and after-school programmes.

### **Solutions for children of migrant workers in India**

In September 2014, *Aide et Action* and the Bernard van Leer Foundation released 'Migrating Childhood', a short documentary about the children of migrant workers living in Bhopal, Bhubaneswar, Chennai and Hyderabad. The documentary proposes workable solutions to ensure childcare, education and a safe and healthy environment.

It is available on YouTube (<https://www.youtube.com/watch?v=ZeA0dkolgKk>).



## Highlights from 2014

### Empowering children and women living in slums to make neighbourhoods safe and healthy for the youngest children

Twenty slums in the Indian city of Hyderabad, between them home to around 8000 children, now have community centres for residents of all ages. In most of these slums, blocked drains have been cleared so that sewage no longer overflows into homes and over footpaths, and garbage is now regularly cleared by the municipalities. Around half of the slums now have new and safer roads, pavements and streetlights. And there are a dozen new playgrounds.

These changes have come about in the last two years through a project called *Bala Raksha* (Child Protection), a partnership between the Bernard van Leer Foundation and NGO *Divya Disha* (literally, 'Divine Direction'), which

has worked to support children's rights in Hyderabad for more than 25 years.

*Bala Raksha* was based on eight components for a 'child-friendly neighbourhood' defined by *Humara Bachpan* (Our Childhood), a national campaign supported by the Foundation: safe water, all-weather housing, public spaces to play, proper sanitation, healthy air, safe sources of electricity, better transportation, and soil free from contamination. 'We had never made the connection between living conditions and child rights before,' says Dr Isidore Phillips, Director of *Divya Disha*. 'The specific vulnerability of children living in urban slums was something that people were not talking about.'



The project set out to collect data to gain a better understanding of the situation, and to organise children, young people, women and community groups to demand improvements. ‘NGOs are seen as coming in for a bit, talking a lot, and leaving,’ says Dr Phillips. ‘We had to tell them, “We’re not here to give you anything – we are here to help you access what you’re entitled to get from the government.”’

The *Divya Disha* team formed mothers’ committees and children’s groups as well as working with existing Slum Development Committees. ‘We brought in telephone hotlines and let the community members know they could call if a drain was clogged, for example. We put power into the hands of the mothers. For the first time they were calling, they were going to the government offices to ask for services.’

The project tapped the support of professionals from paediatricians to architects, lawyers and journalism students, who trained children to report on the state of living conditions in each slum through ‘Wall Papers’. These became a popular place for community discussion, and have catalysed action – in one community, after the Wall Paper reported mosquitoes breeding due to a leaking drainage pipe, community members raised money among themselves to fix the leak.

In addition to these positive physical changes, Dr Phillips highlights the shifts in awareness and capacity building as the project’s biggest success. ‘First, if you go to any of the slum communities, they will be talking about living conditions and how these will affect the way our children grow. Second, the communities now have power. They aren’t just waiting for governments to come in. They know how to get things done, they know who to call, and if it doesn’t get done they know how to get volunteers in. Third, the community has been

clearing open spaces for children to play. The community took the initiative – they weren’t waiting for someone to come in and do it. Rubbish collection has been streamlined. Stinking water has been cleared.’

*Divya Disha* now plans to support the children’s clubs and mothers’ groups to become official ‘federated’ groups, so that they will have a legitimate voice at city level, where there is much more work to be done – Hyderabad has around 1500 slums in total, home to around 600,000 children. It also plans to build on the enthusiasm for Wall Papers by starting a children’s journalism academy to help children’s voices be heard not only in the slums, but in the halls of government.

## Engaging with business owners and government to improve living conditions for seasonal migrant children in India

Thanks to intense policy advocacy by Foundation partner *Aide et Action*, in 2014 the state governments of Odisha, Tamil Nadu and Telengana committed to provide various programmes of healthcare and educational and nutritional support to migrant children living at brick kiln worksites. These children often don't have access to such services because they 'are harder to track and reach than permanent migrants who settle in slums,' according to Umi Daniel, South Asia Regional Head of the Migration Thematic Unit at *Aide et Action*.

Expected to benefit at least 20,000 children, the services range from tribal-language teaching, study materials, uniforms and school lunches, to immunisation, health check-ups, and food for pregnant and breastfeeding women. The advocacy was supported by research initiated by *Aide et Action* and the Bernard van Leer Foundation to study the situation of young migrant children at worksites.

The governments of Odisha and Tamil Nadu have also taken over the household and child survey that *Aide et Action* had previously conducted – ensuring that these families will be counted in official data collection systems.

This isn't the only way in which *Aide et Action* scaled-up its work in 2014. Brickworks facility owners in Bhopal, Hyderabad and Chennai built 80 child-friendly houses and 57 childcare and learning centres for migrant families, after seeing the benefits of 24 model houses and 12 childcare and learning centres that *Aide et Action* had built in 2013 in collaboration with brickworks facility owner Babu Rao and architecture firm 23° Design



Shift, as reported in last year's Annual Report and the December 2013 issue of *Early Childhood Matters*.

The new houses and centres are providing more than 3800 children with safe living and learning spaces and access to healthcare, clean water and sanitation. Children can now sleep separately from smoky cooking areas and use shared toilets.

'Earlier even after our work hours, we didn't used to sit inside our house as that was too stuffy, but the present house gives us relaxation making us comfortable to live inside it,' said Sushil Dharun, who has migrated with his wife and three daughters from Bolangir, Odisha to and from the brick kilns of Hyderabad and Chennai for the last five years. 'The cooking place is safer, as we do not get any suffocation due to the accumulation of cooking smoke.'

There are fewer accidents and illnesses among the children. *Aide et Action* staff have also helped to enrol more than 700 migrant children – who are often forced to drop out of school due to their families' movements

– in schools near the worksites. Meanwhile, the Tamil Nadu state government has recruited teachers to the worksites to teach migrant children from Odisha in their own language.

Said the parents of 6-year-old Akash Chourasiya, who was supported by an *Aide et Action* facilitator to return to school after spending a few days at one of the childcare and learning centres at a site in Bhopal: 'We are really happy to see our kid once again going to the school.'

Partner organisation	EUR	Overall objective
<b>INTERNATIONAL GRANTS</b>		
<b>Bank Information Center</b>	<b>248,600</b>	Incorporate child impact statements into World Bank infrastructure projects in order to prevent negative impacts on children
<b>City University of New York – Research Foundation</b>	<b>9,000</b>	Conduct secondary analysis of datasets from Foundation-funded research in Brazil, Peru, Tanzania, Uganda and Turkey
<b>Council for a Strong America</b>	<b>139,800</b>	Provide technical support to Foundation partners in Uganda, the Netherlands and Peru on how to mobilise business leaders for young children
<b>Firelight Foundation</b>	<b>5,000</b>	Support coordination about funders around international education
<b>Georgetown Preparatory School</b>	<b>4,600</b>	Provide displaced Syrian children with the chance to play and learn in temporary refugee settings
<b>Grand Challenges Canada</b>	<b>37,400</b>	Develop best practice metrics to measure early childhood development among 0–3 year olds
<b>International Step by Step Association (ISSA) – Leiden Office</b>	<b>74,800</b>	Collect and systematise instruments to measure quality of early childhood programmes
<b>J. Kirk Felsman Program on Children in Adversity, Duke University</b>	<b>108,800</b>	Enhance the capacity of Foundation partners in Peru and Brazil to document their work and advocate for children
<b>KidsRights Foundation</b>	<b>91,100</b>	Bring together prior winners of the International Children’s Peace Prize for strategic planning on advocacy
<b>Promundo-US</b>	<b>316,500</b>	Increase men’s involvement in caregiving and the uptake of supportive policies through a global campaign on paternity leave
<b>University of Cambridge</b>	<b>11,900</b>	Review literature on early childhood risk factors that lead to child and adolescent violence in low- and middle-income countries
<b>University of Delaware and its Institute for Global Studies</b>	<b>364,600</b>	Launch global learning initiative to synthesise evidence on the prevention of violence against children and make recommendations to funders, policymakers and practitioners
<b>World Health Organization</b>	<b>19,400</b>	Sponsor the attendance of seven Foundation partners at the Violence Prevention Alliance Annual Meeting
<b>Multiple resource people</b>	<b>162,233</b>	Expert support in advocacy and knowledge development
<b>Total</b>	<b>1,593,733</b>	

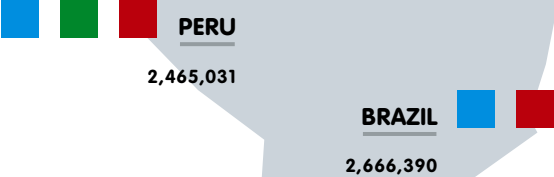


# National activities in support of our goals

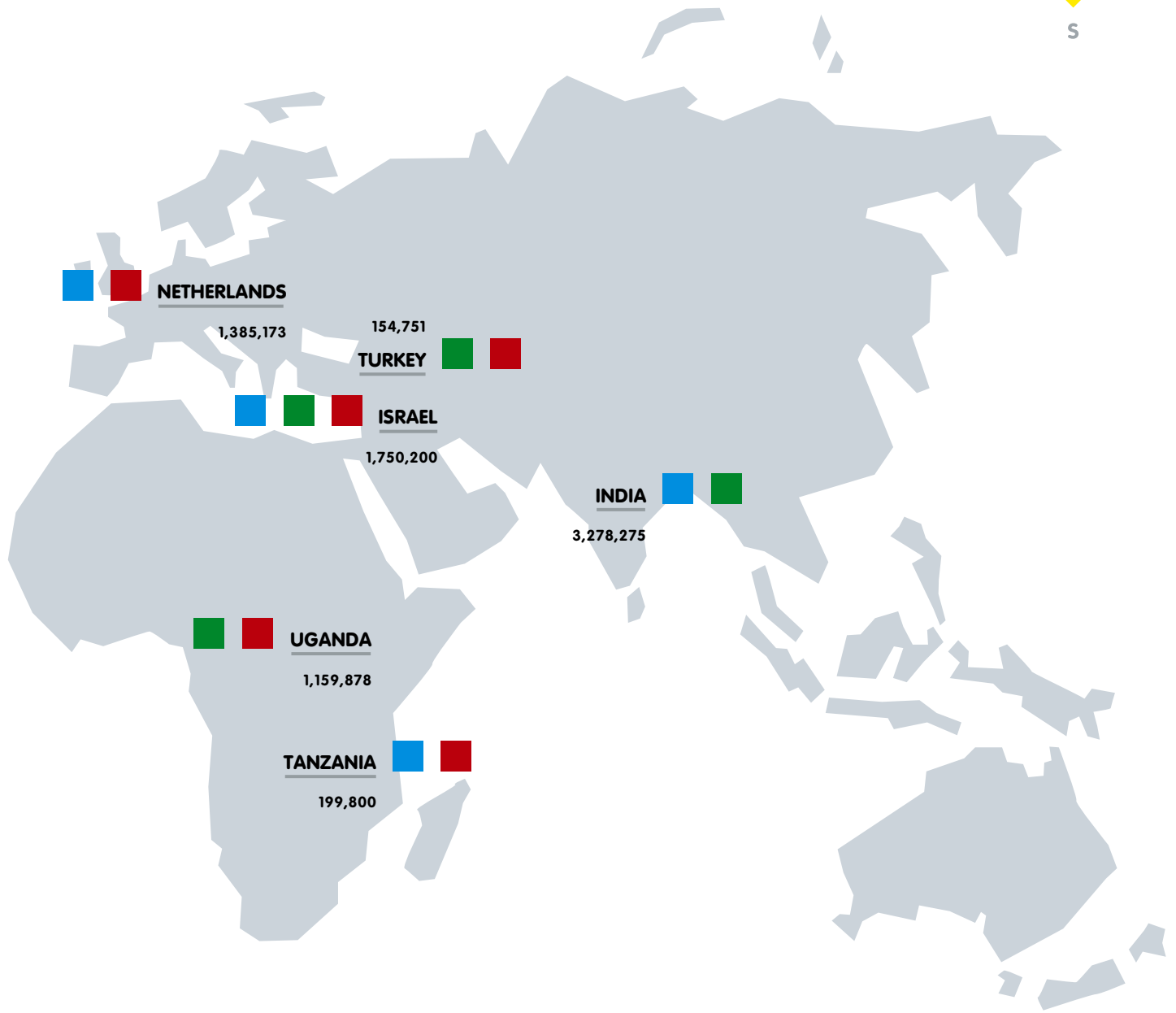
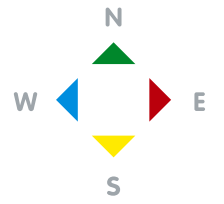
## FOUNDATION GOALS

- Quality early learning
- Healthy living conditions
- Reducing violence

## Foundation investment in 2014 (EUR)



The Foundation is active in a set of countries that are economically, geographically and culturally diverse. This diversity reflects our belief that supporting young children is a global challenge, which requires citizens from all parts of the world to work collaboratively and to learn from one another.




 **NETHERLANDS**

1,385,173

154,751  
**TURKEY** 

 **ISRAEL**

1,750,200

**INDIA**   
3,278,275

 **UGANDA**

1,159,878

**TANZANIA** 

199,800



# Brazil

## HIGHLIGHTS FROM 2014

- President of Brazil presented RNPI, an alliance of early childhood advocates set up with Foundation support, with an award for championing human rights.
- Child abuse, both physical and psychological, has been legally banned thanks to the efforts of a committed group of parliamentarians with support from the Foundation.
- A smartphone app to measure children's sense of safety, launched by Foundation partner Instituto Igarapé, aroused interest from several international agencies.

## PROGRAMME GOALS

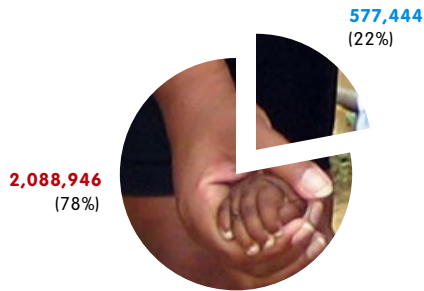
### ■ Early learning

Quality home visiting programmes for rural children under 3 years of age living in the state of the Amazonas.

### ■ Reducing violence

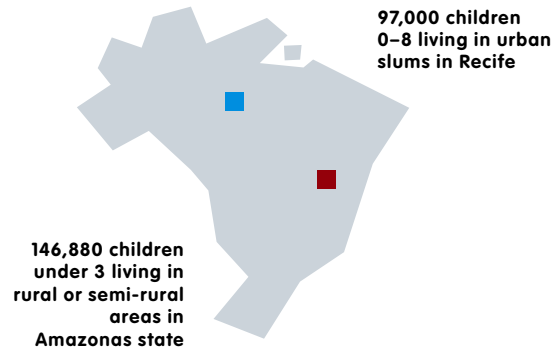
Zero violence in the lives of young children growing up in *favelas* in Rio de Janeiro, Recife and São Paulo.

## DISTRIBUTION INVESTMENT PER GOAL



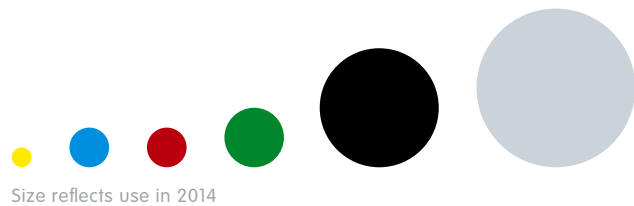
TOTAL INVESTMENT (EUR) 2,666,390

## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>BRAZIL</b>		
<b>Amora Colaborativa</b>	<b>27,100</b>	Support the passing of a bill in parliament to improve the legal framework regarding early childhood
<b>Associação Congregação de Santa Catarina</b>	<b>25,400</b>	Build an inter-sectorial strategy to prevent violence and create a culture of peace in two districts of São Paulo
<b>Ato Cidadão</b>	<b>248,700</b>	Demonstrate to the municipal government a methodology to protect child rights in São Paulo's collective housing
<b>Avante-Educação e Mobilização Social</b>	<b>46,700</b>	Strengthen advocacy capacities by training and motivating a selected group of advocates
<b>Centro de Criação de Imagem Popular</b>	<b>7,100</b>	Support the participation of CECIP at the CATS child participation conference in Switzerland
<b>Centro de Criação de Imagem Popular</b>	<b>466,500</b>	Enable children to advise municipal officials about problems with infrastructure and services in their <i>favelas</i>
<b>CES Rioterra</b>	<b>50,200</b>	Study the situation of rural families, raise awareness about young children's needs and create demand for services
<b>CriaCidade consultoria e assessoria em projetos sociais e urbanos Ltda.</b>	<b>221,500</b>	Organise children in São Paulo to ask the municipal government for safe recreational places
<b>Fundação Amazonas Sustentável</b>	<b>95,400</b>	Formulate a project to align various federal budgets into one integrated programme of home visiting
<b>Fundação Amazonas Sustentável</b>	<b>23,100</b>	Design and implement a post-trauma strategy to respond to natural disasters affecting Ribeirinho families
<b>Fundação Maria Cecília Souto Vidigal</b>	<b>225,900</b>	Raise awareness about the importance of the first three years through feature films and training videos
<b>Fundação Maria Cecília Souto Vidigal</b>	<b>179,100</b>	Develop new models to support the development of children under the age of 3 in Brazil
<b>Fundación Ensayos Para el Aprendizaje Permanente</b>	<b>49,000</b>	Adapt early childhood curriculum at University of Manaus to the context of Amazonas without sacrificing quality
<b>IFAN Instituto da Infância</b>	<b>48,500</b>	Hold an event to highlight progress made so far on violence and the need to support parents
<b>Instituto Sou da Paz</b>	<b>54,100</b>	Analyse the trajectory of crime and violence among vulnerable adolescents
<b>International Center for Research and Policy on Childhood at the Pontifical Catholic University of Rio de Janeiro</b>	<b>344,400</b>	Improve policies that benefit young children in Rocinha and Bangu, two urban slums of Rio de Janeiro
<b>NEPSID</b>	<b>6,600</b>	Hold an event to present project results to the municipal cabinet and civil society organisations
<b>NEPSID</b>	<b>221,500</b>	Build a learning community on reducing violence suffered or witnessed by families living in slums
<b>Sesame Workshop (NY)</b>	<b>290,300</b>	Engage children and adults in promoting a culture of peace and pro-social skills through TV and social media
<b>Shine a Light</b>	<b>30,500</b>	Explore culturally appropriate models to support parents in rural indigenous communities
<b>Multiple resource people</b>	<b>4,790</b>	Expert support in advocacy and knowledge development
<b>Total Brazil</b>	<b>2,666,390</b>	



# India

## HIGHLIGHTS FROM 2014

- India's government committed to reflect children's needs in 100 new smart cities at the conference Small Children, Big Cities, co-organised by the National Institute of Urban Affairs and the Bernard van Leer Foundation.
- The government of Odisha developed curricula in 10 tribal languages in response to a 2013 law, championed by partners PREM, *Adivasi Manch*, SPREAD and *Divya Disha*, on multilingual preschool education.
- Partner *Aide et Action* persuaded brickworks owners to build 57 childcare centres, which will benefit around 3800 children of poor migrant workers.
- The *Humara Bachpan* campaign to secure healthy and safe living conditions for young children in slums now involves close to 20,000 children in 23 cities.

## PROGRAMME GOALS

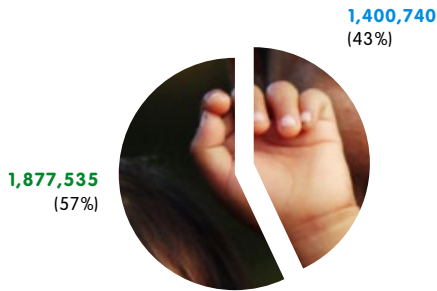
### Early learning

Increased access to quality multilingual preschool education services for tribal children aged 3–5 in Odisha.

### Living conditions

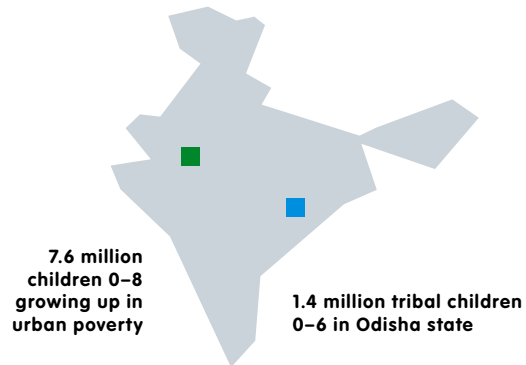
Ensure safe and healthy living conditions for young children in urban poverty.

## DISTRIBUTION INVESTMENT PER GOAL



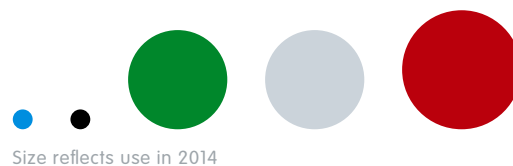
TOTAL INVESTMENT (EUR) 3,278,275

## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>INDIA</b>		
<b>Aide et Action (India)</b>	<b>302,700</b>	Improve quality of learning and child development for young children of migrant workers in four cities
<b>Ashoka Innovators for the Public (India)</b>	<b>246,300</b>	Train social entrepreneurs and other stakeholders to systemically address housing, sanitation, livelihoods for mothers and safe play spaces
<b>Disha</b>	<b>25,400</b>	Train teachers, develop materials and support peer learning on mother tongue-based early childhood education and home-based care
<b>Divya Disha</b>	<b>390,600</b>	Support families living in Hyderabad slums to organise and demand better public services from the municipal government
<b>ICF International</b>	<b>1,600</b>	Present longitudinal impact assessment findings to the Head Start conference in Washington DC
<b>Kalinga Institute of Social Sciences (KISS)</b>	<b>262,900</b>	Establish India's first resource centre on mother tongue-based early childhood education
<b>National Institute of Urban Affairs</b>	<b>181,800</b>	Publish a compilation of good practices and hold a conference on how city leaders can include young children's perspectives
<b>National Institute of Urban Affairs</b>	<b>399,200</b>	Develop knowledge products, build government capacity and advocate for policy change to make urban development child friendly
<b>People's Rural Education Movement (PREM)</b>	<b>20,400</b>	Reconstruct PREM's office building and equipment after damage in cyclone Phailin in October 2013
<b>People's Rural Education Movement (PREM)</b>	<b>676,300</b>	Support the continuation of mother tongue-based early childhood education centres to consolidate learning and demonstrate quality
<b>People's Rural Education Movement (PREM)</b>	<b>181,800</b>	Campaign for implementation of mother tongue-based early childhood education in all tribal communities across India
<b>Society for Promoting Rural Education and Development (SPREAD)</b>	<b>135,500</b>	Support mother tongue-based early childhood learning in remote indigenous communities
<b>Voluntary Association for Social Action</b>	<b>50,500</b>	Organise quarterly meetings for grantees to share learning
<b>Voluntary Association for Social Action</b>	<b>18,600</b>	Enable children from indigenous communities and slums to participate in the CATS child participation conference in Switzerland
<b>Voluntary Association for Social Action</b>	<b>245,100</b>	Advocate policy change to view children as important stakeholders in the government's proposed smart cities initiative
<b>Youth for Social Development</b>	<b>122,100</b>	Support the organisation to leverage resources from other sources
<b>Multiple resource people</b>	<b>17,475</b>	Expert support in advocacy and knowledge development
<b>Total India</b>	<b>3,278,275</b>	



# Israel

## HIGHLIGHTS FROM 2014

- The Ministry of Education approved a joint project with the American Jewish Joint Distribution Committee to improve preschools for Arab children across the nation.
- The Foundation's ultra-Orthodox partners won support from teachers, principals, municipalities and the Ministry of Education to expand their educational programmes.
- All partners demonstrated their resilience and commitment by continuing to work during the hostilities between Israel and Gaza from June to September.

## PROGRAMME GOALS

### ■ Early learning

Universal access to quality preschools for children aged 3 to 6 years.

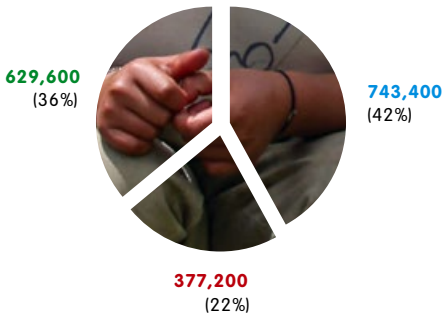
### ■ Reducing violence

Reduced incidence of depression, anxiety and aggression among young Jewish and Arab children exposed to political violence.

### ■ Living conditions

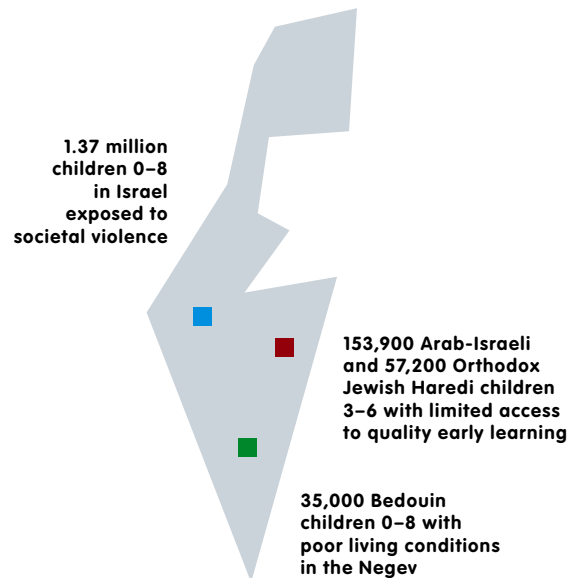
Reduced rates of malnutrition among young Bedouin children growing up in unhealthy living conditions in the Negev.

## DISTRIBUTION INVESTMENT PER GOAL



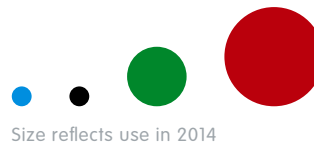
TOTAL INVESTMENT (EUR) 1,750,200

## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>ISRAEL</b>		
<b>AJEEC-NISPED</b>	<b>39,000</b>	Provide nine mobile safe spaces for remote Arab Bedouin villages in the Negev
<b>AJEEC-NISPED</b>	<b>216,800</b>	Address the poor environmental health conditions of young Bedouin children in the Negev through public education and demonstration projects
<b>Beit Al Musica</b>	<b>10,600</b>	Produce a CD, songbook and manual for teachers and parents for use in Arab preschools
<b>Ezer Mizion – Israel National Support Organization</b>	<b>468,700</b>	Train teachers in early learning in the Haredi sector with a view to scaling up in collaboration with the Ministry of Education
<b>Israel Center for the Treatment of Psychotrauma</b>	<b>168,700</b>	Provide both Bedouin and Jewish families with young children in the Negev area with skills and knowledge to deal with traumatic events
<b>Israel Center for the Treatment of Psychotrauma</b>	<b>128,200</b>	Follow-up study with 450 families to assess developments since a 2010-2011 survey into how traumatic events affect young children
<b>Israel Center for the Treatment of Psychotrauma</b>	<b>41,300</b>	Help civilians cope with the after-effects of war by providing 'resilience workbooks' for children and organising groups for parent-child play
<b>Musharaka Trust for Arab ECCD in Israel</b>	<b>82,600</b>	Continue the alliance's input into the national debate on good-quality preschool education
<b>Sidreh-Lakiya Negev Weaving</b>	<b>412,800</b>	Scale-up a pilot project on improving children's living conditions, health and nutrition through the establishment of community gardens
<b>Van Leer Jerusalem Institute</b>	<b>181,500</b>	Improve quality of teaching in Arab preschools by promoting a reading culture in preschools and homes in the municipality of Uhm el Fahm
<b>Total Israel</b>	<b>1,750,200</b>	





## The Netherlands

### HIGHLIGHTS FROM 2014

- 184 out of the 403 municipalities in the Netherlands took up a tool developed by the Netherlands Youth Institute to improve monitoring of child abuse services.
- The Mayor of Amsterdam asked all schools in the Netherlands to incorporate in their curricula the *Klokhuis* TV episodes on child abuse, to be rebroadcast in 2015.
- Dr Renske Keizer was appointed to a Foundation-funded professorship at the University of Amsterdam, where she will focus on the role of fatherhood.

### PROGRAMME GOALS

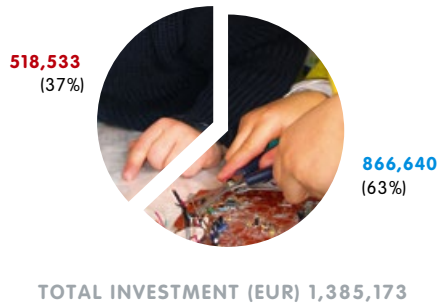
#### ■ Early learning

Improved learning outcomes for children from low-SES families.

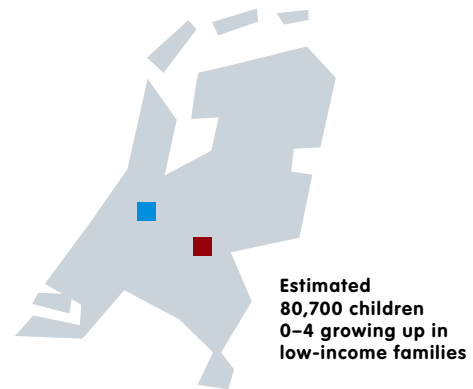
#### ■ Reducing violence

Reduced violence in families with children under 4 years of age growing up in socially and economically disadvantaged conditions.

### DISTRIBUTION INVESTMENT PER GOAL

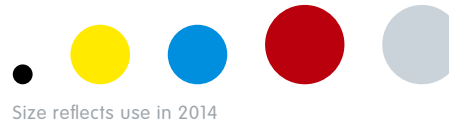


### CHILDREN TARGETED BY PROGRAMME



### STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>THE NETHERLANDS</b>		
<b>Ana del Barrio Training &amp; Consulting</b>	<b>11,200</b>	Prepare a project to introduce an evidence-based learning methodology called Video Interaction Guidance
<b>D. van Dongen advies en ondersteuning</b>	<b>236,800</b>	Improve the capacity of pedagogical workers and the early learning approach in VVE centres in the municipalities of Groningen and Friesland
<b>De ArgumentenFabriek</b>	<b>44,200</b>	Develop and broadcast 20 episodes of the children's TV programme <i>Full Proof</i> on science and technology, to promote 21st-century skills
<b>De ArgumentenFabriek</b>	<b>6,900</b>	Develop and produce an infographic on early learning to be used as a supporting visual in the <i>NRC</i> supplement on early learning
<b>EDG Media</b>	<b>2,650</b>	Email all 8000 primary schools in the Netherlands reminding them of the <i>Klokhuis</i> series on child abuse to be rebroadcast in 2015
<b>In'tent Communicatie</b>	<b>13,467</b>	Support communications activities in the early learning and violence programmes
<b>International Step by Step Association</b>	<b>15,653</b>	Support a workshop on access to quality early learning, on the 25th anniversary of the Convention of the Rights of the Child
<b>Nederlands Jeugdinstituut (NJI)</b>	<b>255</b>	Enable attendance at the conference <i>'Transformeren doe je samen'</i>
<b>NRC</b>	<b>96,800</b>	Produce a 20-page supplement on early learning in the Saturday edition of the <i>NRC Handelsblad</i> on 6 September 2014
<b>NRC</b>	<b>5,185</b>	Co-fund a debate led by the <i>NRC</i> newspaper on better-quality early learning experiences in childcare, especially for the 0–2 age group
<b>PO-Raad</b>	<b>125</b>	Cover the cost of Foundation programme officer's attendance at PO-Raad brainstorming session on early learning
<b>Porter Novelli</b>	<b>40,000</b>	Advise the Foundation on its Dutch communications and advocacy campaign in 2015
<b>Porter Novelli</b>	<b>4,114</b>	Media training for the Foundation-funded chair on fatherhood at the University of Amsterdam
<b>Socversity BV</b>	<b>14,400</b>	Develop a research proposal to measure the impact to reduce violence in families with children in two deprived and unsafe neighbourhoods
<b>Stichting Alexander</b>	<b>310,200</b>	Organise and empower 200 children who have experienced violence to express and exchange their ideas and campaign on this issue
<b>Stichting Alexander</b>	<b>10,900</b>	Enable children to participate in the CATS conference in Switzerland
<b>Stichting Cinekid</b>	<b>150,000</b>	Support the 2014 CINEKID Festival
<b>Stichting Defence for Children-Ecpat</b>	<b>6,000</b>	The 2014 membership fee for the Child Rights Collective
<b>Stichting Festival Classique</b>	<b>35,000</b>	Support the family programming of the <i>Festival Classique</i> , held in June 2014
<b>Stichting Innovatie Jeugdzorg</b>	<b>99,700</b>	Research the costs and benefits of the Youth Care in the Neighbourhood model in preventing violence and protecting children
<b>Stichting NTR</b>	<b>240,000</b>	Develop and broadcast 20 episodes of the children's TV programme <i>Full Proof</i> on science and technology, to promote 21st-century skills
<b>Utrecht University School of Economics</b>	<b>38,500</b>	Research the effect on child development of attendance in formal childcare and the implications for Dutch childcare policy
<b>Verwey-Jonker Instituut</b>	<b>1,437</b>	Analyse data on violence in connection to the national prevalence study conducted in 2010 and 2005
<b>Multiple resource people</b>	<b>1,687</b>	Expert support in advocacy and knowledge development
<b>Total The Netherlands</b>	<b>1,385,173</b>	



# Peru

## HIGHLIGHTS FROM 2014

- The national early childhood programme *Cuna Más*, championed by Foundation partners, invested over EUR 68 million in young children in 2014.
- Thanks to partner GRADE, the National Institute of Statistics disclosed gender- and age-disaggregated data about domestic violence through the National Home Survey.

## PROGRAMME GOALS

### ■ Early learning

National increase in the percentage of indigenous, rural children under 3 with access to quality home visiting programmes that integrate birth registration, health, nutritional support and parent education.

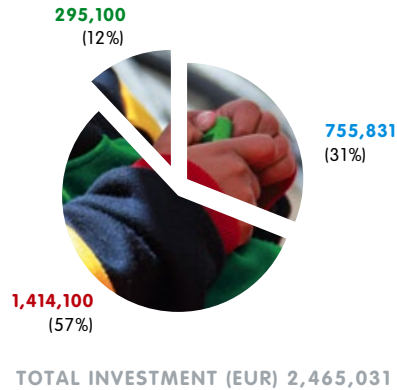
### ■ Reducing violence

A reduction in violence in families with young children living in urban slums in the city of Iquitos and in indigenous, rural communities.

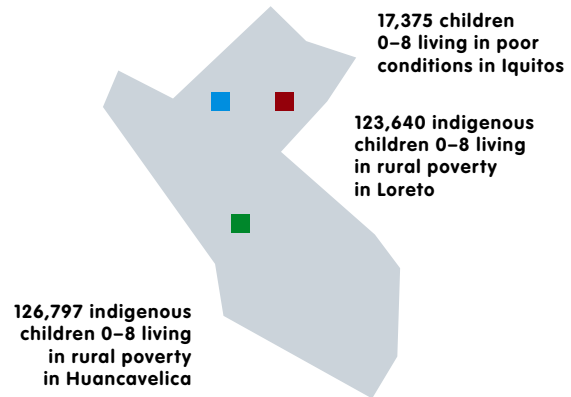
### ■ Living conditions

A reduction in the prevalence of gastrointestinal and respiratory infections among young children growing up in unhealthy physical environments in urban slums in the city of Iquitos.

## DISTRIBUTION INVESTMENT PER GOAL

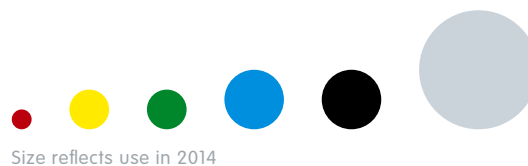


## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>PERU</b>		
<b>Acción y Desarrollo</b>	<b>244,000</b>	Support organisations dominated by men to design, implement and monitor a campaign on family violence
<b>Asociación Red INNOVA</b>	<b>4,300</b>	Conduct a workshop in Lima to encourage candidates for regional and municipal elections to support young children
<b>Asociación Red INNOVA</b>	<b>306,400</b>	Secure a decentralised structure to train trainers and operational staff in 14 priority regions in Peru
<b>Asociación SALGALÚ para el Desarrollo (ASD)</b>	<b>49,500</b>	Cover losses due to exchange rate changes
<b>Asociación SALGALÚ para el Desarrollo (ASD)</b>	<b>449,200</b>	Encourage electoral candidates to sign the Pact for Young Children
<b>Centro de Desarrollo Étnico</b>	<b>267,500</b>	Organise 180 Afro-Peruvian children and teenagers to defend their rights at school, at home and in their communities
<b>CMP Flora Tristán</b>	<b>3,800</b>	Develop a training manual for prevention of violence against children, based on the IMAGE model from South Africa
<b>Fundación Cayetano Heredia</b>	<b>31,200</b>	Continue home visiting project activities with rural families including evaluation and documentation
<b>Fundación Cayetano Heredia</b>	<b>1,584</b>	Enable participation in early learning-related conferences in Puerto Rico and Chile
<b>Fundación Stromme (Perú)</b>	<b>234,000</b>	Capacity building and advocacy to empower municipalities in Angaraes to access resources for children's programmes
<b>Grupo de Análisis para el Desarrollo – GRADE</b>	<b>322,600</b>	Improve the quality of data collection and conduct an impact study on family violence to enhance public policy
<b>I-Dev International</b>	<b>143,500</b>	Support tourism enterprises in Belén, aiming for socio-economic impact on the quality of life of vulnerable children
<b>I-Dev International</b>	<b>3,547</b>	Contribute to sustainable business development within COPERA partner organisations
<b>Instituto de Formación de Adolescentes y Niños</b>	<b>4,400</b>	Provide children with skills and empower them to make a positive difference in their communities
<b>Instituto de Formación de Adolescentes y Niños</b>	<b>43,400</b>	Support artistic activities in the streets and in schools to reach parents and teachers on children's rights issues
<b>WARMAYLLU</b>	<b>326,500</b>	Mobilise tribal and political leaders and indigenous students and teachers to reduce violence in the family
<b>Multiple resource people</b>	<b>29,600</b>	Expert support in advocacy and knowledge development
<b>Total Peru</b>	<b>2,465,031</b>	



# Tanzania

## HIGHLIGHT FROM 2014

- The Department of Social Welfare and the Institute of Social Work incorporated parenting skills into their curriculum for working with vulnerable families.

## PROGRAMME GOALS

### ■ Early learning

National scale-up of quality early learning services for young children aged 0–8 years living in poor rural communities.

### ■ Reducing violence

Reduction in violence in rural families with young children aged 0–8 years.

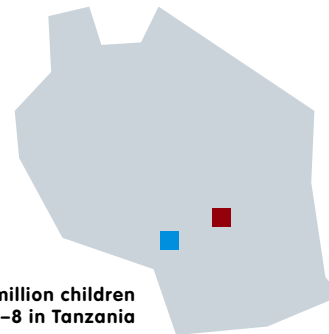
## DISTRIBUTION INVESTMENT PER GOAL



**199,800**  
(100%)

TOTAL INVESTMENT (EUR) 199,800

## CHILDREN TARGETED BY PROGRAMME



10.8 million children  
0–8 in Tanzania

## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Size reflects use in 2014

Partner organisation	EUR	Overall objective
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**TANZANIA**

<u>International Rescue Committee UK</u>	<b>199,800</b>	Build capacity of the Institute of Social Work and Department of Social Welfare to deliver quality parenting programmes
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**Total Tanzania 199,800**



# Turkey

## HIGHLIGHT FROM 2014

- The Deputy Minister of Family and Social Policies backed a Foundation-supported national survey on domestic violence against children, launched with widespread media coverage.

## PROGRAMME GOALS

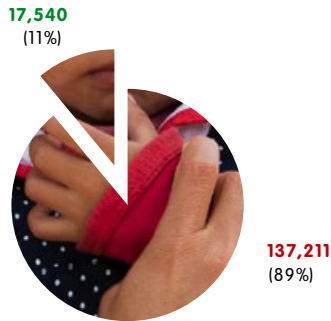
### Reducing violence

A national reduction in violence in families with children 0 to 8 years of age.

### Living conditions

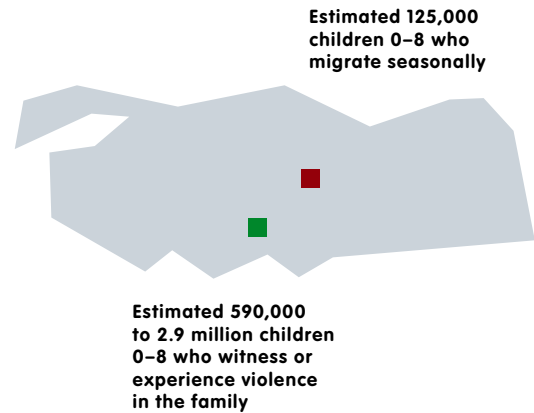
A reduction in morbidity and malnutrition among children 0 to 6 years of age whose families subsist as seasonal migrant workers.

## DISTRIBUTION INVESTMENT PER GOAL



TOTAL INVESTMENT (EUR) 154,751

## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
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**TURKEY**

<b>Culture City Foundation</b>	<b>44,800</b>	Intervention inviting women to participate in training courses and initiate dialogue on the implications of domestic violence on young children
<b>Humanist Bureau Consultancy Company</b>	<b>85,000</b>	Collect feedback on domestic violence policy proposals from practitioners, policymakers and beneficiaries
<b>University of Ankara</b>	<b>13,500</b>	Recruit trainers to develop simple educational information kits with visual materials for mothers
<b>Multiple resource people</b>	<b>11,451</b>	Expert support in advocacy and knowledge development
<b>Total Turkey</b>	<b>154,751</b>	





# Uganda

## HIGHLIGHT FROM 2014

- Over 40 businesses signed up to champion investment in early childhood development following the country's first-ever private sector summit on young children.

## PROGRAMME GOALS

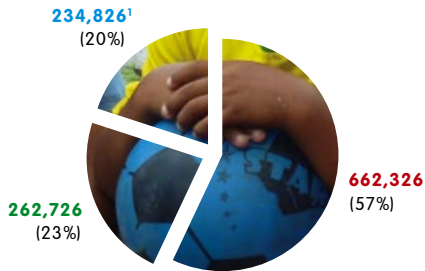
### Reducing violence

Reduced violence in families with young children in rural areas.

### Living conditions

Reduced childhood mortality and morbidity among young rural children growing up in unhealthy physical environments.

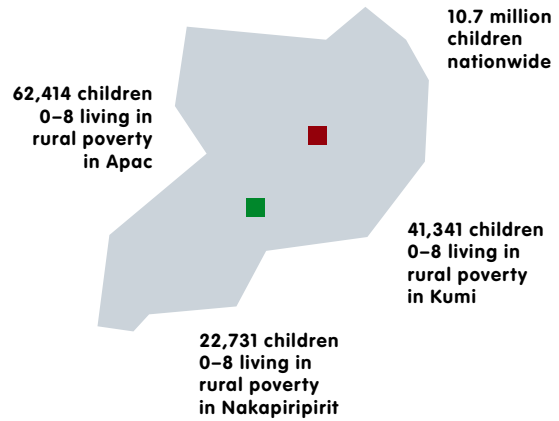
## DISTRIBUTION INVESTMENT PER GOAL



TOTAL INVESTMENT (EUR) 1,159,878

<sup>1</sup> Grant to explore possibility of including early learning as a goal in Uganda

## CHILDREN TARGETED BY PROGRAMME



## STRATEGIC TOOLS

- Research and evaluation
- Demonstration services
- Capacity building
- Behaviour change
- Policy influence/advocacy
- Systems and infrastructure



Partner organisation	EUR	Overall objective
<b>UGANDA</b>		
<b>Center for Domestic Violence Prevention (CEDOVIP)</b>	<b>322,100</b>	Address violence in the family against women and children
<b>Health Child</b>	<b>169,600</b>	Ensure sustainability of community-led work on child protection, early learning and nutrition
<b>Health Child</b>	<b>225,500</b>	Improve children's living conditions, health, stimulation and nutrition in three districts
<b>Makerere University</b>	<b>119,400</b>	Evaluate demonstration projects on violence and living conditions reaching around 6000 children
<b>Makerere University – Child Health &amp; Development Centre</b>	<b>13,600</b>	Contribute to improving evidence-based practice and policy for parenting programmes in Uganda
<b>Private Sector Foundation Uganda</b>	<b>305,100</b>	Document the 'Early Steps' model and increase private sector participation as investors and advocates
<b>Private Sector Foundation Uganda</b>	<b>4,578</b>	Support a learning visit with the Tanzania Private Sector Foundation
<b>Total Uganda</b>	<b>1,159,878</b>	

## European Union

Partner organisation

EUR

Overall objective

### EUROPEAN UNION

<b>Associazione 21 luglio – ONLUS</b>	<b>169,000</b>	Create foundations for social inclusion of Roma children and families
<b>Children of Prisoners Europe (COPE)</b>	<b>293,500</b>	Expand training and support initiatives, refine good practice and build capacity in communications
<b>Civic Initiatives</b>	<b>99,500</b>	Raise the status of young Roma mothers and the health, early learning and cognitive skills of their children
<b>European Foundation Centre</b>	<b>25,000</b>	Analysis of data to understand the improvement of investment strategies for social change
<b>International Step by Step Association (ISSA) – Leiden Office</b>	<b>300,800</b>	Monitor and strengthen the capacity of the existing four partners of the Foundation's Roma programme in Ghent, Belfast and Rome
<b>Multiple resource people</b>	<b>26,120</b>	Expert support in advocacy and knowledge development
<b>Total European Union</b>	<b>913,920</b>	







**STAFF AND  
GOVERNANCE**

## Overview of the Foundation's staff at 1 March 2015

Unit	Job title	Name
Executive Office	Executive Director	Michael Feigelson
	Secretary to the ExD	Jane Hartman
Programme	Interim Programme Manager	Marc Mataheru
	Research and Evaluation Officer	Selim Iltus
	Research and Evaluation Officer	Katelyn Hepworth
	Senior Programme Officer	Leonardo Yáñez
	Programme Officer	Karisia Gichuke
	Programme Officer	Jeanet van de Korput
Support Programme	Programme Administrator	Jolanda de Haan
	Programme Administrator	Jackie Ratsma-Melville
	Programme Administrator	Alicia Fernández
Communications	Communications Director	Leontien Peeters
	Young Kids Campaign Strategist	Barbara Mulder
	Communications and Publishing Officer	Teresa Moreno-García
	Communications Officer Digital Platforms and Outreach	Melissa van Well-Dijkshoorn
	Administrative Assistant	Teresa Pegge-Custodio
Human Resources	Human Resources Manager	Margriet Wolters-Buisman
	Human Resources Officer	Agnes Buis
Operations	Operations Director	Neil van der Meer
	Administration Officer	Ardan Kockelkoren
Financial Administration	Financial Officer	Jane Moerland-Cowan
	Junior Financial Officer	Irene Menheere
ICT	ICT Officer	Steffan Hoeke
Travel and Events	Travel and Events Officer	Inge Hanny-de Leau
Facilities Staff	Cleaner	Marijke Schoenmaker-Scholtes
Female/Male	F: 72%	M: 28%
No. of staff and FTEs	Staff: 25	FTEs: 22.22

### On consultancy basis

Dharitri Patnaik, India Representative for the Foundation

Yiğit Aksakoğlu, Turkey Representative for the Foundation

### **Executive Compensation Policy**

Compensation for employees of the Bernard van Leer Foundation is indexed every 3 years against a remuneration benchmark, undertaken by Berenschot, a Dutch consultancy firm specialising in human resource issues. The Foundation is indexed against the Dutch national professional services industry and the Dutch public sector. International employees receive an additional percentage allowance to maintain a competitive position in the international labour market.

In periods of financial instability out-of-policy decisions can be taken by the Executive Director to hold salaries at current levels.

### **The Salary Management System for Foundation staff**

The following salary policy has been in place since 1 January 2010.

Every year on 1 January salaries and performance are reviewed. Salary changes may consist of two elements: index and merit. Application of the index or cost of living (CoL) increase is at the discretion of the Executive Director. If the Executive Director decides to apply the CoL, the index is applied to the salary scales per 1 January of the year. For the index increase the 'not derived inflation rate' (*niet afgeleide prijsindexcijfer*) for all households in the Netherlands as established by the CBS (*Centraal Bureau voor de Statistiek* – Central Bureau of Statistics) is considered.

The level of a merit increase results from a two-step performance appraisal process. Employees and their supervisors together develop a work plan and agree upon outcomes at the beginning of each year. A mid-term review is conducted in the summer period and a final appraisal at the end of the year. Employees whose performance is satisfactory warrant a merit increase which is expressed in salary steps. The number of steps depends on the result of the annual performance appraisal.



## Members of the Board of Trustees (in alphabetical order)

### **Gideon Frank**

(Born 1943, Trustee since 2008) Former Director General of the Israel Atomic Energy Commission. Currently serves on various advisory and supervisory boards, including the Executive Council of the Technion – Israel Institute of Technology and the Board of Israel Electric Corporation.

### **Rien van Gendt**

(Born 1943, Trustee since 2007) A PhD in Economics, Rien van Gendt is a former Executive Director of the Bernard van Leer Foundation and also serves on various advisory and supervisory boards including Rockefeller Philanthropy Services, Partners in Health, the European Cultural Foundation and the Calouste Gulbenkian Foundation.

### **Steven Kaempfer**

(Born 1946, Trustee since 2013) Steven has served in a variety of supervisory and advisory capacities, currently including Citigroup Global Markets and the Amsterdam Institute of Finance. He previously had senior management roles at S.G. Warburg and Co., London, Swiss Bank Corporation, London and New York, Credit Suisse, London and Zurich, and the European Bank for Reconstruction and Development, London.

### **Jonathan Kestenbaum**

(Born 1959, Trustee since 2012) Jonathan is Chief Operating Officer at RIT Capital Partners plc. and Chairman of the Capital Holdings Fund Limited. He is Chancellor of Plymouth University, Adjunct Professor at Imperial College Business School and Chairman of the Manchester Science Panel. In November 2010, Jonathan was appointed to the House of Lords.

### **Julia Neuberger**

(Born 1950, Trustee since 2012) Senior Rabbi of the West London Synagogue, Julia Neuberger is a member of the UK House of Lords, former CEO of the King's Fund, a UK health charity, and a founding Trustee of the Walter and Liesel Schwab charitable trust, set up in memory of her parents.

### **Robert Swaak, Chair**

(Born 1960, Trustee since 2011) Vice Chairman Clients and Markets at PwC, an appointment he took up on 1 July 2013. He has been the Territory Senior Partner for the Dutch practice where he also served as the CFO/COO and leader in the Netherlands. Robert has 25 years of experience in PwC's Assurance practice. He also served as a member of a committee installed by the Minister of Economic Affairs responsible for business climate.

### **Jacqueline Tammenoms Bakker**

(Born 1953, Trustee since 2011) Currently a non-executive director at TomTom (NL) and CNH Industrial (NL/UK), Jacqueline Tammenoms Bakker previously worked for Shell, McKinsey and Unilever and was Director General at the Ministry of Transport in the Netherlands. She was a non-executive director at Tesco plc (UK) and Vivendi SA (FR).

### **Sam Worthington**

(Born 1958, Trustee since 2014) Formerly CEO of Plan International, Sam has been President and CEO of InterAction since 2006. He serves on the US Council on Foreign Relations, the Advisory Committee for Voluntary Foreign Assistance at USAID and the Inter-Agency Standing Committee at the United Nations, among other roles.

In 2014 the Bernard van Leer Foundation welcomed Sam Worthington as a new member of the Board of Trustees.

## Principles of Good Practice

The Bernard van Leer Foundation follows the Principles of Good Practice developed by the European Foundation Centre.

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### **Principle 1: Compliance**

Foundations comply with the laws of the state in which they are based, and act in accordance with their bylaws. They comply with the international and European conventions to which their country of residency is party.

### **Principle 2: Governance**

Foundations have an identifiable decision-making body whose members and successors should be nominated in accordance with established principles and procedures, and act with the highest ethical standards.

### **Principle 3: Informed policies, operations and support programmes**

Foundations define a clear set of basic policies and procedures specifying their mission, objectives, goals and related programmes and review these on a regular basis.

### **Principle 4: Stewardship: management and finance**

Foundations promote efficient organisation and work while ensuring prudent and sustainable management, investment

strategies and procedures, and use of resources for public benefit. Foundations ensure proper accounting/bookkeeping according to established rules in the state in which they are headquartered. They may complement such rules with additional measures on a voluntary basis.

### **Principle 5: Disclosure and communication**

Foundations act in a transparent manner and comply with the regulations concerning transparency in force in the countries in which they operate. They may complement such regulations with additional measures on a voluntary basis.

### **Principle 6: Monitoring and evaluation**

Foundations organise appropriate monitoring and regular evaluation of their action and programmes.

### **Principle 7: Cooperation**

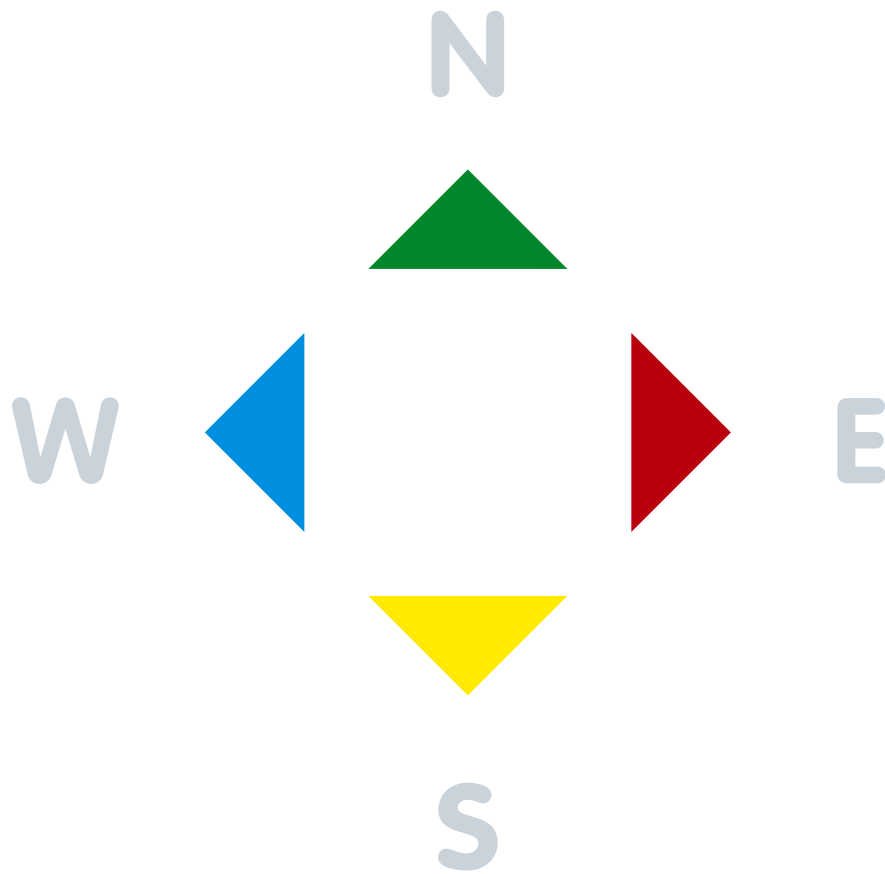
Foundations share their know-how and experience with peer organisations and other relevant stakeholders to advance good practice and cooperate whenever appropriate, to maximise their impact in their respective fields of activity.

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‘Hang on to your idealism; keep it close to you. Let it be the source of your inspiration and energy. After 40 years of public service, I remain an unreconstructed idealist, wiser perhaps but not the least jaded by my decades of experience ... What makes my blood run faster about public service are the opportunities to resolve conflict, to make peace, to bring about justice, to protect the vulnerable, and to support the poor and disadvantaged.’

**Peter Bell**, 1940–2014. Chair [2010–2012] and Member of the Bernard van Leer Foundation’s Board of Trustees [2002–2009]





OUR FINANCIAL  
OUTLOOK FOR **2015**

## OVERVIEW BUDGET AND ACTUAL (IN EUR)

	Budget 2014	Actual 2014	Budget 2015
<b>Income</b>			
Van Leer Group Foundation	18,400,000	18,494,000	18,494,000
Other income	0	18,000	0
Interest	130,000	59,700	55,000
<b>Total income</b>	<b>18,530,000</b>	<b>18,571,700</b>	<b>18,549,000</b>
<b>Expenditure</b>			
<i>Grants and Foundation-managed projects (per goal)</i>			
Quality early learning	6,000,400	5,381,500	6,000,000
Violence reduction	3,500,000	6,441,300	5,700,000
Living conditions	6,000,400	3,744,400	3,500,000
<b>Total</b>	<b>15,500,800</b>	<b>15,567,200</b>	<b>15,200,000</b>
Foundation Sector	65,000	37,800	65,000
<b>Total grants and Foundation-managed projects</b>	<b>15,565,800</b>	<b>15,605,000</b>	<b>15,265,000</b>
<b>Communication</b>	<b>500,000</b>	<b>416,200</b>	<b>595,000</b>
<b>Total mission-related expenses</b>			<b>15,860,000</b>
Currency difference	0	34,900	0
Cancellation previous years	0	(182,300)	0
Operating expenses	3,251,500	3,166,100	4,036,800
<b>Total expenditure</b>	<b>19,317,300</b>	<b>19,039,900</b>	<b>19,896,800</b>
<b>Capital and reserves</b>			
		<b>Actual 2014</b>	<b>Expected 2015</b>
Foundation capital		453,800	453,800
General reserve		654,000	(189,800)
Appropriated reserve		504,000	0
<b>Total</b>		<b>1,611,800</b>	<b>264,000</b>

The financial position on the balance date is sufficient considering the relationship with the Van Leer Group Foundation. Although the Bernard van Leer Foundation shows a negative General reserve for 2015, the total capital and reserves remain positive. The expected negative reserve for 2015 does not impact the going concern assumption (continuity) of the Foundation because of the financial relationship with the Van Leer Group Foundation. The Bernard van Leer Foundation does not trade in financial derivatives, and has limited exposure to credit risk, cash flow risk, interest rate risk and liquidity risk. See page 93 for details.



**RESUMEN  
EJECUTIVO**

## Resumen ejecutivo

En su prefacio, el Presidente del Consejo de Administración de la Fundación, Robert Swaak, señala que cada vez más, un mayor número de partes interesadas demuestra su compromiso hacia los niños más pequeños. Cada vez son más los gobiernos, las empresas y los filántropos que afirman comprender *por qué* es necesario que las sociedades inviertan en los niños pequeños, y a la vez se preguntan *cuáles* son las inversiones más eficaces que se pueden realizar. Esto significa que debemos dar respuestas a estas preguntas.

Es en este contexto en el que el Consejo ha seleccionado al nuevo Director Ejecutivo de la Fundación, Michael Feigelson, reemplazando a la directora saliente, Lisa Jordan. Michael conoce la Fundación desde distintos ángulos: desde receptor de fondos, hasta Director de Programas durante los últimos cinco años. La decisión del Consejo refleja tanto la confianza en la capacidad de liderazgo de Michael, como el compromiso de la Fundación por seguir desarrollando nuestra historia y nuestros logros.

En su primer mensaje como Director Ejecutivo, Michael Feigelson describe cómo el nacimiento de su primer hijo (una niña) ha cambiado el modo en que vive el trabajo de la Fundación: “Aunque la paternidad me ha enseñado muchas veces lo mucho que ignoro, también me ha ayudado a apreciar lo mucho que la Fundación ha aprendido en los últimos cincuenta años de trabajo, así como en nuestro ámbito de actividad.” Y añade que nuestros logros más notables suelen conseguirse a través de colaboraciones con instituciones que reúnen una experiencia muy diversa.

Robert Swaak y Michael Feigelson rinden tributo a Peter Bell, anterior Presidente del Consejo de Administración, que murió en 2014 tras una vida dedicada al compromiso y a un liderazgo vehemente y eficaz en pro del cambio social.

A finales del año 2014, la Fundación comenzó una revisión de su plan estratégico actual, con el fin de poder extraer las lecciones aprendidas en los últimos cuatro años, entre ellas:

- la necesidad de contar con el mensaje y los mensajeros adecuados para aumentar la concienciación sobre el desarrollo en la primera infancia, y generar demanda, por ejemplo, que líderes empresariales hagan hincapié en las ventajas económicas de una intervención precoz
- la importancia de los elementos de medición –los indicadores, los sistemas de recopilación de datos y los objetivos cuantificables– a la hora de alinear los esfuerzos de diversos agentes que actúan en pro de la seguridad, de la salud y del aprendizaje de los niños pequeños
- abordando simultáneamente los retos que afrontan los padres y se fomenta una mayor interacción entre los padres y sus hijos, obtenemos un mayor éxito en el aprendizaje temprano.

Conforme emergen las conclusiones de esta revisión en 2015, haremos un mayor hincapié en la consolidación de nuestro conocimiento en torno a los enfoques más prometedores, con vistas a alcanzar los objetivos estratégicos. Es entonces cuando estableceremos nuevas colaboraciones con los responsables políticos, con los líderes empresariales, con organizaciones internacionales y con otras fundaciones capaces de aplicar ese conocimiento a escala. Este proceso dará como resultado una versión actualizada de nuestro plan estratégico.

A continuación se incluye una selección de historias que impactaron positivamente en el año 2014.

### **Creación de un movimiento de ciudadanos para los niños pequeños en Perú**

En Perú, el presupuesto nacional para la primera infancia se ha redoblado ampliamente desde el año 2008. Incluso en las regiones pobres de Huancavelica y de Loreto donde la Fundación centra su trabajo estos presupuestos son ahora 23 y 11 veces mayores que en el año 2008, respectivamente. Estos incrementos espectaculares se deben en parte al trabajo de la iniciativa social Salgalú.

Salvador Herencia estableció Salgalú con el apoyo de la Fundación después de que el Gobierno de Perú reconociera por primera vez y de manera pública que la inversión en los niños era un factor clave para el desarrollo sostenible. “Nuestro primer reto fue cómo transformar ese compromiso en una prioridad real, movilizándolo no solo a los profesionales especializados en cuestiones infantiles, sino también a representantes del sector privado y a otros líderes de opinión clave. El segundo reto era cómo crear un movimiento permanente de ciudadanos que pudiera supervisar y exigir el cumplimiento de ese compromiso.”

Salgalú comenzó proporcionando asistencia técnica al Grupo Impulsor Inversión en la Infancia, un movimiento ciudadano que incluye a unas 100 personalidades influyentes procedentes del mundo académico, empresarial, científico y cultural. El Grupo Impulsor está dirigido por el Padre Gastón Garatea, un sacerdote católico cuya autoridad moral se extiende a lo largo de todas las partes políticas.

Salgalú construyó una plataforma de comunicación destinada a la primera infancia para el Grupo Impulsor: Salgalú TV, un canal multimedia de noticias que se ha convertido en parada obligatoria para los políticos, donde realizan anuncios de campaña sobre la primera infancia;

y el Infobarómetro, una base de datos interactiva para ayudar a los ciudadanos y a los funcionarios a realizar un seguimiento de los compromisos adquiridos por el Gobierno hacia los niños pequeños.

El Pacto Ciudadano por la Primera Infancia, un documento de 10 puntos desarrollado por el Grupo Impulsor, que insta a los responsables políticos y a los ciudadanos a hacer de la primera infancia una prioridad a todos los niveles políticos, ha sido una guía importante a la hora de coordinar las acciones llevadas a cabo.

Por ejemplo, a través de una campaña sobre el Pacto Ciudadano, la región costera de Piura asumió la causa de la primera infancia. En el año 2010, Javier Atkins fue elegido gobernador de Piura tras haber firmado el Pacto. Como parte de su compromiso, estableció el SIREPI (Sistema Regional de Atención Integral a la Primera Infancia) para coordinar las políticas y los servicios públicos locales: hasta la fecha, es el único sistema de gestión de alcance regional para cualquier cuestión de política pública abordada en Perú. Una de las piedras angulares del sistema SIREPI es Familia Feliz, un programa de visitas al hogar proporcionado con el apoyo de los materiales de formación en línea que facilita Salgalú.

### **La Rede Nacional Primeira Infância en Brasil: mejoras en inversiones y en política, y premio nacional en derechos humanos**

“Combatir la desigualdad comienza por la primera infancia.” Con esas palabras inició su discurso la Presidenta brasileña Dilma Rousseff al presentar la Rede Nacional Primeira Infância (RNPI) como ganadora del Premio de Brasil a los Derechos Humanos 2014 en la categoría de niños y adolescentes. El RNPI se estableció en el año 2007, con la financiación y el asesoramiento de la Fundación Bernard van Leer.



Para entonces, Brasil tenía ya una sólida legislación sobre los derechos de los niños, gracias a los movimientos en pro de los niños de la calle llevados a cabo en los años noventa. Alrededor del 2005, había ya programas nacionales para promover la generación de ingresos, el cuidado antenatal y la nutrición; aun así, la importancia de los primeros años de vida para el desarrollo todavía no ha quedado del todo reconocida, a pesar de los numerosos ejemplos existentes a lo largo de todo el país.

Promundo, organización contraparte de la Fundación, creó el RNPI como plataforma para aunar a los profesionales y a los defensores de la primera infancia, y para ejercer presión para fomentar mayor voluntad política, responsabilidad e inversión en la primera infancia. Desde los 26 miembros iniciales, el RNPI cuenta ahora con más de 160, entre ONG, universidades, agencias de las Naciones Unidas y representantes

gubernamentales. Daniella Araújo, de Promundo, afirma: “La fortaleza de la red procede de un grupo de organizaciones verdaderamente fuertes con un mismo objetivo: aprobar políticas e implementar acciones para hacer valer los derechos de los niños.”

Las acciones políticas sobre las que el RNPI ha influido hasta la fecha incluyen una ley nacional para prohibir el uso del castigo físico y psicológico contra los niños (2014), el diseño de un plan nacional para el desarrollo de la primera infancia, *Brasil Carinhoso* (Brasil Cariñoso), y un compromiso político de financiarlo durante 3 años con 2.300 millones de euros (2012).

En el año 2014, el RNPI organizó un debate nacional, así como diversos talleres a nivel estatal y de ciudad para debatir y generar concienciación sobre la necesidad de aprobar una ley a nivel federal para promover el desarrollo en la primera infancia, que garantizara



los derechos de los niños menores de seis años a la educación, a la salud y al bienestar social. En este momento se está negociando esa ley. La Presidenta Dilma Roussef envió también una carta al RNPI, comprometiéndose con la creación de un “presupuesto para los niños” (*Criança Orçamento*) obtenido a partir del presupuesto general federal para el desarrollo de los niños menores de seis años. Según Luzia Laffite, coordinadora del secretariado ejecutivo del RNPI en el momento de la publicación de esta Memoria Anual, el presupuesto para los niños debe facilitar que la sociedad civil realice un seguimiento de la acción gubernamental en materia de primera infancia.

#### **Actitudes cambiantes hacia la violencia familiar entre los agentes de policía de Perú**

Imagine a 50 agentes de policía en una sala, animándose mutuamente a inspirar... y a expirar. A inspirar... y a expirar.

No es una imagen que se relacione comúnmente con un cuerpo policial, y menos en la cultura dura y machista de las ciudades de Huancavelica y de Huancayo, de Perú: comunidades donde un tercio de los agentes de policía (tanto hombres como mujeres) considera que los defensores de los derechos por la igualdad de género desean restar poder a los hombres, y donde la mitad de ellos afirma que no intervendría para detener una pelea de pareja en público, según la investigación financiada por la Fundación y realizada por el Instituto de Promoción de la Mujer, Infancia y Familia (IPROMIF).

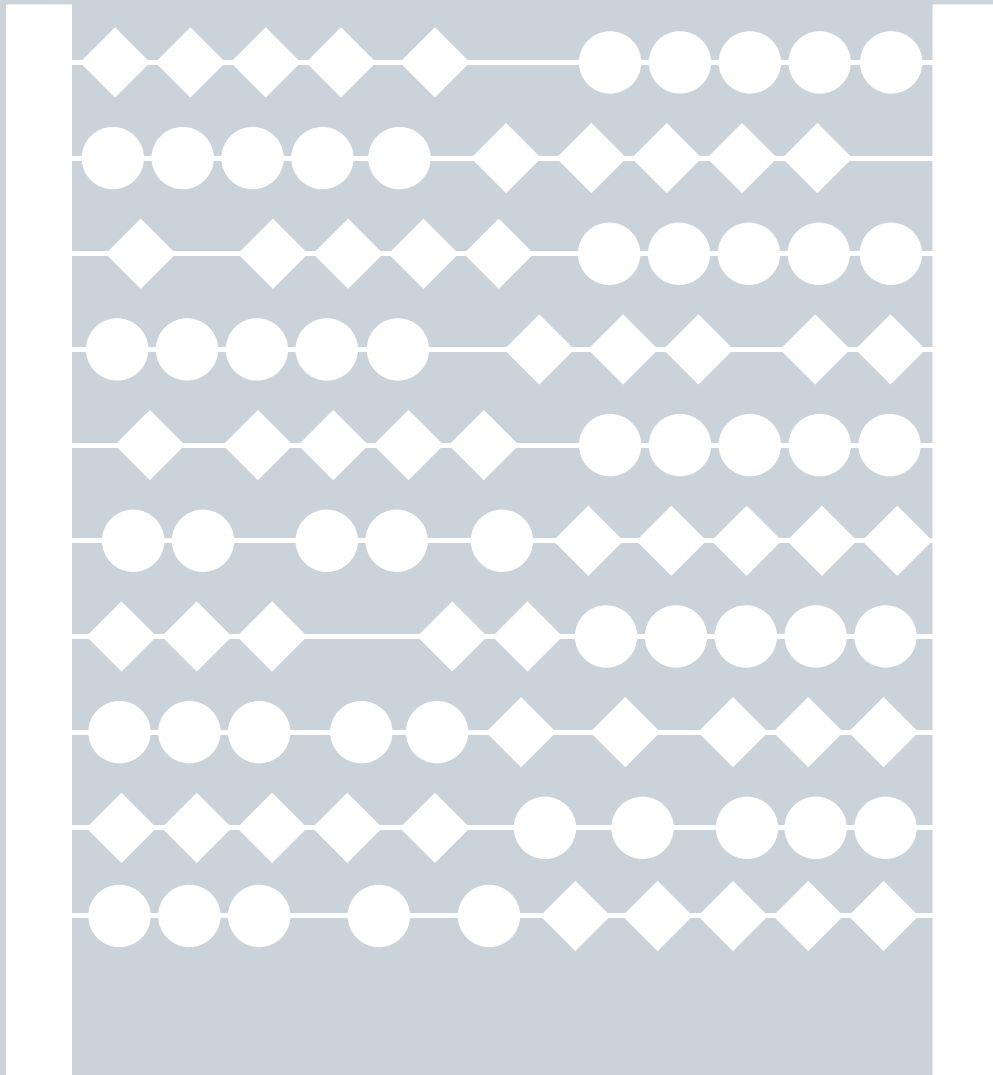
Los intentos previos de formación a los agentes de policía en este ámbito, se habían centrado en procesos tácticos y en protocolos. Por consiguiente, IPROMIF desarrolló un programa para cambiar esas normas, ayudando a los agentes a comprender mejor los derechos y los riesgos asociados a la violencia doméstica: no como policías,

sino como padres y madres, como tíos y tías, y como amigos de otras familias. La idea era que si podían aprender a respetar los derechos de los miembros de su propia familia y podían controlar mejor sus propias emociones, les sería más fácil aprender tácticas y adquirir formación para proteger a otros niños de la violencia en el seno familiar, y para prevenirla.

IPROMIF lanzó el programa *La Familia Policial Libre de Violencia* a finales del año 2013, con una serie de talleres grupales y de asesoramiento individual para 110 familias de policías. El hecho de que el presidente de IPROMIF, Ernesto Quintana Noriega, fuera un antiguo agente de policía muy respetado ayudó a superar la resistencia inicial y a incrementar la aceptación del programa entre los mandos regionales.

Los talleres fueron dirigidos por la doctora Inelda Serpa, psicóloga que había trabajado con familias de policías durante muchos años. “Hemos creado un espacio donde los agentes se sienten escuchados y respetados, y donde pueden expresar libremente las dificultades que afrontan. También les enseñamos técnicas sencillas que les ayudan a manejar sus emociones”, afirma la doctora Serpa. “Hasta el momento, la técnica más impactante ha sido sencilla: respirar.”

Un año después, IPROMIF informa de que la mitad de los agentes de policía participantes hasta la fecha indican que comprenden el perjuicio que una crianza de tipo autoritario puede causar, y que están conociendo otras formas de criar a los niños. Yuselin Ramos, una joven oficial de policía que cuenta con un espacio propio en una radio de la comunidad, afirma: “Escuchamos las historias que comentamos entre nosotros, y en las que agentes de policía reconocen que ahora comprenden mejor la psicología que hay detrás de nuestras acciones y el modo en que la violencia nos afecta a todos.”



OUR FINANCIAL REPORT  
FOR **2014**

## Financial Statement for the year ended 31 December 2014

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## BALANCE SHEET AS AT 31 DECEMBER 2014 (IN EUR)

After appropriation of operating result	Notes	2014	2013
<b>Assets</b>			
<b>Fixed assets</b>			
Tangible fixed assets	(1)	92,500	78,300
Intangible fixed assets	(2)	107,000	137,600
		<u>199,500</u>	<u>215,900</u>
<b>Financial Assets</b>			
Loan	(3)	0	175,000
Interest loan		0	600
		<u>0</u>	<u>175,600</u>
<b>Current assets</b>			
Current account Van Leer Group Foundation	(4)	14,237,000	14,171,100
Accrued assets	(5)	615,000	1,050,000
		<u>14,852,000</u>	<u>15,221,100</u>
<b>Liquid capital</b>			
Cash and bank	(6)	47,400	273,500
		<u>47,400</u>	<u>273,500</u>
<b>Total assets</b>		<u>15,098,900</u>	<u>15,886,100</u>
<b>Capital and reserves</b>			
Foundation capital	(7)	453,800	453,800
General reserve	(8)	654,000	1,036,000
Appropriated reserve	(9)	504,000	1,314,200
		<u>1,611,800</u>	<u>2,804,000</u>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Grants payable and Foundation-managed projects	(10)	3,926,900	3,538,500
<b>Current liabilities</b>			
Grants payable and Foundation-managed projects	(10)	9,225,400	9,067,100
Creditors	(11)	94,900	254,400
Accrued liabilities	(12)	239,900	222,100
		<u>13,487,100</u>	<u>13,082,100</u>
<b>Total liabilities</b>		<u>15,098,900</u>	<u>15,886,100</u>

## STATEMENT OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 2014 (IN EUR)

	Notes	Budget 2014	Actual 2014	Actual 2013
<b>Income</b>				
Van Leer Group Foundation	(A)	18,400,000	18,494,000	17,257,100
Other income	(A)	0	18,000	1,018,000
Interest	(B)	130,000	59,700	64,200
<b>Total income</b>		<b>18,530,000</b>	<b>18,571,700</b>	<b>18,339,300</b>
<b>Expenditure</b>				
Grants	(C)	15,500,800	14,114,800	13,291,400
Foundation-managed projects	(D)	565,000	1,759,000	2,064,700
Returned project funds	(E)	0	0	(108,300)
<b>Total activities</b>		<b>16,065,800</b>	<b>15,873,800</b>	<b>15,247,800</b>
Operating expenses	(F)	3,251,500	3,166,100	2,782,100
<b>Total organisation</b>		<b>3,251,500</b>	<b>3,166,100</b>	<b>2,782,100</b>
Impairment of current assets	(G)	0	400,000	0
<b>Total impairment of current assets</b>		<b>0</b>	<b>400,000</b>	<b>0</b>
Impairment of financial assets	(H)	0	324,000	0
<b>Total impairment of financial assets</b>		<b>0</b>	<b>324,000</b>	<b>0</b>
<b>Result</b>		<b>(787,300)</b>	<b>(1,192,200)</b>	<b>309,400</b>
<i>Appropriation of operating result:</i>				
Added to/(deducted from) Appropriated reserve			(810,200)	(708,600)
Added to/(deducted from) General reserve			(382,000)	1,018,000
<b>Total</b>			<b>(1,192,200)</b>	<b>309,400</b>

The Appropriation of operating result is taken partly from the General reserve and partly from the Appropriated reserve. The General reserve has been reduced by EUR 382,000 and the Appropriated reserve by EUR 810,200.

## CASH FLOW STATEMENT FOR THE YEAR 2014 (IN EUR)

	2014	2013
<b>Cash flow from operating activities</b>		
Result	(1,192,200)	309,400
Adjustments for:		
Depreciation of tangible fixed assets	46,000	60,200
Depreciation of intangible fixed assets	51,300	8,400
Receivable interest from loan	(7,000)	(600)
Impairment of current assets	400,000	
Impairment of financial assets	324,000	
Changes in working capital:		
Change in non-current liabilities	388,400	
Change in current liabilities	16,600	(1,720,000)
Change in current assets	(30,900)	(1,007,200)
	<u>374,100</u>	<u>(2,727,200)</u>
<b>Cash flow from operating activities (A)</b>	<u>(3,800)</u>	<u>(2,349,800)</u>
<b>Cash flow from investment activities</b>		
Loan	(141,400)	(175,000)
Purchases of fixed assets	(80,900)	(146,000)
<b>Cash flow from investment activities (B)</b>	<u>(222,300)</u>	<u>(321,000)</u>
<b>Change in Cash and Bank (A+B)</b>	<u>(226,100)</u>	<u>(2,670,800)</u>
Balance cash and bank 1 January	273,500	2,944,300
Balance cash and bank 31 December	47,400	273,500
	<u>(226,100)</u>	<u>(2,670,800)</u>

Note: Changes in current assets are corrected with the impairment of the legacy.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

### General

The Bernard van Leer Foundation was established in 1949. Its statutory location is in The Hague, the Netherlands. Visiting address: Lange Houtstraat 2, 2511 CW.

### Activities

The mission of the Bernard van Leer Foundation is to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. We see this both as a valuable end in itself and as a long-term means to promote more cohesive, considerate and creative societies with equal opportunities and rights for all.

### Basis of preparation

The financial statements of the Bernard van Leer Foundation are prepared in conformity with general accounting principles accepted in the Netherlands and the guidelines for annual reporting in the Netherlands as issued by the Dutch Accounting Standards Board, in particular guideline 640 'Not-for-profit organisations'.

The financial statements are denominated in euros. The figures are rounded either up or down to the nearest EUR 100. The financial statements have been prepared for a reporting period of one year.

### Accounting policies

#### General

The figures for 2013 have been reclassified in order to make them comparable to the current year's presentation. This concerns the following reclassifications: splits of grants payable and Foundation-managed projects into current and non-current and presentation of FTEs according to the current divisional structure. Unless stated otherwise, assets and liabilities are carried at nominal value.

An asset is disclosed in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the value can be measured reliably. A liability is recognised in the balance sheet when it is expected to result in an outflow from the entity of resources embodying economic benefits and the amount of the obligation can be measured with sufficient reliability.

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 in a liability has arisen, the size of which can be measured with sufficient reliability. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or increase in a liability has arisen, the size of which can be measured with sufficient reliability. If a transaction results in a transfer of all or all future economic benefits and all or almost all risks relating to assets or liabilities to a third party, the asset or liability is no longer included on the balance sheet. Assets and liabilities are not included on the balance sheet if economic benefits are not probable and/or cannot be measured with sufficient reliability.

Income and expenses are allocated to the period to which they relate.

#### Transactions in foreign currencies

Transactions denominated in foreign currency are translated into the relevant functional currency at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are charged or credited to the income and expenditure account.

#### Financial instruments

These financial statements contain the following financial instruments: loans granted and other receivables, current liabilities and other financial commitments. The Foundation does not use derivative financial instruments. The accounting policies of the financial instruments are discussed at the relevant balance sheet item.

A financial asset or a financial liability is recognised on the balance sheet when the contractual rights or obligations in respect of that instrument arise. A financial instrument is no longer recognised on the balance sheet when there is a transaction that results in a transfer to a third party of all or substantially all of the rights to economic benefits and all or substantially all of the risks related to the position.

#### Using estimates and judgements

The preparation of the financial statements requires that management make judgements and use estimates and assumptions that affect the application of the accounting principles and the reported value of the assets and liabilities and the income and expenses. Actual results may differ from these estimates. The estimates and underlying assumptions are continually reviewed. Revised estimates are stated in the period in which the estimate is revised and in future periods for which the revisions have consequences.

#### Fixed assets

Fixed assets are valued at purchase cost after deduction of depreciation based on the estimated lifetime of the assets and impairment losses. The cost consists of the price of acquisition, plus other costs that are necessary to get the assets to their location and condition for their intended use. Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets.

(In)Tangible fixed assets	Percentage of depreciation
Furniture and equipment	20%
Hard- and software	33%

#### Financial fixed assets

The financial fixed assets are valued at initial recognition at fair value, plus transaction costs (if material). After initial recognition, the assets are measured at amortised cost using the effective interest method, less any impairment losses.

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Income from receivables and other securities allocated to financial fixed assets is recognised in the year to which they relate.

A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset, with negative impact on the estimated future cash flows of that asset, which can be estimated reliably.

Losses are recognised in the profit and loss account and reflected in an allowance account against loans and receivables.

### *Impairment*

For tangible and intangible fixed assets an assessment is made as of each balance sheet date as to whether there are indications that these assets are subject to impairment. If there are such indications, then the recoverable value of the asset is estimated. The recoverable value is the higher of the value in use and the net realisable value. If it is not possible to estimate the recoverable value of an individual asset, then the recoverable value of the cash flow generating unit to which the asset belongs is estimated.

### *Receivables, accrued assets*

Receivables are measured at initial recognition at fair value, plus transaction costs (if material). After initial recognition, the assets are measured at amortised cost using the effective interest method, less a provision for uncollectible debts. These provisions are determined by individual assessment of the receivables.

### *Cash and bank*

Cash and bank represent cash in hand and bank with maturity of less than 12 months. Unless stated otherwise, they are freely disposable.

### *Appropriated reserve*

The Board has a part of the reserve set apart for the mission. The limited spending of the reserve is determined by the Board and contains no obligation. The Board may lift this restriction.

### *Liabilities*

Grants payable that are expected to be paid in future years are recorded at the present value of expected future payments. Liabilities due within one year are presented as current liabilities.

### *Expenditure*

Grants and Foundation-managed projects are considered incurred at the time of approval.

A grant is a (multi-) year commitment; a Foundation-managed project is a contract.

A grant or Foundation-managed project is approved when the Executive Director of the Foundation signs the grant letter or a contract.

A grant or Foundation-managed project is cancelled when conditions are not met.

### *Operating expenses – personnel*

Employee benefits are charged to the profit and loss account 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 the company.

### *Pension*

The Bernard van Leer Foundation has placed its defined benefit pension obligation to its employees in a guarantee contract with Delta Lloyd. The insurer guarantees the pension payments after the retirement of the employees of the Bernard van Leer Foundation. The pension contributions payable to the pension insurer over the period are recognised in the statement of income and expenditure account over the reporting period. Insofar as the payable contributions have not yet been paid as at balance sheet date a liability is recognised.

The basic principle is that the pension charge to be recognised in the reporting period is equal to the pension contributions payable to the pension fund over that period.

If the contributions already paid at the balance sheet date exceed the contributions payable, a receivable is recognised to account for any repayment by the fund or settlement with contributions payable in future.

If there are adjustments to the rights accrued as at the balance sheet date arising from future salary increases that are already committed to at the balance sheet date and which shall be paid by the company, a provision is recognised.

In addition, a provision is recognised at balance sheet date for existing additional commitments to the fund and the employees, provided that it is probable that there will be an outflow of funds for the settlement of the commitments and it is possible to estimate reliably the amount of the commitments.

### *Cash flow statement*

The cash flow statement has been prepared by using the indirect method. Foreign currency cash flows are translated into euros using the weighted average exchange rates for the respective periods.

### *Leasing*

The Foundation may enter into financial and operating leases. A lease contract where the risks and rewards associated with ownership of the leased property are transferred to the lessee, is referred to as a financial lease. All other leases are classified as operating leases. In classifying leases, the economic reality of the transaction is decisive rather than its legal form.

### *Operating leases*

If the Foundation acts as lessee in an operating lease, then the leased property is not capitalised. Lease payments regarding operating leases are charged to the profit and loss account on a straight-line basis over the lease period.

### *Fair value*

The fair value of a financial instrument is the amount for which an asset can be sold or a liability settled, involving parties who are well informed regarding the matter, willing to enter into a transaction and are independent from each other.

- The fair value of listed financial instruments is determined on the basis of the exit price.
- The fair value of non-listed financial instruments is determined by discounting the expected cash flows to their present value, applying a discount rate that is equal to the current risk-free market interest rate for the remaining term, plus credit and liquidity surcharges.



## NOTES TO THE BALANCE SHEET (IN EUR)

**1. Tangible fixed assets**

	Cumulative purchase 31-12-2013	Cumulative depreciation 31-12-2013	Book value 31-12-2013	Purchase 2014	Depreciation 2014	Book value 31-12-2014
Furniture and equipment	95,500	(39,700)	55,800	14,500	(19,600)	50,700
Hardware	75,700	(53,200)	22,500	45,700	(26,400)	41,800
	<u>171,200</u>	<u>(92,900)</u>	<u>78,300</u>	<u>60,200</u>	<u>(46,000)</u>	<u>92,500</u>
				Furniture and equipment	Hardware	Total
Cumulative purchase 31-12-2014				110,000	73,000	183,000
Cumulative depreciation 31-12-2014				(59,300)	(31,200)	(90,500)
Book value 31-12-2014				<u>50,700</u>	<u>41,800</u>	<u>92,500</u>

**2. Intangible fixed assets**

	Cumulative purchase 31-12-2013	Cumulative depreciation 31-12-2013	Book value 31-12-2013	Purchase 2014	Depreciation 2014	Book value 31-12-2014
Software	146,000	(8,400)	137,600	20,700	(51,300)	107,000
	<u>146,000</u>	<u>(8,400)</u>	<u>137,600</u>	<u>20,700</u>	<u>(51,300)</u>	<u>107,000</u>
					Software	
Cumulative purchase 31-12-2014					166,700	
Cumulative depreciation 31-12-2014					(59,700)	
Book value 31-12-2014					<u>107,000</u>	

## NOTES TO THE BALANCE SHEET (IN EUR)

**3. Financial fixed assets**

	Cumulative loans 31-12-2013	Redemption 2013	Book value 31-12-2013	Loans 2014	Redemption 2014	Interest 2014	Impairment	Book value 31-12-2014
Loan 1	175,000	0	175,000	0	0	0	(175,000)	0
Interest								
loan 1	600	0	600	0	0	7,000	(7,600)	0
Loan 2	0	0	0	150,000	(8,600)	0	(141,400)	0
<b>Total</b>	<u>175,600</u>	<u>0</u>	<u>175,600</u>	<u>150,000</u>	<u>(8,600)</u>	<u>7,000</u>	<u>(324,000)</u>	<u>0</u>

Interest on loan 1 is accrued, interest 2013 amounts to EUR 600 and accrued interest 2014 amounts to EUR 7,000. These loans have been made in the years 2013 and 2014. They were meant to be paid back: loan 1 as of March 2017, and loan 2 as of August 2017. Referring to loan 2, redemption 2014 has been paid as of August 2014.

At the year end it became clear that these loans will not be paid back, therefore an impairment has been created for an amount of EUR 324,000.

**4. Current account Van Leer Group Foundation**

	2014	2013
Balance 1 January	14,171,100	14,178,700
Amount of preliminary allocation to the Foundation	18,494,000	17,257,100
Disbursements of preliminary allocation to the Foundation	(18,494,000)	(17,257,100)
Other settlements	65,900	(7,600)
Balance 31 December	<u>14,237,000</u>	<u>14,171,100</u>

Funds from the Van Leer Group Foundation are available on request. Funds for future instalments remain with the Van Leer Group Foundation as part of the investment portfolio. This asset is not interest bearing.

## NOTES TO THE BALANCE SHEET (IN EUR)

**5. Accrued assets**

	2014	2013
Receivable interest	0	0
Prepayments	900	1,600
Other receivables	614,100	1,048,400
	<u>615,000</u>	<u>1,050,000</u>

The other receivables include a legacy donated to the Foundation in 2013 in the amount of EUR 600,000. The majority of the legacy consists of a real estate property. This property has been revalued at year end reflecting the actual market value. The accrued assets are all due within one year.

**6. Cash and bank**

	2014	2013
Bank	47,100	272,900
Cash	300	600
	<u>47,400</u>	<u>273,500</u>

In the total amount of bank and cash, an amount of EUR 30,146 is included which reflects a bank guarantee. This amount is not freely obtainable.

**7. Foundation capital**

	2014	2013
Foundation capital	<u>453,800</u>	<u>453,800</u>

**8. General reserve**

	2014	2013
Balance 1 January	1,036,000	18,000
Deduction	(382,000)	1,018,000
Balance 31 December	<u>654,000</u>	<u>1,036,000</u>

The addition is a financial donation from an individual of EUR 18,000. The legacy has been impaired with EUR 400,000 due to devaluation of the property.

## NOTES TO THE BALANCE SHEET (IN EUR)

**9. Appropriated reserve**

	2014	2013
Balance 1 January	1,314,200	2,022,800
Operating result	(810,200)	(708,600)
Balance 31 December	504,000	1,314,200

**10. Grants payable and Foundation-managed projects**

	2014	2013
Balance 1 January	12,605,600	13,986,700
Grants/FMP contracts approved*	15,446,000	15,213,500
Grants/FMP contracts cancelled	(182,300)	(438,800)
Rate of exchange	34,900	(31,100)
Grant payments	(14,751,900)	(16,124,700)
Balance 31 December	13,152,300	12,605,600

\* A grant is a (multi)year commitment and a Foundation-managed project is a contract. A grant or Foundation-managed project is approved when the director of the Foundation signs the grant letter or a contract.

*Specification commitment Bernard van Leer Foundation*

Definition/ Year	To be paid				
	Total	2015	2016	2017	> 2018
Grants	12,465,300	8,598,100	2,293,400	1,011,100	562,700
Foundation-managed projects	687,000	627,300	59,700	0	0
Total	13,152,300	9,225,400	2,353,100	1,011,100	562,700

The amount payable for the year 2015 is shown on the balance sheet as a current liability.

The amounts payable after the year 2015 are shown on the balance sheet as a non-current liability.

## NOTES TO THE BALANCE SHEET (IN EUR)

**11. Creditors**

	2014	2013
Accounts payable	94,900	254,400

The accounts payable are due within one year.

**12. Accrued liabilities**

	2014	2013
Holiday allowances	49,300	38,900
Pension	0	0
Wage tax	106,600	99,600
Other liabilities	84,000	83,600
	<u>239,900</u>	<u>222,100</u>

The accrued liabilities are due within one year.

## FINANCIAL INSTRUMENTS

### **General**

During the normal course of business, the Foundation uses various financial instruments that expose it to market and/or credit risks. This relates to financial instruments that are included on the balance sheet such as financial and current assets and liabilities.

The Foundation does not trade in financial derivatives and follows procedures to limit the size of credit risk.

### **Credit risk**

More than 95% of our assets are with the Van Leer Group Foundation and no impairment loss has been recognised over the past years. With regard to the other current assets and financial assets, impairments have been recognised resulting in limited current risk.

### **Interest rate risk and cash-flow risk**

There is no interest rate risk. The cash flow risks are limited. The dates for the incoming funds are set and the outgoing instalments are via a scheme.

### **Liquidity risk**

The Foundation monitors its cash position by using successive liquidity forecasts. The management ensures that the cash position is sufficient to meet the Foundation's financial obligations towards creditors.

### **Fair value**

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

## COMMITMENTS AND RIGHTS NOT SHOWN ON THE BALANCE SHEET

### Van Leer Group Foundation

The Van Leer Group Foundation has the intention that, if the activities of the Bernard van Leer Foundation are discontinued, sufficient funds will be available or will be made available to enable Bernard van Leer Foundation:

- (a) to terminate the employment contracts of permanent employees, subject to a period of notice of 6 months; and
- (b) to comply with any past and future obligations relating to other expenses, with an aggregate of at least 75% of the costs relating to administration and software services in accordance with the last Bernard van Leer Foundation budget adopted by the Board of Trustees prior to discontinuing its activities.

### Contribution Van Leer Group Foundation

The Van Leer Group Foundation at their Board of Trustees meeting on 8 November 2012 approved a contribution for 2014 (EUR 18,400,000).

At a meeting of the Board of Trustees on 30 October 2014, the Board approved a new budget for 2015, referring to higher expenditures, of EUR 19,896,800.

### Bank guarantee

The Bernard van Leer Foundation has instructed ABN AMRO Bank to issue a bank guarantee towards the lessor of the office building Achmea Interne Diensten of EUR 30,100.

### Surplus interest account for employees

A surplus interest account which holds funds for the purpose of indexation of employees' pensions at Delta Lloyd had a balance of EUR 93,400 on 1 January 2014. In 2014 this fund accrued interest (EUR 25,100) and indexation was paid to ex- and retired employees (-/- EUR 57,800), which resulted in a 31 December 2014 balance of EUR 60,700.

### Rent obligations

#### Office

The Bernard van Leer Foundation has rental obligations for the new building in the total amount of EUR 386,700, up to 31 January 2018, which can be specified as follows:

less than 1 year	EUR	128,900
between 1 year and 5 years	EUR	257,800
more than 5 years	EUR	0

### Operational lease obligations

#### Printer/ copier

The Bernard van Leer Foundation has lease obligations for printer/copier in the total amount of EUR 14,800 up to 31 December 2016, which can be specified as follows:

less than 1 year	EUR	7,400
between 1 year and 5 years	EUR	7,400
more than 5 years	EUR	0

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**A. Van Leer Group Foundation and other income**

	Budget 2014	Actual 2014	Actual 2013
Income	18,400,000	18,494,000	17,257,100
Other income	0	18,000	1,018,000
	<u>18,400,000</u>	<u>18,512,000</u>	<u>18,275,100</u>

Compared to 2013, income increased by 0.13%.

*Income*

The Bernard van Leer Foundation receives its income from the Van Leer Group Foundation to fulfil its mission.

The Van Leer Group Foundation derives its income from a global portfolio of diversified investments.

For more information regarding the Van Leer Group Foundation, please refer to its website [www.vanleergroupfoundation.nl](http://www.vanleergroupfoundation.nl).

The annual report 2014 of the Van Leer Group Foundation will be published in June 2015.

*Other income*

The other income is a financial donation from an individual and the estimated value of a legacy received by the Foundation in 2013 which will be settled with the sale of the real estate property that is part of this legacy.

**B. Interest**

	Budget 2014	Actual 2014	Actual 2013
Bank and deposit accounts	130,000	50,200	63,600
Other interest	0	9,500	600
	<u>130,000</u>	<u>59,700</u>	<u>64,200</u>

The falling interest rates and the lower amount on the Foundation bank account have resulted in a lower interest revenue than expected.

**C. Grants**

	Budget 2014	Actual 2014	Actual 2013
Grants approved	15,500,800	14,262,100	13,761,300
Grants cancelled	0	(182,300)	(438,800)
Currency differences	0	35,000	(31,100)
	<u>15,500,800</u>	<u>14,114,800</u>	<u>13,291,400</u>



## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**D. Foundation-managed projects**

	Budget 2014	Actual 2014	Actual 2013
Programme contracts	0	1,183,900	1,452,200
Communications	500,000	416,200	419,300
Foundation sector	65,000	37,800	50,300
Network development	0	121,100	142,900
	<u>565,000</u>	<u>1,759,000</u>	<u>2,064,700</u>

While the grant contracts have been slightly underspent, this has been compensated by a higher spend on programme contracts which has resulted in an on-budget mission spend. Grants cancelled cannot be budgeted for. Currency differences are dependent on currency rate fluctuations.

**E. Returned project funds**

	Budget 2014	Actual 2014	Actual 2013
Grants	0	0	(108,300)
	<u>0</u>	<u>0</u>	<u>(108,300)</u>

The returned project funds are commitments from previous years that are not spent at the time the project is closed.

**F. Operating expenses**

	Budget 2014	Actual 2014	Actual 2013
Board of Trustees	47,000	44,800	59,900
Personnel			
(a) salaries	1,763,900	1,570,900	1,467,500
(b) social charges	450,000	277,100	262,300
(c) pension	0	211,800	134,500
(d) general staff costs	71,300	40,800	41,200
(e) recruitment	105,000	168,600	65,800
(f) staff development	42,000	33,000	56,200
(g) temporary personnel	10,000	500	21,900
	<u>2,442,200</u>	<u>2,302,700</u>	<u>2,049,400</u>

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

Consultants	23,000	18,600	18,100
Staff travel/hospitality	374,600	341,300	289,900
Premises	107,000	108,200	104,800
Office equipment/expenses	171,300	277,200	184,000
Telecommunications	40,400	34,200	30,200
External auditors	31,000	31,100	33,700
General costs	15,000	8,000	12,100
<b>Total</b>	<b>3,251,500</b>	<b>3,166,100</b>	<b>2,782,100</b>

The underspend on the salaries budget was due to fewer hires than planned for at the time the budget was approved. The overspend on office equipment is due to the expenses incurred on the implementation of a new grantmaking administration system.

**G. Impairment of current assets**

	Budget 2014	Actual 2014	Actual 2013
Impairment of current assets	0	400,000	0
	0	400,000	0

This refers to the revaluation of property which was included in the legacy made to the Bernard van Leer Foundation last year by a private person (see note 5 on the balance sheet).

**H. Impairment of financial assets**

	Budget 2014	Actual 2014	Actual 2013
Impairment of financial assets	0	324,000	0
	0	324,000	0

At the year end it became clear these loans will not be paid back (see note 3 on the balance sheet).

*Board of Trustees*

The members of the Board of the Bernard van Leer Foundation also serve on the Board of the Van Leer Group Foundation. While they are not paid for serving on the Bernard van Leer Foundation Board, they do receive remuneration for service on the Van Leer Group Foundation Board. Board of Trustees expenditure 2014 relates to field visits to partner organisations and Board meetings.

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

*Personnel*

For privacy reasons (according to the accounting rules) the remuneration of management will not be disclosed as it relates to a single person.

*Staffing level*

During the 2014 financial year, the average number of staff employed by the Foundation, converted into full-time equivalents, amounted to 20.52 FTE; for 2013 this number was 18.96 FTE.

	Average FTE 2014	Average FTE 2013
Executive office	2.37	1.62
Communications	2.00	2.00
Programme	6.42	6.42
Operations	9.73	8.92
<b>Total</b>	<b>20.52</b>	<b>18.96</b>

For comparison purposes the figures for 2013 are shown with the categories used in 2014.

**Approval of Financial Statement**

Legal address: The Hague, 12 March 2015

Bernard van Leer Foundation Executive Director: Michael Feigelson.

Bernard van Leer Foundation Operations Director: Neil van der Meer.

Board members (in alphabetical order): Gideon Frank, Rien van Gendt, Steven Kaempfer, Jonathan Kestenbaum, Julia Neuberger, Robert Swaak (Chair), Jacqueline Tammenoms Bakker, Sam Worthington.

## OTHER INFORMATION

**Appropriation of operating result**

The total expenditure exceeded the total income by EUR 1,192,200. An amount of EUR 810,200 has been extracted from our Appropriated reserve and an amount of EUR 382,000 has been extracted for our General reserve.

**Provisions in the Articles of Association governing the appropriation of result**

In the Foundation's Articles of Association there are no provisions regarding the appropriation of result.

**Subsequent events**

There have been no material events after the balance sheet date.

## Auditor's report

### Independent auditor's report

To: The Board of Trustees and the Management of Stichting Bernard van Leer Foundation

### Report on the financial statements

We have audited the accompanying financial statements 2014 of Stichting Bernard van Leer Foundation, The Hague, which comprise the balance sheet as at 31 December 2014, the statement of income and expenditure account for the year then ended and the notes comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

Management of the Foundation is responsible for the preparation and fair presentation of the financial statements and for the preparation of annual report, both in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial

statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Bernard van Leer Foundation as at 31 December 2014, and of its result for the year then ended in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

### Report on annual report

We have no deficiencies to report as a result of our examination, which is based on the Dutch Auditing Standard 720, whether the annual report, to the extent we can assess, has been prepared in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board. Further, we report that the management board report, to the extent we can assess, is consistent with the financial statements.

The Hague, 30 March 2015  
KPMG Accountants N.V.  
J.A.A.M. Vermeeren RA

## Photography

- Cover** Max, a 9-month-old baby boy, feeling happy leaning on his mum's shoulder.  
Photo: Peter de Ruiter/Bernard van Leer Foundation.
- Page 6** Mila, a 10-month-old baby girl, fully captivated by her book, *But Not the Hippopotamus*.  
Photo: Peter de Ruiter/Bernard van Leer Foundation.
- Page 8** Baby girl playing during a home visit session. Dominica.  
Photo: Peter de Ruiter/Bernard van Leer Foundation.
- Pages 12–13** Little boy sharing an orange with his mum. Family from an Amazonian community in the area of Tocache, San Martín region, Peru.  
Photo: Courtesy Antonio Martínez/*Inversión en la Infancia*.
- Page 15** Louise, 1-year-old girl, looking at the street in her home town of Weesp, the Netherlands.  
Photo: Peter de Ruiter/Bernard van Leer Foundation.
- Page 16** Stuart Mwesigwa of the Roofings Group speaks at the National Business Leaders Forum on Early Childhood Investment in October 2014. Kampala, Uganda.  
Photo: Courtesy Private Sector Foundation Uganda.
- Page 17** Brazilian President Dilma Rousseff, third from right, presents Brazil's 2014 Human Rights Award to *Rede Nacional Primeira Infância*'s 2013/2014 coordinator Luzia Laffite, third from left. Brasília, Brazil.  
Photo: André Oliveira.
- Page 19** A *Familia Feliz* community health promoter and home visitor meets a young family in the local community centre. Piura, Peru.  
Photo: Courtesy Familia Feliz Regional Early Childhood Programme.
- Page 20** The Monitor on the Approach to Child Abuse dashboard enables municipal users to compare their municipality's child abuse data to Dutch national averages. Utrecht, the Netherlands.  
Photo: Courtesy Netherlands Youth Institute.
- Page 29** Roma children work with their teacher to make toy birds from ping-pong balls at a preschool supported by A Good Start. North-eastern Hungary.  
Photo: Róbert Miskovics/Bernard van Leer Foundation.
- Page 30** A young girl is absorbed by her storybook. Umm-al-Fahm, Israel.  
Photo: Courtesy Umm-al-Fahm Reads.
- Page 31** 'It's a lion!' A young boy learns the names of animals with the help of a book and his older friend. Umm-al-Fahm, Israel.  
Photo: Courtesy Umm-al-Fahm Reads.
- Page 36** Seda Akço of the Humanist Bureau, Dr. Serra Müderrisoğlu and Prof. Fatoş Erkman of Boğaziçi University, and Prof. Sezen Zeytinoğlu of Izmir University at the 'Family, Children, Violence' Conference in May 2014. Istanbul, Turkey.  
Photo: Melek Aldemir.
- Page 37** Dolores Leeuwijn, presenter of the *Klokhuis* series on child abuse, points to the episode's call to action: 'Child abuse – you can do something about it!' Hilversum, the Netherlands.  
Photo: Courtesy NTR.
- Page 39** Policeman Bruce Rey Raymundo Rodriguez and his 4-year-old daughter Angely Milu Raymundo Ancasi. Huancavelica, Peru.  
Photo: Dr Inelda Serpa.
- Page 44** Children at one of *Divya Disha*'s Urban Child Facilitation Centres in the slums of Hyderabad listen to a *Bala Raksha* team member speak. Hyderabad, India.  
Photo: Courtesy *Divya Disha*.
- Page 46** Mother and daughter at the LBM Brick Kiln in Jinnaram, near Hyderabad. Telengana, India.  
Photo: Courtesy *Aide et Action*.
- Page 67** Roma children living in La Barbuta, a camp built by the Italian authorities next to the runway of Rome's Ciampino airport. *Associazione 21 luglio* is campaigning to end this segregation. Rome, Italy.  
Photo: Valentina Faraone.
- Pages 68–9** Workshop with children from Complexo do Alemão playing 'Safe road to school'. Rio de Janeiro. Brazil.  
Photo: Courtesy *Centro de Criação de Imagem Popular*.
- Page 76** Mother and daughter outside a bilingual Castellano and Shipibo indigenous language school in Cantagallo, an urban settlement in the district of Rímac, in Lima. Cantagallo is the home of the Shipibo-speaking community from Pucallpa in the Amazon region. Lima, Peru.  
Photo: Jon Spaul/Bernard van Leer Foundation.
- Page 79** Girl carrying her little sister. Monte Carmelo community of the indigenous Matsigenka people of Echarate, La Convención province, Cusco region, Peru.  
Photo: Courtesy Antonio Martínez/*Inversión en la Infancia*.

