

A close-up, profile view of a baby's face, looking upwards and to the right. The baby has light skin and blue eyes. The background is a dark, textured surface.

A good start for all children

[Bernard van Leer Foundation Annual Report 2015](#)

‘All children should be able to achieve the greatest possible realisation of their innate, intellectual potential’

– Oscar van Leer

Annual Report 2015
Bernard van Leer Foundation

March 2016

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Photography



Momentum for kids

Foreword by the Chair of the Board of Trustees

2015 was an important year for young children. The United Nations announced a new set of Global Goals which, for the first time, explicitly includes targets for early childhood development.

For our Foundation, it was also an exciting period of change. We appointed a new Executive Director, Michael Feigelson. Prior to his appointment, Michael had been with the Foundation for seven years. His dedication to early childhood development combined with his strategic insights positioned him ideally to lead our Foundation for the coming years. Under his leadership, and driven by insights from staff and partners around the world, we reviewed and updated our strategic plan.

At each turn in this process, we felt a sense of unprecedented momentum. Experts from public health, neuroscience and economics, increasingly joined by leaders from government, business and philanthropy, all converged around a simple idea – that giving all children a good start in life is not only the fair thing to do, but also critical to building healthy, prosperous and creative societies.

This was the same idea that drew Oscar van Leer to focus the Foundation on children in 1964. As a matter of values, Oscar believed all children deserve the opportunity to realise their full potential. As a businessman, he was moved by the hypothesis that a small amount of support early in life could dramatically improve a person's future prospects. It reflected an exceptional return on investment.

As the data to support Oscar's hypothesis accumulates and the momentum grows, we are faced with an exciting question: how best to leverage and scale the expertise derived from more than 50 years working with a global network of partners.

We dedicated much of last year to exploring this question with leaders positioned to serve large numbers of children, such as government policymakers and executives in business and philanthropy. They encouraged a relentless focus on solutions; prompted us to think about the realities of what it takes to bring solutions to scale; and pushed us to consider our role as a knowledge broker in supporting funders and managers to gain timely access to the best available evidence and ideas.

In this year's annual report, I am pleased to share how we plan to approach these challenges and some of the first steps we have already taken in this direction. I hope that it sparks in you the same kind of energy it has in me and that we can take that energy and work towards a world where all children – whoever they are and wherever they are born – get a good start.

Finally, I would like to thank Gideon Frank and Rien van Gendt who completed their service as Trustees of the Foundation this year, and to recognise the Bernard van Leer Foundation staff for their unwavering commitment and dedication to our mission through which they enable us to improve the well-being of so many children around the world. Without them, none of what we do would be possible.

Robert Swaak
Chair, Board of Trustees
The Hague, 22 March 2016



‘Giving all children a good start in life is not only the fair thing to do, but also critical to building healthy, prosperous and creative societies.’



Our priorities 2016–2020

The report of the Executive Director

In our dialogues with partners from across the world, we have been struck by a common message. Rather than why invest in a child's earliest years, the debate is shifting to the question of how to invest to get the biggest impact for the most children. We need to make sure we have answers.

With this in mind, we made the decision to concentrate our work on developing and spreading solutions that have the potential for impact at scale; that can address multiple problems facing children at the same time; and where we believe there is insufficient attention from other funders.

While this does not mean we will stop supporting advocates to position young children on the public agenda, it does mean there is an increasing need to help governments, businesses and foundations make sound investment decisions that guarantee all young children get a good start in life. To help, we have introduced a new *Knowledge for Policy Team* at the Foundation focused on providing knowledge and advisory support to our partners.

In this report, we describe three solution areas we have selected as priorities. These are:

- 1 *Parents+*: an effort to promote the bundling of programmes that give parents opportunities to learn more about child development within existing services working to improve the family's well-being. For example, on page 21 you can read about our partnership with the government of Peru to scale parenting education through healthcare services;
- 2 *Urban95*: a new urban planning methodology we want to develop with partners based on the idea that if we want a city livable for everyone, planning from the vantage point of a toddler is the best place to start. For example, on page 29 you will find a story describing how Bhubaneswar city is tapping into the perspectives of children themselves to solve some of the city's most pressing public health problems; and
- 3 *Building Blocks for Scale*: a set of partnerships to help use the science of early childhood to shape public and policymaking agendas and to build the capacity of funders and managers to implement solutions. For example, on page 36 we share the first steps of an initiative with the Harvard Kennedy School of Government, which will provide executive education to more than 150 leaders from around the world working to take effective programmes to scale.

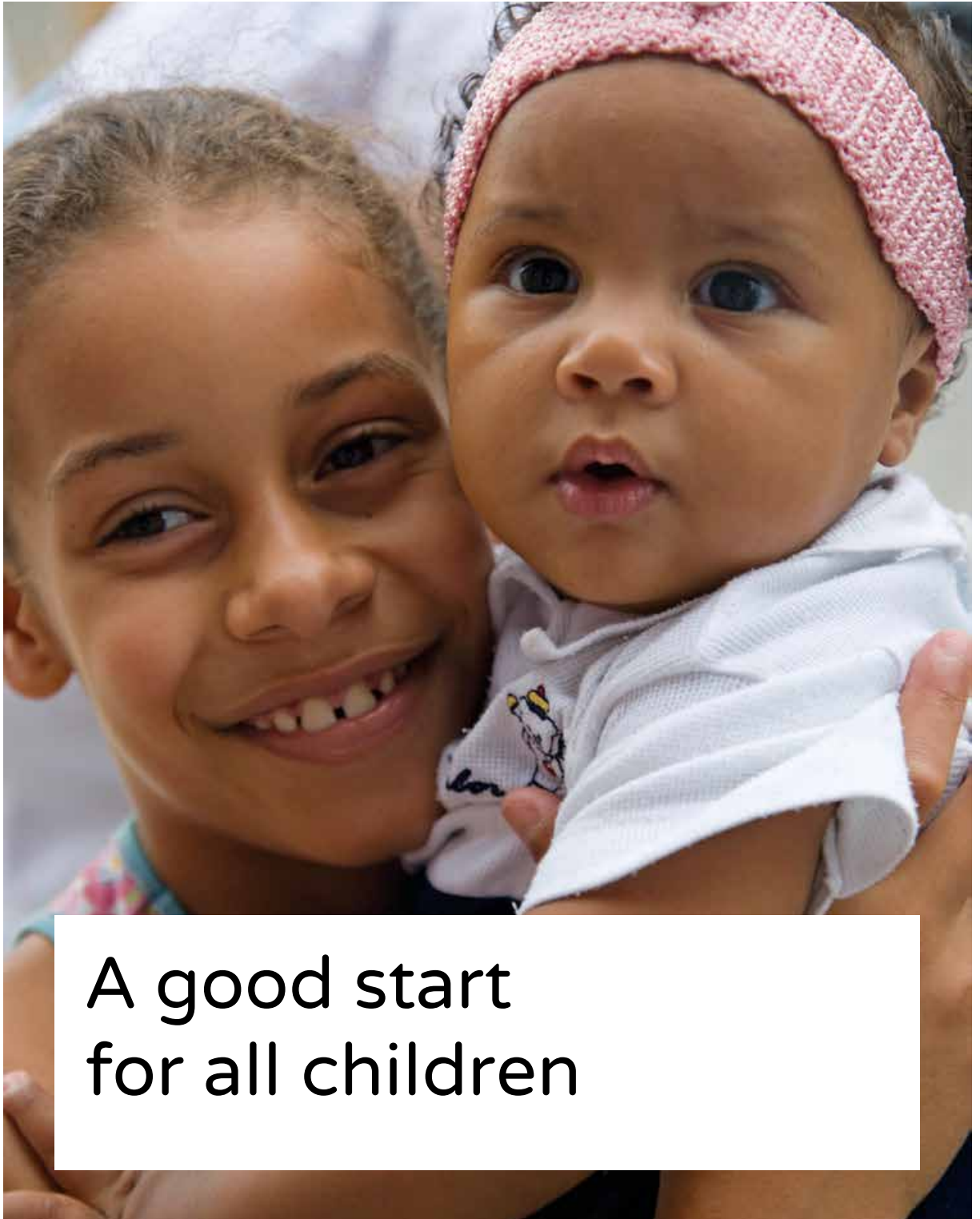
Finally, throughout the report we note that while we will continue to focus most of our resources in a diverse set of core countries, our aspiration is to generate solutions applicable far beyond their borders. We hope to use our global network of partners to spread what we learn about each solution area far beyond the cities or countries from which they first emerge.

It's a big agenda full of big challenges, but the enthusiasm and expertise of our partners is infectious and – together – we have great hope for change.

Michael Feigelson
Executive Director
The Hague, 22 March 2016



‘We made the decision to concentrate our work on developing and spreading solutions that have the potential for impact at scale.’



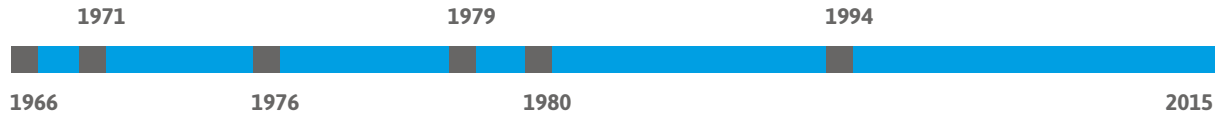
A good start
for all children

The Bernard van Leer Foundation's mission is to improve opportunities for young children growing up in circumstances of social and economic disadvantage. Our income derives from the sale of the packaging business built by our founder, Bernard van Leer, during the first half of the 20th century.

It was Bernard's son, Oscar van Leer, who focused the Foundation's activities on children. We remain guided by Oscar's belief that giving all children a good start in life is not only the fair thing to do, but also an effective pathway to building more peaceful, prosperous and creative societies.

Since Oscar chose to focus our mission on children in 1964, we have supported pioneers and leaders from around the world to develop and spread knowledge about how to make effective investments in child development. Over this period, we have worked in more than 50 countries and have ourselves invested over half a billion dollars.

The lasting influence of our partnerships



1966–2006 We partnered with the University of the West Indies to help improve the quality of preschool education in Jamaica. The University of the West Indies continues to be a leading global authority on early childhood development.

1971–1996 We partnered with the Kenya Institute of Education to develop a national preschool education system including curriculum, learning materials and a decentralised structure for teacher training. In the 1990s, this led to the first World Bank loan for early childhood education in Africa.

1976–2012 We worked with civil society and university partners to develop community-driven models of early childhood development in Colombia. These were widely adopted by government institutions, extending services to 1.5 million children – many in poor communities affected by the conflict with rebel groups.

1979–1983 We provided funding to Dr Howard Gardener’s project on human potential at Harvard University. The resulting theory of multiple intelligences, challenging the validity of IQ tests, has been heavily influential in the field of education.

1980–2015 We supported Moroccan partner ATFALE to transform Morocco’s traditional Koranic schools into a high-quality national public preschool system, with a teacher training programme run through the University of Rabat and a curriculum focusing on child development.

1994–2012 We worked with the Comenius Foundation to develop a model of rural preschool education in post-Communist Poland which was later adopted by government and scaled through federal and European Union funding. Today, 90% of 3–5 year olds in Poland attend preschool.

LOOKING BACK, MOVING FORWARD: 2016–2020

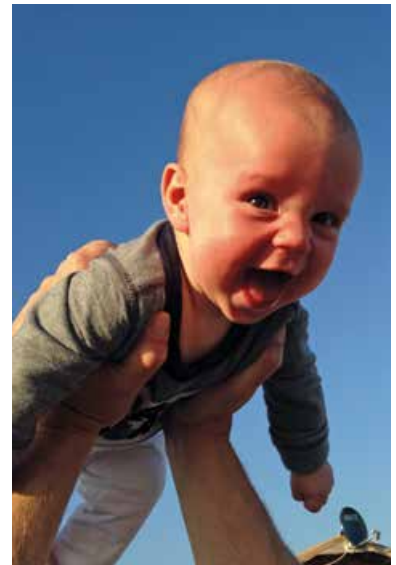
2015 was a year of transition for the Bernard van Leer Foundation. We stepped back to consider the role we should play in the coming period: how best to capitalise on the learning gained from more than 50 years committed to early childhood development and – in particular – how to leverage the best ideas emerging from our work since our last strategic planning process in 2010.

We reflected on how global understanding of the importance of a child's early years has changed in the past half-century, from a belief that not much was happening in a baby's brain to the realisation that babies are in fact 'the best scientists and the best learners in the world'. In the last two decades, we have observed a knowledge revolution in early childhood development with insights from disciplines including public health, neuroscience and economics converging to make an unequivocal case for greater investment in the youngest children. There is now extraordinary momentum and an opportunity to accelerate the pace of change.

At the same time, the amount of new information available can be overwhelming, difficult to track and hard to filter or interpret. We took a first step towards addressing this challenge in 2015 when we published *A good start: advances in early childhood development* – a special edition of our journal *Early Childhood Matters* that gave an overview of the current state of the field.

Looking ahead, we will invest in and expand on our role as a knowledge broker in order to support those in a position to make large-scale investments in young children with practicable knowledge about what works. In this spirit, we introduced the new Knowledge for Policy Team at the Foundation at the end of 2015. This team will help to ensure that we derive evidence about effective investing from our own grants, curate examples of high-performing early childhood investments from around the world, and provide advisory support to selected strategic partners.

As explored in the next chapter, we have identified three solution areas on which we will focus during 2016–2020. During this period, we will build partnerships to further develop knowledge about each solution area and to support governments, businesses, international organisations and other foundations to apply that knowledge in the service of far larger populations of children than would be possible were we to work on our own.



‘We will expand our role as a knowledge broker to support those in a position to make large-scale investments in young children.’

Our history

Bernard van Leer (1883–1958) built a worldwide business in steel drums between 1920 and 1940. An old-fashioned captain of industry, who had only a primary education and worked his way up, he was known as a bold man with an intuitive feel for business. One of his favourite sayings was ‘You mustn’t tell me it can’t be done’.

Van Leer’s Vereenigde Fabrieken built its success on an order for drums from Bataafse Petroleum Maatschappij, the company that would later become known as Shell, and a licensing agreement with the American Flange & Manufacturing Company to produce and sell the Tri-Sure drum closure outside North America. Bernard set up drum factories in Western Europe, Africa and the Caribbean, generally close to Shell refineries.

Bernard spent much of the Second World War in the United States, and was impressed by meeting industrialists who had put their fortunes into foundations for various social or cultural aims. Under Dutch law, it was impossible to disinherit your wife and children, so in 1946 Bernard took up residence in a hotel in Lausanne, Switzerland. Taking advantage of provisions in Swiss law, his wife and his two sons signed legal documents waiving their rights to inherit.



On 10 November 1949, the Bernard van Leer Stiftung (Foundation) was set up in Lucerne in Switzerland. The objectives were initially very broad, allowing the income to be used for 'religious, charitable, scientific, literary and educational purposes'.

After Bernard passed away in 1958, responsibility for the business and the charitable foundation fell to his son, Oscar, then aged 43 and living in America, where he had set up engineering firms in acoustics and optics. Oscar moved back to Europe, establishing an office for the Foundation in The Hague.

The main problem was that nobody knew to which group of people Bernard wanted his money to go. Initially, most of the Foundation's grants went to institutions for handicapped people, but this was to change in 1963 when Oscar, while travelling on a plane to New York, read an article titled 'The disadvantaged child and the learning process' by Martin Deutsch, a developmental psychologist at the University of New York.

'The lower-class child,' Deutsch argued, 'comes to school with few of the skills necessary to meet school demands.' That meant that 'his initial failure is almost inevitable, and the school experience becomes negatively rather than positively reinforced'. Research showed that 'early intervention in language areas, perhaps preceded by an emphasis on perceptual training, can facilitate the transition from home to school'.

Oscar phoned Deutsch when his plane landed in New York, and arranged to meet for lunch straight away. The two began a dialogue that led, a year later, to the decision that the Foundation's main aim would be 'to enable children and youth through school going age to achieve the greatest possible realisation of their innate, intellectual potential'.

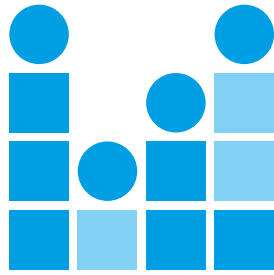
In 1966, the Foundation made its first international grant for early childhood development to the University of the West Indies in Jamaica. Today, fifty years later, its focus continues to be on supporting the youngest children to reach their full potential.

Investing in solutions

In order to enhance the Foundation’s ability to act as an effective knowledge broker, we plan to focus on three solution areas during the period 2016–2020 and to invest in increasing our own capacity to provide knowledge and advisory support to strategic partners who are interested in applying these solutions to their work for young children.

Three solution areas (next page) were selected based on an analysis of our existing portfolio and the activities of other leading organisations in the field of early childhood development. This was combined with interviews with executives from institutions that represent potential knowledge users, including government, business, international organisations and foundations. In this process, we were searching for ideas that could simultaneously solve multiple challenges facing young children and families (such as health, nutrition, learning, violence); could be deployed at scale; and received disproportionately little attention from other funding agencies.

Parents+



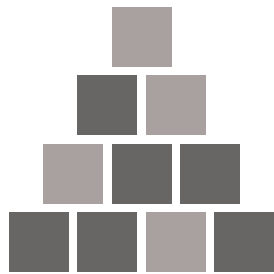
Bundling services
for healthy child
development

Urban95



Designing cities that
support healthy child
development

Building Blocks for Scale



Building the will and the
skill to deliver healthy child
development at scale



Bundling services for healthy child development

The way parents nurture babies and toddlers is among the most decisive factors for healthy child development. Modelling good hygiene, encouraging healthy eating, talking, singing, gently calming children when they are upset – interactions like these are critical to early brain development. Unfortunately, many children do not get the kind of nurturing and support they need.

Sometimes the problem is that parents don't know what they should be doing or may copy what they see in their own family or community, even if this is not the best thing for their children. In other cases the problem may be that parents are too short of money, time or energy to parent the way they themselves would like. Perhaps they are struggling with depression, domestic violence, exhaustion, hunger or illness. A common mistake in these cases is to give parents information when they don't have the time or mental space to use it, or in a way that feels threatening or judgemental.

Parents+ addresses these problems by bundling opportunities for parents to learn more about child development with existing services that already work to improve the family's overall well-being. Our aim is to accelerate the spread of good practice in this 'bundling' approach by developing further evidence about which bundles are most effective and demonstrating their potential to work at scale through a set of strategic partnerships.



PARENTS+ AT THE WORKPLACE IN ISRAEL

On November 8 2015 the first school meals rolled off the production line at the Al Sanabel catering company's new plant in Migdal Ha'Emek, a town with a population of about 25,000 located near Nazareth in Israel. The meals were contracted by the Ministry of Education, as part of its legal obligation to provide subsidised school lunches for economically disadvantaged pupils.

The catering company is a social enterprise, initially employing 11 long-term unemployed local mothers and intending to reinvest profits in the community. It is based on a model pioneered in Hura, a joint venture between the municipal authorities and Bernard van Leer Foundation partner AJEEC, an Arab–Jewish non-profit organisation based in Israel's Negev desert.

When it became clear that the Ministry of Education was interested in replicating the Hura model in Migdal Ha'Emek, the Foundation joined the Gilbert Foundation and the Glazer Foundation to support the project financially with the municipality of Migdal Ha'Emek contributing the land.

'This is an exceptional example of a project which was piloted in a Bedouin community being replicated in a Jewish area,' says Daniella Ben-Attar, the Foundation's Representative in Israel. The company will serve schools in Migdal Ha'Emek itself, where children are mostly from disadvantaged Jewish immigrant communities originating in Ethiopia and the Caucasus, and in surrounding villages, which are mostly Arab.

As well as showcasing partnership between business, government and civil society, Daniella adds:

... the Foundation also required, as a condition of our support, that the employees receive support to enhance their parenting skills. Our programming on Parents+ looks for opportunities to bundle this kind of support for parents into existing services or settings where parents already go for help. The workplace is one such setting.

So, on top of earning an income, the employees gain new skills and knowledge that will benefit their children. They also work as 'ambassadors' for young children in their communities during school holidays, when there are no school lunches to be prepared.

Under the guidance of entrepreneur Itzik Zivan, who volunteered his services as CEO, the Al Sanabel company in Hura now supplies over 7000 meals a day to Bedouin children. Itzik explains what happens to

'On top of earning an income, the employees gain new skills and knowledge that will benefit their children.'

the profits, which have topped half a million euros a year since 2013:

Once the accounts are audited and profits are known, the investment committee – four board members and two employee representatives – meet to decide how to invest them.

The formula in Hura is 40% of profits are invested in community social projects run by AJEEC, 40% community social projects in Hura, and 20% over the whole Bedouin society in the Negev. At least half of the first two categories is invested in support to parents with very young children. Likewise, once the Migdal Ha'Emek plant is generating profits, they will all be reinvested in the community with at least half earmarked for projects to benefit young children.

The experience in Hura has informed the new venture in Migdal Ha'Emek, although, as Itzik notes, there are some differences in context:

We have had to increase wage levels compared to those in Hura, which were too low to incentivise women in Migdal Ha'Emek to work rather than receiving state handouts. The increased wages will lower profitability by about 0.25%, which we will try to compensate through increased efficiency.



The parenting component will also differ:

In the 2014 summer break we included parenting in empowerment sessions for the company's employees in Hura, including a psychologist's talk on brain development and workshops on playing. These were a huge success, and employees asked us to run the workshops also for their extended families and tribes.

In Migdal Ha'Emek there are no similar tribal or family relations, so instead we are working with a local NGO, called Le'heitiv. All the employees have come through a programme they run, called 'From Dependency to Responsibility' – all are under the poverty line, and many are single mothers – and they will run the training for employees on early childhood.

Itzik believes the Al Sanabel social enterprise model has potential to expand, both geographically and sector-wise:

We already have plans for two new plants – one in Lod, a city in the centre of Israel with a mixed population of Jews and Arabs, and another in a location to be decided. The plant in Hura has a capacity of 15,000 hot meals a day – if we have four plants with the same capacity, that would account for 20% of the national school meals programme in Israel.

The contract from the Ministry of Education is crucial in enabling the plants to get off the ground – but we will also serve other customers, such as company canteens and catering for events. We're testing the feasibility of expanding the model to the clothing sector. And my friend Amal Elsana Alh'jool, the co-founder of AJECC, is looking at implementing the model among refugees in Jordan – there's no reason why it couldn't work just as well in other countries.

'The Al Sanabel social enterprise model has the potential to expand, both geographically and sector-wise.'

PARENTS+ IN PERUVIAN HEALTHCARE

A study of ‘Creciendo Juntos’ (‘Growing Together’), a Foundation-funded demonstration project, found that home visits from community health workers to families in the Amazonian jungle region of Loreto contributed to a 30% reduction in malnourished children, a rise in the proportion of parents who report playing with their children for at least an hour a day from 6% to 34%, and an increase in the proportion who attended routine health and development checks from 16% to 92%.

These promising findings add to a wider body of research that demonstrates the beneficial effects of home visits on young children’s health, nutrition, learning and safety.

The next step is to scale-up the home visiting model to reach 30,000 children in Loreto and the neighbouring region of Ucayali. In 2015 the Bernard van Leer Foundation partnered with the Peruvian government who committed EUR 5.8 million to fund this scaling-up over the next three years alongside a Foundation commitment of EUR 1.1 million to help build the capacity of the municipal authorities who are responsible for implementation.

Peru’s decentralised political structure means that whether or not to offer home visiting services is a decision resting with mayors, rather



than regional governments – roughly analogous to US states – or the national Ministry of Social Inclusion. The mayors need to apply for regional or national funds, and many choose not to do so because local civil servants lack the technical skills to navigate the necessary procedures or to implement the service.

As was the case in the Creciendo Juntos project, the Foundation's grant will fund partner Asociación Red INNOVA to provide training and capacity building to local civil servants in municipal authorities, while the home visiting services themselves will be financed by public money. The Foundation's ultimate aim is to scale-up even further, helping the Peruvian government to reach 700,000 children across the nation.

Of the five municipalities covered by the Creciendo Juntos project, four succeeded and the one failure allowed for useful learning. Regina Moromizato, the Executive Director of Red INNOVA, explains:

Success factors were the strong leadership and flexibility of the mayor, strong organisation and planning skills, the capacity to use information to make decisions, flexibility, and consensus and commitment across different sectors.

Regina explains that the objective of this work was:

... not so much experimenting with new models of home visiting – we had several well-established models to choose from, using the health system as a basis to engage parents, which we could adapt to local needs. It was to be able to demonstrate how the model could work, in the local context and with local capacities, creating local showcases that could inspire mayors in neighbouring provinces.

The model itself consists of community health workers making visits once or twice a week to pregnant women or mothers with children under age 3. As well as health checks, the home visitors bring materials such as toys, books and radios, and show the mothers how to interact with their children to help their development. Trials in Loreto showed that the visits are more effective when the health worker is joined by a volunteer mother from the community.

One mother who benefited from the home visiting services, Linda Ramírez, testifies to the impact on her parenting of learning about:

... the importance of talking to our children and telling them we love them. I realised my parents loved me but they didn't know the importance of saying it. That's why now I say nice words to my child, I hug him, I sing songs for him, I kiss him.

'In 2015, the Foundation partnered with the Peruvian government to help build the capacity of the municipal authorities who are responsible for implementation.'

Edward Reátegui is the mayor of Mazán, one of the successful municipalities. It is testimonies like his which will be crucial in persuading other local mayors to take up the home visiting model:

The technical assistance and support the Bernard van Leer Foundation provided us was really important, because it allowed us to give priority to early childhood in our agenda. Now we have a new vision about the way we invest our resources, and we are aware we have to create better opportunities for our children. This generation must be better than our generation.

While the Foundation is funding Red INNOVA to scale regionally, for home visiting to scale nationally others must be enabled to take on the same support role in other regions – whether other NGOs, private sector companies or regional government teams. There are precedents for early childhood services which demonstrate their utility in one part of the country being replicated nationally through knowledge transfer, and without the need for additional funding.

Regina concludes:

Red INNOVA has learned that technical support and advocacy work to encourage local government to invest in early childhood. Seed funds are used only at the very beginning – after the first interventions, the mayors are convinced of the benefits and carry on investing municipal funds themselves.

‘We chose well-established home visiting models, using the health system as a basis to engage parents.’





Designing cities that support healthy child development

Urbanisation is rapidly shaping the future of our planet. Today, more than half of the world is living in cities, including more than 1 billion children – a number that is increasing as more families are drawn to cities in search of a better future. Along with new opportunities, however, cities also pose new challenges for families, such as pollution, cramped housing, long commutes and high crime rates.

Urban95 asks city leaders, urban planners, architects and engineers the question: if you could see the city from an elevation of 95 cm – the average height of a healthy 3 year old – what would you do differently? It is premised on the belief that if we want to make a city livable for everyone, planning from the vantage point of a toddler is the best place to start.

In contrast to Parents+, this is an area where much less existing work has been done and where our goal is to work with partners to develop and test a new methodology for urban planning. To achieve this, we will catalogue planning and design innovations that improve young children’s health and development in cities around the world and partner with a set of pioneering cities to test this approach and measure its effects for both children and for the city as a whole.



HOW ENGAGING KIDS IS MAKING SÃO PAULO'S STREETS SAFER

Children building themselves a tyre swing in a public play space may sound like an unremarkable, everyday event rather than the stuff of headlines. But when this happened in November 2015 in the community of Vila Rica it was one example of how the 'Criança Fala' ('Child Speaks') project's success in building the confidence and skills of the area's kids is benefiting the whole city. Criança Fala is a project supported by the Bernard van Leer Foundation and implemented by CriaCidade, a consulting company with a focus on urban and social projects, to explore how making the inner city more child-friendly can improve it for all urban dwellers.

According to Nayana Brettas, founder of CriaCidade:

... the presence of children in public spaces reclaims them for everyone. Vandalism and violence thrive when families stay away from the streets, seeing them as unsafe due to gang clashes and police crackdowns. But we have seen that when public areas are busy with children and families enjoying cultural activities, there is less drug dealing and littering. Public space becomes cleaner and more secure.

The municipal housing department estimates that 60,000 children aged under 6 live in substandard housing in downtown São Paulo. Many families pay extortionate rents for single, small rooms where they live, sleep, wash, cook and eat. Others are forced to turn to squatting, taking over abandoned premises which lack basic services and are unsafe for children. Foundation-sponsored research in 2014 found that almost three in ten children living in these difficult conditions do not attend school, and mostly spend their time indoors because they see public spaces as so hostile.

Ana Estela Haddad, President of the early childhood programme 'São Paulo Carinhosa' ('Loving São Paulo'), coordinator of the social municipal cabinet and the city's First Lady, has championed the project since the beginning. In 2015 the project worked with 56 families, living either in cramped and expensive accommodation or squats, visiting them once or twice a month to bring books and toys, play with the children, and above all to listen to and understand the families' stories about their experiences and difficulties with the local area.

The project organised monthly craft workshops and cultural activities in public spaces. It secured the permission of the sub-municipal

'Inspired by children's actions, one neighbourhood is collecting signatures for a petition to pedestrianise their streets at weekends.'

authorities for community members to paint the walls of alleyways, sidewalks and parks with bright and child-friendly designs, and to mark out hopscotch courts and football pitches, signifying that these are areas where children should feel at home.

‘Children now have a positive relationship with these spaces, interacting with them through their play’, says Nayana. Giovana, a local 8 year old, adds: ‘We didn’t have anything before. Most children stayed locked at home. Now, everyone plays on Saturdays.’ On days when the project’s organised cultural activities are taking place, the police do not stage crackdowns and there are fewer cars on the street. Inspired by the children’s actions, one neighbourhood is even collecting signatures for a petition to pedestrianise their streets entirely at weekends.

Achieving these transformations has required the involvement of stakeholders from the community and private and public sectors. With a view to scaling-up the approach to benefit all areas of São Paulo, CriaCidade has focused on organising groups of children and building their skills to make their voices heard, alongside working with municipal government officials to encourage them to listen to the children’s concerns. In 2015, the project held training sessions in child participation with 20 leaders from municipal departments including education, health and social welfare. Further such activities are planned as the project expands into new parts of the city in 2016.

‘Achieving these transformations has required the involvement of stakeholders from the community and private and public sectors.’



When asked what advice she has for other cities based on her experiences with the Criança Fala project, Nayana says:

You need to take into account the importance of human emotions. It's important to create relationships through listening – among children, parents, partners, public authorities, and the project team. Think creatively about who you can involve, including the private sector, NGOs and academics. But recognise that the vision for what should happen to public spaces in a community must be defined by the community members themselves, so they understand the changes that are happening, believe in them and take ownership of them.

How can public policy be influenced?

You must first conduct activities to demonstrate that they are feasible and that they work, and then use this as a basis for dialogue with public officials. In meetings with municipal authorities we seek to inspire them to want to listen to children. We believe that seeing how this works in practice, and the impact it has on improving life not just for children but for all the city's residents, helps them to understand and replicate the methodology.

Nayana points to the tyre swing as just one example of children showing initiative that would not have happened without the project. 'From the moment the children are consulted,' she says, 'they feel valued and start believing in themselves, their potential, and their dreams. This is how they start becoming agents of change to make their community a better place to live.'

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social welfare.'**

INDIAN CITY TAPS CHILDREN AS AMBASSADORS FOR SANITATION

In November 2015, over 500 children joined the Mayor of Bhubaneswar and other city dignitaries to launch a public awareness campaign against open defecation and advocate for constructing more public toilets. A common practice in India's rural areas, open defecation is a serious public health issue in the country's fast-growing cities.

While young children are worst affected, the spread of diarrhoea and other diseases affects everyone. The lack of safe toilets also puts women at risk of sexual assault. Ending open defecation is a priority for the city's municipal leaders, who invited children from the 'Humara Bachpan' ('Childhood Matters') campaign to take the lead.

'Children have become change makers, in their own communities and the city. I am happy the way children have become so empowered being part of the Humara Bachpan campaign', says Ananta Narayan Jena, the Mayor of Bhubaneswar.



City officials tasked with implementing the national government's 'Swaacha Bharat' ('Clean India') campaign, launched by Prime Minister Narendra Modi in 2014, have embarked on consultations with children in four of Bhubaneswar's 67 wards before designing and constructing new public toilets that aim to be more user-friendly for children and disabled people.

Humara Bachpan is also collecting data on how many public toilets are needed in each neighbourhood – the aim being to build one for each 3–5 families – and mobilising volunteers to form committees that will take responsibility for maintaining the new toilets. If the pilot goes well, the scheme will be rolled out to cover other parts of the city.

The children's campaign to raise awareness about open defecation is already estimated to have reached 3500 people in 40 low-income neighbourhoods of Bhubaneswar, with activities such as drama, murals and rallies. It aims to reach 400 more neighbourhoods. Preeti Prada, National Head of the Humara Bachpan campaign, notes that 'a lot of this work has been based on our successful experience of working with the city of Sambalpur during a jaundice outbreak'.

Open defecation is far from the only area where Bhubaneswar city officials are keen to collaborate with the Humara Bachpan campaign and enlist children as a campaigning force to improve city life. Together they organised a *Raahagiri*, an event in which a busy street is closed to traffic for activities such as skating, painting and dancing. Public spaces in communities are being demarcated for play. Children were consulted in the planning of new neighbourhoods under the Rajiv Awaas Yojana national government housing scheme. And new *anganwadis*, government-funded service centres for families with children aged 0–3, are being opened in slums.

Bhubaneswar also involved children in the process of putting together its application for funding from the national government's 'smart cities' scheme. Humara Bachpan facilitated a series of 'Smart City Labs' in schools and low-income communities, involving panel discussions, 3D model exhibitions and painting competitions to understand children's ideas about what a child-friendly smart city would look like.

Uniquely among the proposals submitted by almost 100 cities to the national smart cities scheme, Bhubaneswar's city vision explicitly includes 'child-friendly' public spaces. The proposal also accounted for children's feedback in areas such as the design of mass transit systems. On 27 January 2016 the national government announced the results of the application process. Bhubaneswar was ranked number one in India.

'City officials of Bhubaneswar have consulted children before designing and constructing new public toilets aiming to be more user-friendly for children.'

Preeti Prada says:

The children were invisible. A child who could barely speak before will now speak with conviction to the mayor: 'You don't respect our neighbourhood.' And the adults are happy for the children to have this power. They can see the children talking to the mayors and then the water pumps being fixed, cleaners coming in, streetlights working.

Leaders in Bhubaneswar appreciate that children can improve urban life for everyone. 'It's important to consider children in our policies,' says Priyadarshi Mishra, a Member of Legislative Assembly for the city. 'The way children have taken up the issue of "open-defecation-free communities" is worth appreciation. If the future citizens come forward to change the way they live, then the world will be a different place altogether.'





Building Blocks for Scale

Building the will and the skill to deliver healthy child development at scale

In stakeholder interviews we conducted during 2015, we were pleased to hear many representatives from government, international organisations, businesses and foundations tell us they didn't need to be convinced to invest in early childhood development, they wanted to know what action to take. These comments reflect a more general trend we have observed in which the global debate is shifting from 'why invest' towards 'how to invest' to get the biggest impact for the most children.

Building Blocks for Scale aims to support and respond to this momentum by working with advocates and champions to use the science of early childhood to shape public and policymaking agendas, and by building the capacity of funders and managers to take effective early childhood programmes to scale.



SHAPING THE GLOBAL DEBATE ABOUT THE ROLE OF DADS IN EARLY CHILDHOOD

In June 2015, the first-ever *State of the World's Fathers* report was launched at the United Nations headquarters in New York. The report has since been downloaded over 10,000 times; it has garnered over 40 million mentions on social media; and it was reported in news outlets, from *The New York Times* to *The Guardian* to *Vanity Fair*.

Produced by the MenCare campaign, which promotes men's participation in caregiving and parenthood, the report highlighted data and evidence to help define a global advocacy agenda. It made the case that supporting men to become more involved in young children's lives is an effective way of improving child development outcomes and fostering more equal relationships between men and women in society at large.

Dr Chelsea Clinton, speaking at the launch, said: 'We know that having more opportunities for fathers to be engaged is not only good for fathers and their children, but good for our economies.' The Clinton Foundation joined the United Nations Population Fund and the UN Women's HeForShe campaign in supporting the launch of the report – as did the Bernard van Leer Foundation, which has backed the MenCare campaign financially since it was founded in 2011.

One of the report's main policy recommendations is to increase paid leave for fathers and mothers. The report has informed advocacy in countries including the Netherlands, where paternity leave was subsequently increased from two to five days; Brazil, where Congress is now debating a bill for 30 days of paid leave for fathers; and the USA, where Washington DC's Universal Paid Leave Act of 2015 will – if passed – become the most progressive policy in the country, providing for 16 weeks of paid leave.

Says Alexa Hassink, Communications Officer at Promundo, which coordinates the MenCare campaign:

In cultures all over the world, masculinity is defined by economic and career success while caregiving is seen as 'women's work'. Men can face significant social pressure against participating in their children's lives. Men observe the challenges that mothers face in the workplace and fear similar repercussions to their careers as a result of taking leave: missed opportunities, lack of advancement, lower wages, or the perception that they are not committed to their jobs.

'The first-ever State of the World's Fathers report was launched in June 2015.'

Hassink notes that getting parental leave entitlements onto the statute book is only the start of the battle. Leave for fathers must also be:

... encouraged and incentivized. If a leave policy exists, but leave is discouraged by employers and peers men will not take it. Employers and governments should ensure that both women and men feel supported to take the parental leave to which they are entitled.

MenCare is also engaging directly with selected global employers, including Unilever and Danone, who they believe are well placed to show leadership in creating a culture that encourages male employees to prioritise spending time with their young children – as Hassink puts it, ‘to ask “when” and not “if” employees intend to take leave’.

Although some employers may perceive parental leave as an unwanted disruption, Hassink points to growing evidence that generous parental leave policies can be a self-interested move:

Providing paid leave is increasingly shown to help improve employee retention, increase morale and productivity, and reduce absenteeism and associated training costs.

Beyond big employers lie another set of challenges. ‘Leave policies are often designed for formal workers, who tend to be relatively high-income,’ observes Hassink – but many fathers are self-employed, make their living in the informal sector, or work part-time or on short-term contracts.

The parental leave platform asks governments and employers to institute leave policies that are inclusive for workers of all kinds. Solutions in addition to leave may be necessary to advance men’s caregiving, particularly in low-income settings.

MenCare will continue its campaign to increase institutional uptake of policies that support men’s caregiving – for the benefit of women, children, men and employers. Following input from partners in 35 countries, the MenCare Leave Platform will be launched in 2016.

‘Having more opportunities for fathers to be engaged is not only good for fathers and their children, but good for the economy.’



BUILDING THE CAPACITY OF LEADERS TO SCALE SOLUTIONS FOR YOUNG CHILDREN

In June 2015 the Bernard van Leer Foundation signed a partnership agreement with the John F. Kennedy School of Government at Harvard University to jointly develop an executive education programme for leaders working to scale-up early childhood initiatives. Over the next five years, we expect the programme to support five cohorts of 35 funders and managers from around the world who will be invited to Harvard for a one-week executive programme.

The decision to launch this programme was informed by a similar programme run by the Maria Cecilia Souto Vidigal Foundation and the Harvard Center on the Developing Child for which the Bernard van Leer Foundation has provided funding since 2012. This programme has trained 125 Brazilian public and private leaders to better understand the science of early childhood development and to return to Brazil to launch new projects in this field.



These are some of the successes achieved by graduates of the Brazilian courses:

- Members of the Federal House and Senate from multiple political parties together drafted the *Marco Legal da Primeira Infância*, legislation which mandates government to create budgets and mechanisms to promote early childhood development.
- Two attendees later became mayors, in the cities of Boa Vista and Arapiraca, and are now implementing municipal policies to benefit young children.
- Technical staff from the 'Brasil Carinhoso' ('Loving Brazil') initiative, which has enrolled over 700,000 vulnerable children in preschool, analysed factors that could make the programme more effective.

Other than its global reach, the new initiative with the Kennedy School will differ from the work with leaders from Brazil in that it will focus less on the science of early childhood and more on the process of scaling. Participants will come to the course in teams already working to scale-up specific early childhood development initiatives in their home countries. At the course, they will build skills in leadership, strategic thinking, political analysis, negotiation and other areas needed to turn a successful pilot project into a service that can reach millions of children. They will work together to analyse the many challenges involved in scaling up, such as hiring, training and supervising large numbers of new workers, adapting to diverse cultural or socio-economic contexts, monitoring service quality, and building the public and cross-party political support to enable new initiatives for young children to survive electoral cycles.

Following the week-long stay at Harvard, the Foundation and its partners will continue to support these teams as they return to their home countries and test their new knowledge and skills on the front lines of change. In collaboration with the Kennedy School faculty, the Foundation will ensure that their on-the-ground experience contributes to a body of knowledge about the challenges of scaling up, including a set of teaching cases that the course will ultimately produce. Finally, each participant will join an alumni network bound together by a shared commitment to ensuring that the latest knowledge on early childhood development benefits as many children as possible.

'This executive education programme will focus less on the science of early childhood and more on the process of scaling.'



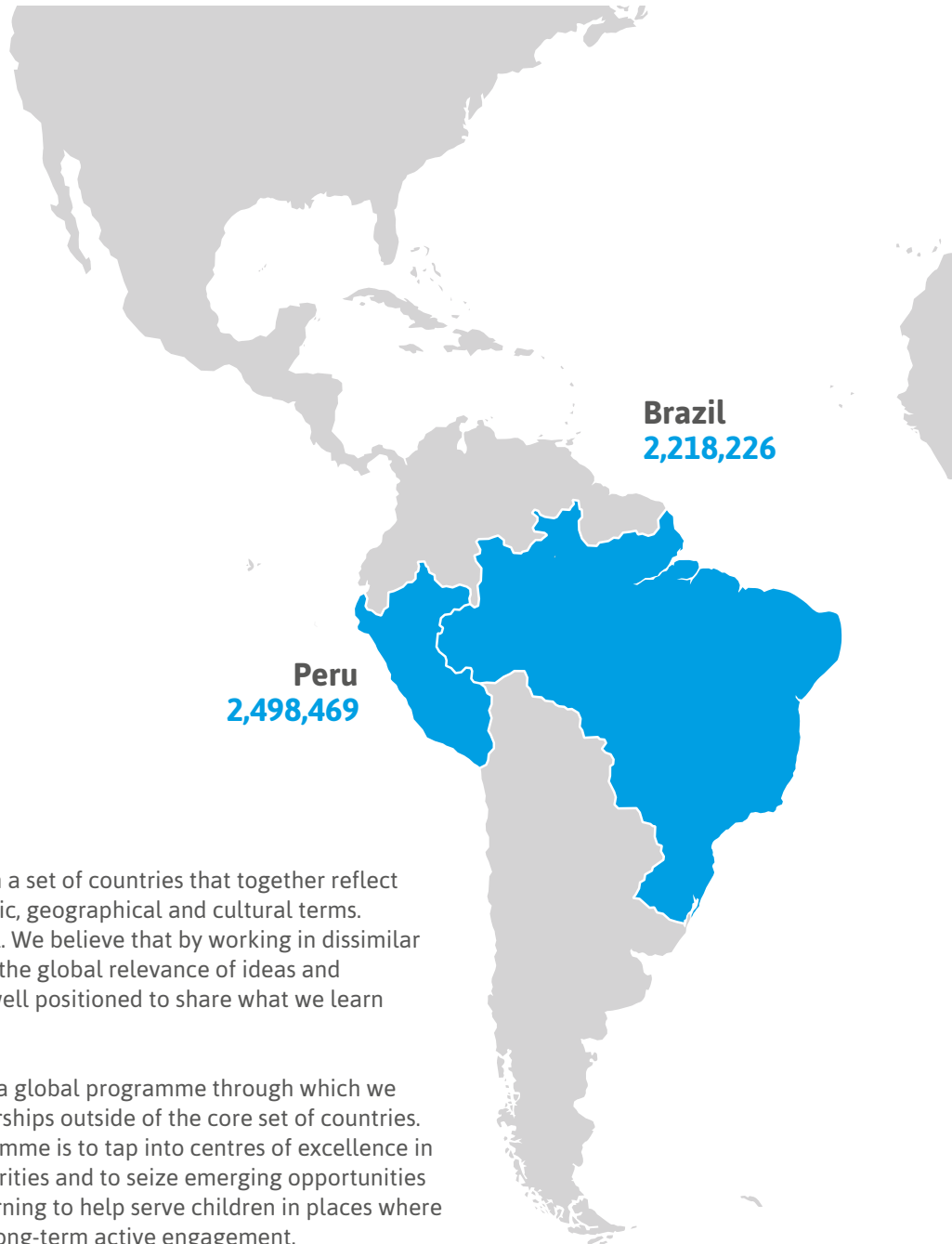
Our programme in 2015

As indicated in earlier sections of this report, much of 2015 was dedicated to revising and updating our strategic plan. In this spirit, our programming initially focused on learning from existing partnerships that could inform our strategy moving forward. This process was incredibly energising as we found so much knowledge and momentum among our existing partners on which we could build.

As we distilled this learning and began to settle on a strategic framework for the coming years, we also commissioned new pieces of research and began building strategic partnerships that could help us to mobilise new expertise and networks in service of young children’s development. As we progress into 2016, we will continue to review our partnerships and our geographical footprint to ensure the Foundation is optimally positioned to develop robust and globally relevant knowledge that helps ensure all children get a good start in life.

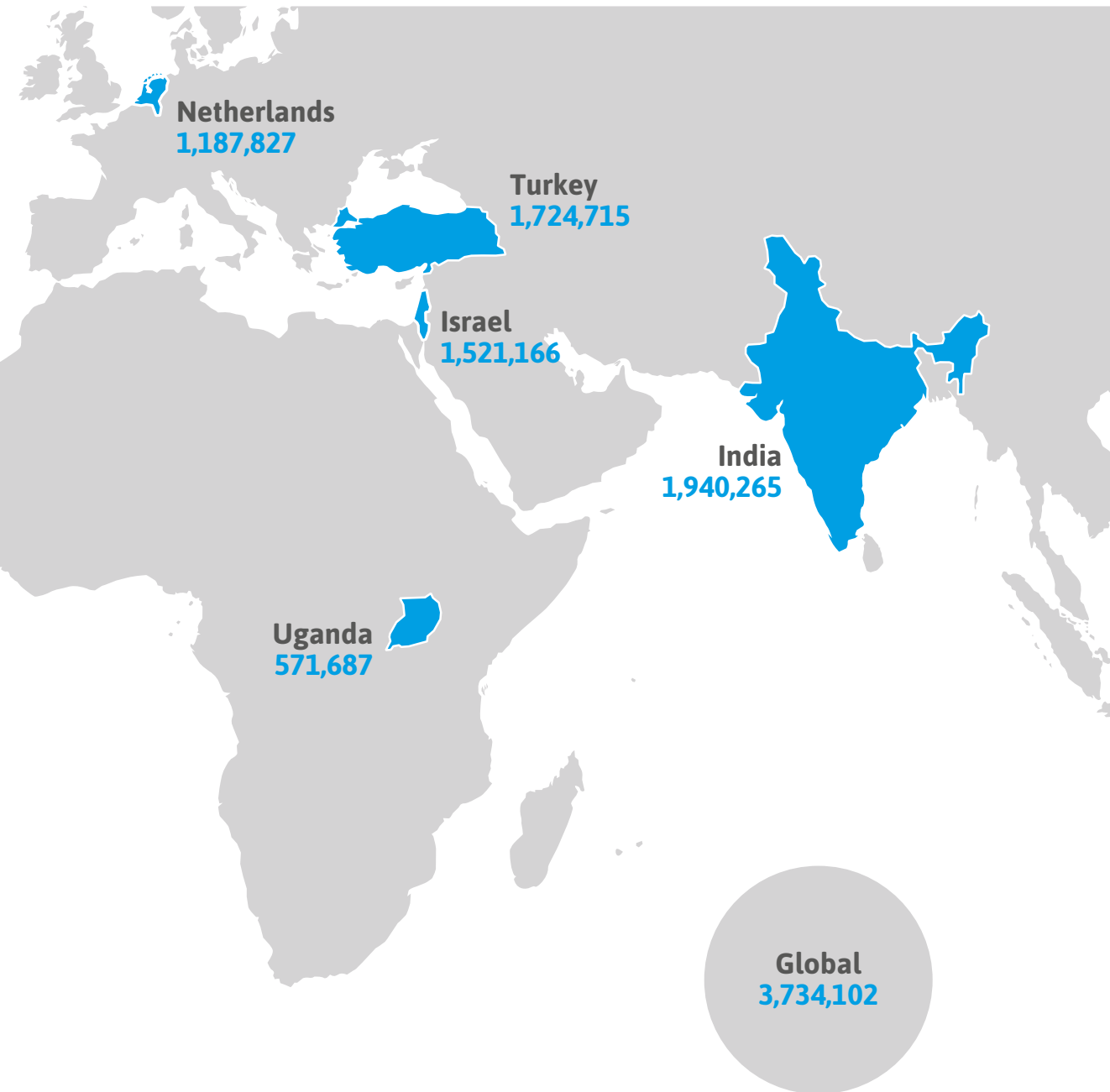
In addition to the cases profiled in the last section under each solution area, the highlights presented on pages 42–45 describe a few of the many partnerships around the world that inspired us throughout the year, both because of the passion of our partners and the results they were able to achieve. The lessons learned from each have played a critical role in informing our plans for the future.

INVESTMENTS IN 2015



The Foundation is active in a set of countries that together reflect global diversity in economic, geographical and cultural terms. This diversity is intentional. We believe that by working in dissimilar contexts, we can help test the global relevance of ideas and approaches and are also well positioned to share what we learn across regions.

In this spirit, we also have a global programme through which we engage in selected partnerships outside of the core set of countries. The purpose of this programme is to tap into centres of excellence in line with our strategic priorities and to seize emerging opportunities to spread what we are learning to help serve children in places where we do not plan to have a long-term active engagement.



**Total investment (EUR) in 2015:
15,396,457**

HIGHLIGHTS BY GEOGRAPHY IN 2015



Brazil

A new legal framework has been approved that will improve the transparency of budget expenditure in early childhood programmes across sectors in Brazil. This followed a campaign by the National Network for Early Childhood and the Parliamentarian Front for Early Childhood, with the support of the Foundation and others.

India

In July 2015, municipal workers in South Chennai cleared a canal dividing two slums where stagnant water had become a breeding ground for disease-carrying mosquitoes – just one of many examples in 2015 of the children’s campaign Humara Bachpan holding authorities to account for improving urban living conditions, from water points to street lights to garbage removal.



Israel

Israel’s first coalition to advocate for children from birth to 3 years of age was launched at the annual Israel Business Conference in December at a roundtable featuring Knesset member Yifat Sasha-Biton. The coalition was launched by partner organisation ANU-Making Change, with the Foundation’s support. It will bring stakeholders together to make the case for greater investment in the birth to 3 age group, with a focus on improving access to affordable, quality childcare and parenting education.

The Netherlands

In 2015 the *Nationale Denktank* (National Think Tank) launched the 'Babywijzer' ('Baby Guide'), a national awareness campaign on the importance of the early years, with the Foundation's support. The campaign shares five practical tips to support children's brain development, along with an app that helps parents to turn daily activities into learning moments. The campaign was covered online, on national TV news, and in several national and regional newspapers.



Peru

In December, Peru's national parliament passed a law banning all forms of physical and humiliating punishment of children and adolescents – the ninth country in Latin America to do so. Children played a leading role in partner organisation INFANT's campaign for this law. INFANT will now focus on implementation and campaigning for programmes to support parents in fostering 'a pedagogy of tenderness'.

Tanzania

Evidence-based parenting skills have been introduced into the National Institute for Social Work curriculum on early childhood care and education for bachelor and diploma students. This follows work by the Tanzania Healing Families programme, implemented by the International Rescue Committee with Foundation support.





Turkey

The municipality of Beyoğlu is taking forward a model that integrates parenting programmes with childcare and other education and welfare services, in line with the Foundation's Parents+ approach. This follows a successful test in 12 multi-purpose centres run by the Culture City Foundation, an initiative of the municipality which the Foundation has supported since 2011.

Uganda

In 2015, the government of Uganda adopted a National Action Plan for Child Well-being, setting out policies, targets, and indicators for 2016–2021. The Private Sector Foundation of Uganda, with support from the Foundation, conducted advocacy to help ensure that early childhood development and, in particular, positive parenting practices were highlighted in the plan.



Global

The Foundation's long-standing flagship journal *Early Childhood Matters* became an annual publication with an issue that took stock of the state of the field. Launched at the Institute of Medicine Forum on Investing in Young Children Globally in Addis Ababa, and promoted subsequently at seminars in Washington DC and Jamaica, more than 5200 copies have been distributed in print and electronic formats.



EARLY CHILDHOOD WORKFORCE INITIATIVE

In September, the Foundation supported the International Step by Step Association and the Results for Development Institute to launch the Early Childhood Workforce Initiative. The new initiative will work to increase global understanding of how best to recruit, train, support and retain early childhood workers.

In partnership with Grand Challenges Canada, the Foundation supported the World Health Organization to develop and begin field testing a new measurement tool to assess the cognitive, social-emotional and motor development of children from birth to age 3. Ultimately, this measurement tool will help countries monitor and improve services for young children.



List of investments in 2015

Partner organisation	EUR	Overall objective
BRAZIL		
Associação Incubadora Social Gastromotiva	90,701	Support families through job training and workshops on child nutrition and parenting
Centro de Criação de Imagem Popular	222,400	Advocacy to involve parents and children in urban design in low-income neighbourhoods
Fundação Amazonas Sustentável	34,481	Extend the existing health worker home visiting project into new areas in the state of Amazonas
Fundação Maria Cecília Souto Vidigal	97,419	Support policymakers and business leaders to learn about and apply the science of early childhood development
Grupo de Apoio Mutuo Pé No Chão	154,100	Expand cultural activities to four favelas to help families educate their children without violence
Instituto Alana	313,209	Expand to Kenya and India the reach of a movie and TV series on the first 1000 days of a child's life
Instituto Alana	31,099	Award a prize for child-friendly urban design among Brazilian cities
Instituto Brasileiro Estudos e Apoio Comunitário	118,300	Support low-income families with training on parenting and job skills
United Way Brazil	1,156,517	Work with the Brazilian government to scale-up a health worker home visiting programme to 70,000 children in 22 municipalities in Acre and Amazonas
Total Brazil	2,218,226	
INDIA		
Centre for Early Childhood Education and Development (CECED), Ambedkar University, Delhi	27,637	Evaluate PREM's mother-tongue-based early childhood education model to improve the programme and support planning for a scale-up strategy
Communication Resource Centre	7,793	Develop a film to promote Bhubaneswar as a child- and family-friendly smart city in the national Smart Cities scheme

Partner organisation	EUR	Overall objective
INDIA		
Disha	89,300	Build capacity of Foundation partners to scale-up mother-tongue-based early childhood education and develop solutions to improve urban design for young children
Disha	262,800	Continue a demonstration project on mother-tongue-based early childhood education and home-based care in Odisha
Disha	265,500	Continue the Humara Bachpan campaign to include child-friendly components in urban development policies
Humara Bachpan Trust	6,637	Establish the Humara Bachpan Trust's independent legal status to enable it to diversify funding for its campaign on child-friendly smart cities
National Institute of Urban Affairs	790,000	Partner with Bhubaneswar's urban planning and management team to incorporate an early childhood perspective throughout all dimensions of the city's work to become one of India's 98 smart cities
People's Rural Education Movement (PREM)	186,200	Support Odisha Adivasi Manch to raise awareness of the need for mother-tongue-based early childhood education in tribal communities
People's Rural Education Movement (PREM)	243,092	Partner with the Odisha state government to continue mother-tongue-based early childhood education for Juang children in Keonjhar district
Praxis – Institute for Participatory Practices	49,517	Assess the results of the Humara Bachpan campaign to prepare for its next phase of development
Voluntary Association for Social Action	11,789	Strengthen awareness-raising activities about the urban renewal policies of the Smart Cities Mission in order to incorporate more child-friendly components
Total India	1,940,265	
ISRAEL		
AJEEC-NISPED	492,711	Establish a multi-service Centre for Early Childhood Development in the Arab Bedouin village of Segev Shalom that can serve as a model for the Negev region
Al Sanabel	460,966	Expand catering services from Hura to Migdal Ha'Emek employing low-income women and incorporate parenting support in the company's human resource and CSR policies
ANU – Making Change	39,799	Build a new coalition of stakeholders to make the case for national investment in the birth to 3 age group

Partner organisation	EUR	Overall objective
ISRAEL		
DMR Planning & Development	29,724	Conduct landscaping and organise stakeholder consultations about how to mainstream early childhood in urban planning in Israel
Henrietta Szold Institute	80,200	Expand the evaluation of training of pre-school educators in the city of Ashdod
Myers-JDC-Brookdale Institute – Engelberg Center for Children and Youth	294,300	Evaluate the scaling-up of good practice in preschool education being implemented in 11 predominantly Arab municipalities
National Council for the Child	10,741	Produce data on the state and welfare of Israeli children from birth to age 6 to inform strategy development and advocacy
The Urban Clinic at the Hebrew University of Jerusalem	2,755	Plan a graduate course on early childhood for urban planning students
VIApplan Social Planning and Public Involvement	20,857	Analyse spatial and social planning in Israel relating to young children in urban environments
Multiple resource people	89,113	Expert support in advocacy and knowledge development
Total Israel	1,521,166	
THE NETHERLANDS		
BOinK	35,000	Organise a conference to increase the knowledge of city leaders on the science of early childhood
D van Dongen advies en ondersteuning	28,026	Improve the capacity of pedagogical workers and the early learning approach in VVE centres in the municipalities of Groningen and Friesland
EDG Media	25,107	Reach out to primary schools to support the second run of the <i>Klokhuis Kindermishandeling</i> TV show
Mediaplanet Publishing House BV	10,104	Support a supplement on early brain development in the <i>Telegraaf</i> , a Dutch newspaper with 1.2 million readers
Nederlands Jeugdinstituut (NJI)	268,400	Promote and expand the use of the Monitor Child Abuse and Domestic Violence tool
Nederlands Jeugdinstituut (NJI)	62,113	Map existing Parents+ policies, models and programmes in the Netherlands
Stichting Alexander	104,000	Produce and distribute an educational video, a documentary and a series of six short videos to be used as advocacy for violence prevention

Partner organisation	EUR	Overall objective
THE NETHERLANDS		
Stichting de Nationale DenkTank	121,000	Networking and advocacy to strengthen support for early childhood development in the Netherlands
Stichting Festival Classique	13,350	Include 600 low-socio-economic status fathers, mothers and young children in the Festival Classique in The Hague
Stichting Het Peutercollege	29,840	Develop a toolkit to support scaling-up of the Peutercollege early childhood education method
Stichting Het Verhalenhuis voor Kinderen	18,900	Test opportunities for scaling a storytelling-based approach to develop language and presentation skills in young children
Stichting Het Witte Bos	113,840	Support an awareness campaign on foetal alcohol syndrome among medical professionals and their patients
Stichting Innovatie Jeugdzorg	31,272	Support a community of practice on effective municipal models to protect young children from violence and neglect
Stichting Operation Education	85,500	Create awareness and demand for early learning and development facilities in the Dutch education system
Stichting Pedagogiekontwikkeling 0-7	75,000	Renovation to increase the capacity of the Perron 07 childcare building
Stichting Women Inc	54,450	Advocacy and outreach activities on addressing the challenges parents face in combining work and care
Multiple resource people	111,925	Expert support in advocacy and knowledge development
Total The Netherlands	1,187,827	
PERU		
Asociación Promoción de Educación Inicial Caritas Gracianas	28,059	Document and disseminate results of a parenting support demonstration project
Asociación Red INNOVA	1,123,800	Scale home visits to families with young children using community health workers
Asociación Salgalú para el Desarrollo (ASD)	181,800	Employ a technical secretary for the Steering Group and produce content on parenting for radio dissemination
Grupo de Análisis para el Desarrollo-GRADE	498,400	Measure the impact and study the scaling process of Red INNOVA's home visiting service through health workers in Loreto and Ucayali

Partner organisation	EUR	Overall objective
PERU		
Paz y Esperanza Internacional	186,700	Create support centres and train Protestant evangelical ministers to reduce domestic violence among parishioners with young children
SASE Consultores SAC	213,698	Study the impact of Cuna Más, a home visiting programme, on children from birth to age 6 in rural and indigenous communities
SOS-Kinderdorpen	14,000	Influence the communities surrounding SOS children's villages to reduce violence in the family
SUMBI	60,409	Support the scaling-up of the involvement of families in finding sustainable use of public space in urban slums
UCL Institute of Health Equity/UCL Consultants Ltd	159,200	Advise on and analyse the Red INNOVA programme to help Loreto and Ucayali scale-up a home visiting service through health workers
Multiple resource people	32,403	Expert support in advocacy and knowledge development
Total Peru	2,498,469	
TURKEY		
ÇAÇA-Çocuklar Aynı Çatının Altında Derneği	325,600	Partner with local authorities to demonstrate improved services through a Parents+ approach
Culture City Foundation	345,900	Demonstrate a Parents+ approach through training for staff at existing childcare, education and welfare services
Developmental Pediatrics Association (DPA)	11,550	Support an international conference on child development for doctors
Diyarbakır KA-MER Women Centre	346,800	Develop a replicable Parents+ model in preschool settings
Frekans Research	90,000	Evaluate the 'Women and Children Will Change the World' project on parenting and services for families
Humanist Bureau Consultancy Company	35,954	Develop a guide on support services in Turkey for professionals and volunteers providing referral services
In-Fakto Research and Consultancy	47,436	Evaluate the 'Informed Families, Healthy Generations' parenting Parents+ model in Beyoğlu and Esenler
Istanbul Bilgi University	137,900	Research the needs of children of seasonal migrant workers to inform development of the Parents+ programme for these communities

Partner organisation	EUR	Overall objective
TURKEY		
Mother–Child Education Foundation (ACEV)	267,600	Contribute to understanding of fathers’ current involvement in child rearing and how to promote more active involvement
Tarlabası Community Support Association (TTM)	67,000	Develop a model enabling children to express themselves, and raise awareness of their perception of violence
YDY Education Research Consulting Inc	7,475	Desk review of parent education programmes in Turkey
Multiple resource people	41,500	Expert support in advocacy and knowledge development
Total Turkey	1,724,715	
UGANDA		
ChildFund International – Uganda National Office	345,000	Conduct research complementing a national survey on violence against children in Uganda
Private Sector Foundation Uganda	31,937	Expand the activities of business advisors to advise more village savings and loans associations
Private Sector Foundation Uganda	194,750	Support ongoing district-level interventions and work to mobilise the business community on advocacy for young children
Total Uganda	571,687	
GLOBAL		
Ascend at the Aspen Institute	222,700	Promote a Parents+ approach in programmes, policies, research, and funding streams globally
Assemblyfor–Witter Ventures GmbH	97,000	Continue support for the WithoutViolence project to improve communications skills among violence prevention advocates
Association ATFALE	20,000	Organise an international conference on violence in preschools to share historical results of partnership with the Foundation
Brookings Institution	88,200	Analyse the use of Social Impact Bonds and their potential for the early childhood sector
City University of New York – Research Foundation	338,300	Analyse data and research linking early childhood development and the built environment to inform advocacy

Partner organisation	EUR	Overall objective
GLOBAL		
Equity for Children at the New School	35,261	Assess the quality of existing policies and programmes for young children in the cities of Recife and Lima to inform programming on Urban95
ERGO Network	80,250	Research and map EU funding to improve policies and programmes for Roma inclusion and the impact on early childhood development
European Foundation Centre (EFC)	15,000	Support the organisation of EFC's Annual General Assembly and Conference in May 2016 in Amsterdam
Foundation Center	43,991	Provide a platform to track grants and encourage more coordinated investment among foundations in early childhood development in East Africa
Harvard Kennedy School	1,096,531	Develop and implement a 5-year customised executive education programme on leading and scaling early childhood initiatives including the production of original teaching cases
Institute for Fiscal Studies (IFS)	28,144	Map global evidence on policies, models and programmes combining parenting and income generation
Inter-American Dialogue	108,200	Convene a Latin America leadership forum to press for better policies on early childhood development
International Step by Step Association (ISSA) – Leiden Office	61,340	Map information and identify knowledge needs related to the improvement of quality in services for early childhood development
International Step by Step Association (ISSA) – Leiden Office	149,900	Launch a global initiative on issues facing the early childhood workforce and ways to improve its quality
IvCB Public Affairs & Stakeholdermanagement	40,425	Support communications and outreach at the Forum on Investing in Young Children Globally workshop in Addis Ababa
Network of European Foundations (NEF)	66,660	Support the Roma Education Fund in promoting inclusive preschool education for Roma children
Network of European Foundations for Innovative Cooperation (NEF)	430,000	Continue the Evaluation Challenge Fund initiative to build an evidence base of effective interventions to prevent violence against children and communicate the results with interested stakeholders
Oxford Policy Management Limited	20,000	Analyse trends, innovations and best practices globally on programmes bundling income support and parenting

Partner organisation	EUR	Overall objective
GLOBAL		
PATH Seattle Headquarters	147,284	Research and assess opportunities in East Africa to integrate parenting interventions with health and social services
The Management Centre	71,713	Diversify financial support for Know Violence – a global learning initiative to prevent violence against children
Multiple resource people	573,203	Expert support in advocacy and knowledge development
Total Global	3,734,102	

The decision-making cycle







Staff and governance



OVERVIEW OF THE FOUNDATION'S STAFF AT 1 MARCH 2016

Unit	Job title	Name
Executive Office	Executive Director	Michael Feigelson
	Secretary to the ExD	Jane Hartman
	Senior Advisor	Dr Joan Lombardi
Programme	Programme Manager	Marc Mataheru
	Representative, the Netherlands	Leontien Peeters
	Senior Representative, Latin America	Leonardo Yáñez
	Senior Representative, India	Dharitri Patnaik
	Representative, Turkey	Yiğit Aksakoğlu
	Representative, Israel	Daniella Ben-Attar
	Project Coordinator, Baby Wijzer	Kay Lankreijer
Support Programme	Programme Administrator	Jolanda de Haan
	Programme Administrator	Jackie Ratsma-Melville
	Programme Administrator	Alicia Fernández
Knowledge for Policy	Knowledge for Policy Director	Patrin Watanatada
	Interim Director	Oren Ginzburg
	Health and Advisory Lead	Elvira Thissen
	Communications and Publishing Officer	Teresa Moreno García
	Communications Officer Digital Platforms and Outreach	Melissa van Well-Dijkshoorn
	Research and Evaluation Officer	Katelyn Hepworth
	Research Analyst	Ardan Kockelkoren
Human Resources	Human Resources Manager	Margriet Wolters-Buisman
	Human Resources Officer	Agnes Buis
Operations	Operations Director	Neil van der Meer
	Administrative Assistant	Teresa Pegge
Financial Administration	Junior Financial Officer	Irene Menheere
	Junior Financial Officer	Perry Verwer
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: 69%	M: 31%
No. of staff and FTEs	Staff: 29	FTEs: 26.32

Note: In previous years the Bernard van Leer Foundation reported staff working outside the Netherlands in a separate list. The current report classifies staff working for the Foundation in accordance with the organisational design.

Executive Compensation Policy

Compensation for employees of the Bernard van Leer Foundation is indexed every three 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.

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.

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

Members of the Board of Trustees (in alphabetical order)

Yarom Ariav

(Born 1954, Trustee since 2015) Yarom has an MA in Economics from the Hebrew University of Jerusalem. His career spanned public service, mostly with Israel's Ministry of Finance, and the private sector, with Israel Chemicals Ltd. In the years 2007–2009 he served as Director General of the Ministry of Finance. Since 2012 he has chaired Lavi Capital investment bank, the Investments Committee of Amitim Pension Funds, and he serves on a variety of business and philanthropic boards.

Wim Borgdorff

(Born 1960, Trustee since 2015) Wim has an MBA from Erasmus University Rotterdam and MScs in Architecture from Delft University of Technology and in Real Estate from the University of Amsterdam. After a career in investment he is now Senior Adviser at Alpinvest Partners. He also serves on the board of CDC, a UK government-owned company that invests in developing countries in Africa and South Asia.

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 SG 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 the Chief Operating Officer of RIT Capital Partners plc and a member of the Company's operating board, J Rothschild Capital Management Limited. He previously was the Chief Executive of Five Arrows Limited. He is Chairman of the Capital Holdings Fund plc and is a Director of Pershing Square Holdings. He is Chancellor of Plymouth University and a member of 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. She is also a Trustee of Full Fact and was recently appointed a Trustee of the Rayne Foundation.

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 the 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), CNH Industrial (NL/UK), Groupe Wendel (FR) and Unibail Rodamco (FR), Jacqueline Tammenoms Bakker previously worked for Shell, McKinsey and Unilever and was Director General at the Ministry of Transport in the Netherlands.

Sam Worthington

(Born 1958, Trustee since 2014) Formerly CEO of Plan International, Sam has been President and CEO of InterAction since 2006. Recently a Rockefeller Foundation Bellagio Center resident policy fellow, 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; he serves on the boards of CIVICUS, the US Global Leadership Coalition, Religions for Peace and the Alliance to End Hunger.

[The Bernard van Leer Foundation would like to thank Gideon Frank and Rien van Gendt, who retired from the Board of Trustees in 2015. Gideon Frank had been a Board member since 2008, and Rien van Gendt since 2007. In 2015 we welcomed Yarom Ariav and Wim Borgdorff to the Board as new Trustees.](#)

Principles of Good Practice

As a member of the European Foundation Centre (EFC), the Bernard van Leer Foundation supports and adheres to the EFC Principles of Good Practice, which are summarised below.

Principle 1: Independent governance

The foundation has an identifiable and independent decision-making body which acts with high ethical standards and whose members are nominated in accordance with established principles and procedures.

Principle 2: Sound management

The foundation promotes effective and prudent management as well as sustainable investment strategies, while ensuring the best use of resources for the public benefit.

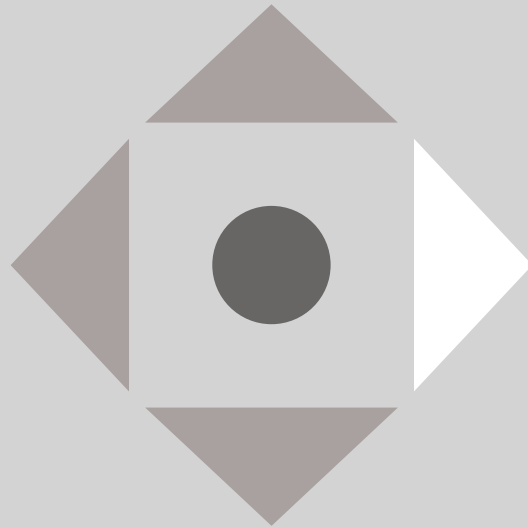
Principle 3: Transparency

The foundation communicates the remit, goals and results of its work in a comprehensive and digestible manner, holding transparency at the core of all activities.

Principle 4: Accountability

The foundation acts in a responsible and collaborative manner by accounting for its actions to stakeholders, and by being active in sharing its knowledge and experiences.

Our financial outlook for 2016



OVERVIEW BUDGET AND ACTUAL (IN EUR)

	Budget 2015	Actual 2015	Budget 2016
INCOME			
Van Leer Group Foundation	18,494,000	23,494,000	18,799,000
Other income	0	30,000	0
Interest	55,000	31,000	30,000
Total income	18,549,000	23,555,000	18,829,000
EXPENDITURE			
Total grants and Foundation-managed projects	15,860,000	15,889,300	17,565,800
Returned project funds	0	(144,400)	0
Currency difference	0	32,300	30,000
Cancellation previous years	0	(152,100)	0
Operating expenses	4,036,800	3,357,500	4,679,200
Total expenditure	19,896,800	18,982,600	22,275,000
CAPITAL AND RESERVES			
Foundation capital	453,800	453,800	453,800
General reserve	(189,800)	684,000	684,000
Appropriated reserve	0	5,046,400	1,600,400
Total capital and reserves	264,000	6,184,200	2,738,200

In 2015, this page separated out missions related transactions by goal and by Foundation sector support. Communications was shown as a separate line item. As a result of the shift in strategy, these distinctions no longer help to accurately reflect the Foundation's strategic intent for which reason they have been combined under the heading of grants and Foundation managed projects.

On 21 December 2015 the Van Leer Group Foundation (VLGF) Governing Council approved an additional EUR 5,000,000 to be made available to the Bernard van Leer Foundation (BvLF) over the next three years beyond its already anticipated income. This amount has been added to the BvLF drawing rights, effective 21 December 2015, thus increasing the BvLF assets and the VLGF liabilities simultaneously. The 2016 budget for Total grants and Foundation-managed projects has therefore been increased by EUR 1,676,000.

The operational budget for 2016 has been increased by EUR 1,300,000 to cover additional staff increases required to support the new strategy.

In line with the evolution of the the strategy, management will continue to decentralise staff with locally based staff in a number of countries. Given the size of the India programme, management will investigate setting up a liason office in India.

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 83 for details.

The Bernard van Leer Foundation generated positive cash flows from operating activities over 2015. The Foundation presents positive results over 2015 and the capital and reserves are positive as at 31 December 2015. The Foundation is solvent and the liquidity position is good.



Resumen ejecutivo

Robert Swaak, Presidente del Consejo de Administración, señala en su prólogo que el año 2015 fue muy importante para los niños pequeños. La Organización de las Naciones Unidas anunció un nuevo conjunto de objetivos globales en los que, por primera vez, se explicitaban metas relativas al desarrollo de la primera infancia. También para la Fundación fue una época de cambio apasionante. Se anunció el nombramiento de un nuevo Director Ejecutivo, y se revisó y actualizó el plan estratégico sobre la base de la información aportada por distintos actores clave de todo el mundo. Y añade:

Y sentimos un impulso sin precedentes. Los expertos de la sanidad pública, la neurociencia y la economía, con el consenso cada vez mayor de líderes de instituciones gubernamentales, empresas y organizaciones filantrópicas, coincidieron en torno a una idea muy sencilla: garantizar que los niños inicien sus vidas con buen pie no solo es algo justo, sino que también resulta crucial para construir sociedades sanas, prósperas y creativas.

Al presentar las prioridades de la Fundación para el período 2016–2020, el Director Ejecutivo, Michael Feigelson, señala que en conversaciones mantenidas con varias contrapartes de todo el mundo, predominaba siempre el mismo mensaje. En lugar de preguntarse por qué es importante invertir en los primeros años de vida, se empieza a hablar de cómo invertir para conseguir el máximo impacto en la mayor cantidad posible de niños. Y la Fundación tiene que saber responder a esa pregunta. Y añade:

Decidimos así concentrarnos en desarrollar y difundir soluciones capaces de lograr resultados a gran escala, que abordan al mismo tiempo distintos problemas de la infancia, y que se pudieran implantar donde creemos que otros financiadores no prestan suficiente atención.

Aunque esto no significa que vayamos a dejar de ayudar a quienes tratan de situar a los niños pequeños en las agendas públicas, cada vez es más necesario colaborar con los gobiernos, las empresas y las fundaciones para que tomen decisiones de inversión sensatas que permitan a los niños empezar sus vidas en buenas condiciones. Con este objetivo hemos creado en la Fundación un Equipo de Conocimiento centrado en proporcionar información y asesoría a nuestras contrapartes.

La Fundación seguirá concentrando la mayoría de nuestros recursos en un conjunto diverso de países clave, aspirará a generar soluciones que se puedan aplicar mucho más allá de sus fronteras. A través de una red global de contrapartes se espera poder difundir el conocimiento sobre cada solución mucho más allá de las ciudades o los países en los que se originen.

En el informe se describen los tres ámbitos que hemos considerado prioritarios tanto para nuestras decisiones de financiación como para nuestro trabajo de conocimiento y asesoría.

Padres+

Agrupación de servicios para garantizar un desarrollo infantil saludable

La forma en que los padres cuidan a los bebés y niños pequeños constituye uno de los factores más decisivos para un desarrollo infantil sano. Por ejemplo, enseñar buenos hábitos de higiene, fomentar una alimentación sana, hablar, cantar o tranquilizar a los niños con dulzura cuando están disgustados son actividades cruciales para el desarrollo del cerebro durante la primera infancia. Por desgracia, muchos niños no reciben los cuidados y el apoyo que necesitan.

A veces el problema es que los padres no saben lo que hay que hacer o copian lo que ven en su propia familia o comunidad, aunque no sea lo mejor para sus hijos. También puede ocurrir que carezcan del dinero, el tiempo o la energía necesarios para ocuparse de los niños como les gustaría. O se enfrentan a situaciones de depresión, violencia doméstica, agotamiento, hambre o enfermedad. Un error habitual en estos casos es darles información cuando no tienen tiempo para usarla o están preocupados por otros asuntos, o bien dirigirse a ellos de una forma que les hace sentir juzgados o amenazados.

Para abordar estos problemas, Padres+ combina la información sobre desarrollo infantil destinada a los padres con los servicios ya existentes orientados a mejorar el bienestar general de las familias. Aspiramos a acelerar la difusión de las buenas prácticas con este sistema combinado y, para ello, queremos recabar más pruebas sobre qué paquetes resultan más eficaces y demostrar hasta qué punto pueden funcionar a gran escala mediante una serie de alianzas estratégicas.

Urban95

Diseño de ciudades que contribuyen al desarrollo infantil saludable

El desarrollo urbano está moldeando con rapidez el futuro de nuestro planeta. Hoy las ciudades albergan más de la mitad de la población mundial, incluidos 1000 millones de niños, cifra que aumenta a medida que las familias se desplazan a contextos urbanos en busca de un futuro mejor. Sin embargo, además de brindar oportunidades, las ciudades también reservan aspectos negativos para las familias, como la contaminación, la masificación, los largos trayectos para acudir al lugar de trabajo y las altas tasas de delincuencia.

Urban95 formula una pregunta a los líderes de las ciudades, los urbanistas, los arquitectos y los ingenieros: si viera la ciudad desde una altura de 95 cm (la estatura media de un niño de tres años sano), ¿qué haría de forma diferente? Nuestra idea de base es que, si queremos

crear una ciudad en la que todo el mundo viva bien, el mejor punto de partida es ponerse en la piel de un niño pequeño.

En este ámbito se ha trabajado mucho menos que en lo que se refiere al cuidado de los hijos, y nuestro objetivo es colaborar con las contrapartes para desarrollar y probar una nueva metodología de urbanismo. Para ello, catalogaremos las innovaciones en materia de diseño y planificación que mejoran el desarrollo y la salud de los niños pequeños en las ciudades de todo el mundo, y colaboraremos con una serie de ciudades pioneras para probar este sistema y evaluar sus efectos tanto en los niños como en la ciudad en su conjunto.

Bases para Ampliar la Cobertura

Forjar las alianzas y competencias que amplían la cobertura de un desarrollo infantil saludable

En las entrevistas mantenidas en el año 2015 con representantes del gobierno, organizaciones internacionales, empresas y fundaciones, nos agradó ver que no hacía falta convencerlos para invertir en el desarrollo de la primera infancia, pero sí que querían saber qué tipo de medidas debían tomar. Es una evidencia más de la tendencia que se da en el debate global: se está pasando de hablar de “por qué invertir” a tratar de descubrir “cómo invertir” para conseguir el máximo impacto en la mayor cantidad posible de niños.

Bases para Ampliar la Cobertura trata de impulsar y dar respuesta a esta predisposición. Para ello, colabora con los defensores de la primera infancia en la creación de las agendas públicas y en la formulación de políticas a partir de datos científicos, y capacita a los financiadores y directivos para que amplíen con eficacia el alcance de los programas destinados a la primera infancia.

Principales aspectos destacados del trabajo realizado en 2015

- En Brasil, se ha aprobado un nuevo marco jurídico que mejorará la transparencia del gasto presupuestado para programas destinados a la primera infancia en distintos sectores del país. Previamente, la *Rede Nacional Primeira Infância* y el *Frente Parlamentar da Primeira Infância* habían llevado a cabo una campaña con el apoyo de la Fundación y otras entidades.
- En Perú, el Parlamento Nacional aprobó en diciembre una ley que prohíbe toda forma de castigo físico o humillante de niños y adolescentes, convirtiéndose así en el noveno país de América Latina con una ley de este tipo. En la campaña realizada por INFANT, los niños desempeñaron un papel fundamental. Ahora INFANT se concentrará en defender e implantar programas de apoyo a los padres para fomentar una “pedagogía de la ternura”.
- La revista *Espacio para la Infancia*, se convirtió en una publicación anual con un número en el que se analizaba el estado del sector.

“Padres+ combina la información sobre desarrollo infantil para los padres con los servicios ya existentes orientados a mejorar el bienestar general de las familias.”

Tras su lanzamiento en un evento internacional en Etiopía y su posterior promoción en seminarios internacionales, se distribuyeron más de 5200 ejemplares en inglés y en español, tanto en formato electrónico como en papel.

Caso práctico: Padres+ en el sistema de salud peruano

Según un estudio del proyecto Creciendo Juntos, financiado por la Fundación, las visitas a domicilio por parte de los trabajadores sanitarios de la comunidad a las familias de la zona de la selva amazónica de Loreto han dado su fruto: una reducción del 30% en la cantidad de niños desnutridos, un aumento del 6% al 34% en el porcentaje de padres que declaran jugar con sus hijos al menos durante una hora al día, y un incremento del 16% al 92% en la asistencia a controles rutinarios de salud y desarrollo.

Estos prometedores datos se suman a los resultados de otros estudios que demuestran los efectos positivos de las visitas a domicilio en la seguridad, el aprendizaje, la nutrición y la salud de los niños pequeños. El siguiente paso consiste en ampliar el alcance del modelo de visitas a domicilio para llegar a 30.000 niños de Loreto y de la región vecina de Ucayali. En 2015, la Fundación Bernard van Leer se alió con el gobierno peruano, que se comprometió a financiar esta ampliación con 5,8 millones de euros a lo largo de tres años, mientras que la Fundación prometió aportar 1,1 millones de euros para capacitar a las autoridades municipales responsables de la ejecución.

Debido a la estructura política descentralizada de Perú, la decisión de ofrecer o no servicios de visitas a domicilio es competencia de los alcaldes, y no del gobierno regional o del Ministerio de Inclusión Social. Los alcaldes tienen que solicitar fondos nacionales o regionales, y muchos de ellos deciden no hacerlo porque los funcionarios locales carecen de las competencias técnicas necesarias para lidiar con los procesos requeridos o para llevar a cabo el servicio.

Al igual que en el caso del proyecto Creciendo Juntos, la Fundación financiará a la Asociación Red INNOVA para que se ocupe de la formación y capacitación de los funcionarios locales, mientras que los servicios de las visitas a domicilio propiamente dichos se costearán con fondos públicos. En última instancia, el objetivo de la Fundación es ampliar aún más el alcance del proyecto, para ayudar al gobierno peruano a llegar a 700.000 niños de todo el país.

En cuatro de los cinco municipios incluidos en el proyecto Creciendo Juntos se lograron los resultados esperados, y el único caso de fracaso permitió sacar conclusiones útiles. Regina Moromizato, la directora ejecutiva de Red INNOVA, explica:

“En Brasil, fue aprobado un nuevo marco jurídico que mejorará la transparencia del gasto presupuestado en programas para la primera infancia.”

Los factores de éxito fueron el fuerte liderazgo y la flexibilidad del alcalde, las sólidas competencias en materia de planificación y organización, la capacidad de usar la información para tomar decisiones, la flexibilidad, y el consenso y compromiso en los diversos sectores.

Regina también explica el objetivo de este trabajo:

... no era tanto experimentar con nuevos modelos de visitas a domicilio, pues ya contábamos con varios consolidados que utilizaban el sistema sanitario como base para implicar a los padres y que podíamos adaptar según las exigencias locales. En cambio, lo que se pretendía era demostrar cómo podía funcionar el modelo en el contexto local y con capacidades locales, creando ejemplos que sirvieran de inspiración para los alcaldes de las provincias vecinas.

El modelo en sí consiste en visitas semanales por parte de trabajadores sanitarios de la comunidad a mujeres embarazadas o con hijos menores de tres años. Además de realizar controles sanitarios, los visitantes llevan materiales como juguetes, libros y radios, y muestran a las madres cómo relacionarse con sus hijos para favorecer su desarrollo. Los estudios realizados en Loreto han demostrado que las visitas resultan más eficaces cuando el trabajador sanitario va acompañado de una madre voluntaria de la comunidad.

Linda Ramírez, una beneficiaria de los servicios de visitas a domicilio, explica cómo ha cambiado la crianza de sus hijos al aprender:

... la importancia de hablar con los niños y decirles que los queremos. Yo sabía que mis padres me querían pero ellos no eran conscientes de lo importante que era decirlo. Por eso ahora le digo palabras bonitas a mi hijo, lo abrazo, le canto canciones y le doy besos.

Edward Reátegui es el alcalde de Mazán, uno de los municipios en los que el proyecto se ha llevado a cabo con éxito.

La asistencia técnica y el apoyo que nos prestó la Fundación fueron importantísimos, porque nos permitieron dar prioridad a la primera infancia en nuestra agenda. Ahora vemos de forma diferente el modo de invertir nuestros recursos, y somos conscientes de que tenemos que ofrecer mejores oportunidades a nuestros hijos. La próxima generación tiene que ser mejor que la nuestra.

Del mismo modo que la Fundación está financiando a Red INNOVA para ampliar el proyecto a escala regional, si aspiramos a realizar las visitas domiciliarias a escala nacional, es necesario que en otras regiones desempeñen esa misma función de apoyo otras instituciones, ya sean ONG, empresas privadas o equipos gubernamentales regionales. Existen precedentes de servicios destinados a la primera infancia que demuestran su utilidad en una parte del país y

“El Parlamento Nacional de Perú aprobó una ley que prohíbe toda forma de castigo físico o humillante de niños y adolescentes.”

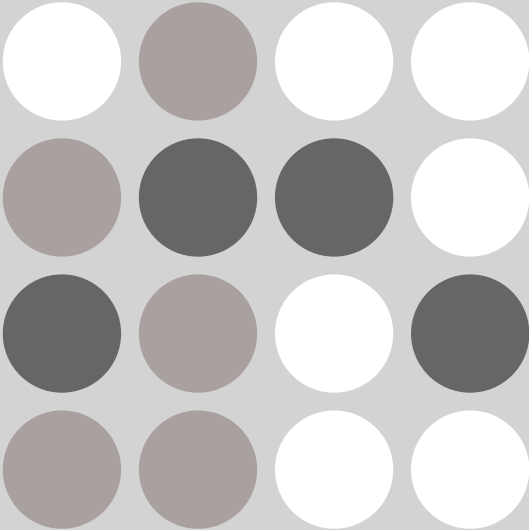
posteriormente se replican a escala nacional mediante la transferencia de conocimientos y sin necesidad de financiación adicional.

Regina concluye:

Red INNOVA ha observado que, mediante campañas de defensa y asistencia técnica, se consigue fomentar la inversión en la primera infancia por parte de los gobiernos locales. Solo se necesita financiación al inicio: tras las primeras intervenciones, los alcaldes se convencen de las ventajas y continúan el proyecto con fondos municipales.



Our Financial Report for 2015



Financial Statement for the year ended 31 December 2015

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BALANCE SHEET AS AT 31 DECEMBER 2015 (IN EUR)

After appropriation of operating result	Notes	2015	2014
ASSETS			
Fixed assets			
Tangible fixed assets	(1)	53,600	92,500
Intangible fixed assets	(2)	70,100	107,000
		<u>123,700</u>	<u>199,500</u>
Financial fixed assets			
Loan	(3)	325,000	0
		<u>325,000</u>	<u>0</u>
Current assets			
Current account Van Leer Group Foundation	(4)	19,312,200	14,237,000
Prepayments and receivables	(5)	615,300	615,000
		<u>19,927,500</u>	<u>14,852,000</u>
Cash and cash equivalents			
Cash and bank	(6)	221,000	47,400
		<u>221,000</u>	<u>47,400</u>
Total assets		<u>20,597,200</u>	<u>15,098,900</u>
Capital and reserves			
Foundation capital	(7)	453,800	453,800
General reserve	(8)	684,000	654,000
Appropriated reserve	(9)	5,046,400	504,000
		<u>6,184,200</u>	<u>1,611,800</u>
LIABILITIES			
Non-current liabilities			
Grants payable and Foundation-managed projects	(10)	4,697,400	3,926,900
Current liabilities			
Grants payable and Foundation-managed projects	(10)	8,765,200	9,225,400
Creditors	(11)	742,200	94,900
Accrued liabilities	(12)	208,200	239,900
		<u>14,413,000</u>	<u>13,487,100</u>
Total liabilities		<u>20,597,200</u>	<u>15,098,900</u>

STATEMENT OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 2015 (in EUR)

	Notes	Budget 2015	Actual 2015	Actual 2014
INCOME				
Van Leer Group Foundation	(A)	18,494,000	23,494,000	18,494,000
Other income	(A)	0	30,000	18,000
Interest income	(B)	55,000	31,000	59,700
Total income		<u>18,549,000</u>	<u>23,555,000</u>	<u>18,571,700</u>
EXPENDITURE				
Grants	(C)	15,200,000	12,054,700	14,114,800
Foundation-managed projects	(D)	660,000	3,714,800	1,759,000
Returned project funds	(E)	0	(144,400)	0
Total activities		<u>15,860,000</u>	<u>15,625,100</u>	<u>15,873,800</u>
Personnel operating expenses		3,204,200	2,594,800	2,302,700
Depreciation		113,800	100,900	97,300
Other operating expenses		718,800	661,800	766,100
Total organisation	(F)	<u>4,036,800</u>	<u>3,357,500</u>	<u>3,166,100</u>
Impairment of current assets	(G)	0	0	400,000
Total impairment of current assets		<u>0</u>	<u>0</u>	<u>400,000</u>
Impairment of financial assets	(H)	0	0	324,000
Total impairment of financial assets		<u>0</u>	<u>0</u>	<u>324,000</u>
Result		<u>(1,347,800)</u>	<u>4,572,400</u>	<u>(1,192,200)</u>
<i>Appropriation of operating result:</i>				
Added to/(deducted from) Appropriated reserve			4,542,400	(810,200)
Added to/(deducted from) General reserve			30,000	(382,000)
Total			<u>4,572,400</u>	<u>(1,192,200)</u>

The Appropriation of operating result is partly added to the General reserve and the Appropriated reserve. The General reserve has been increased by EUR 30,000 and the Appropriated reserve with EUR 4,572,400.

CASH FLOW STATEMENT FOR THE YEAR 2015 (in EUR)

	2015	2014
Cash flow from operating activities		
Operating result	4,572,400	(1,192,200)
Adjustments for:		
Depreciation of tangible fixed assets	40,000	46,000
Depreciation of intangible fixed assets	60,900	51,300
Receivable interest from loan	0	(7,000)
Impairment of current assets	0	400,000
Impairment of financial assets	0	324,000
Interest income	(31,000)	(59,700)
Changes in working capital:		
Change in non-current liabilities	770,500	388,400
Change in current liabilities	(35,600)	16,600
Change in 'Interest to be received'	(1,100)	(3,300)
Change in 'Receivable interest from loan'	0	7,000
Change in current assets	(5,075,500)	(30,900)
	<u>(4,341,700)</u>	<u>377,800</u>
Received interest	32,100	56,000
Cash flow from operating activities (A)	<u>332,700</u>	<u>(3,800)</u>
Cash flow from investment activities		
Loan	0	(141,400)
Purchases of fixed assets	(25,100)	(80,900)
Cash flow from investment activities (B)	<u>(25,100)</u>	<u>(222,300)</u>
Cash flow from financing activities		
Loan	(134,000)	0
Cash flow from financing activities (C)	<u>(134,000)</u>	<u>0</u>
Change in Cash and Bank (A+B+C)	<u>173,600</u>	<u>(226,100)</u>
Balance cash and bank 1 January	47,400	273,500
Balance cash and bank 31 December	<u>221,000</u>	<u>47,400</u>
	<u>173,600</u>	<u>(226,100)</u>

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

General

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

Accounting policies

General

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 recognised in the statement of income and expenditure in the period in which they arise, except for exchange differences on monetary items that are part of a net investment in a foreign operation.

Non-monetary assets and liabilities denominated in foreign currency that are stated at historical cost, are translated into euros at the exchange rates applying on the transaction date.

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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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 in 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 in the case of the legacy and loan. 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.

Intangible fixed assets

Intangible fixed assets are stated at acquisition or construction cost, less accumulated amortisation and impairment losses. Expenditures made after the initial recognition of an acquired or constructed intangible fixed asset are included in the acquisition or construction cost if it is probable that the expenditures will lead to an increase in the expected future economic benefits, and the expenditures and the allocation to the asset can be measured reliably. If expenditures do not meet these conditions, they are recognised as an expense in the statement of income and expenditure.

Tangible fixed assets

Tangible fixed assets are stated at cost, less accumulated depreciation 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. Expenditure is only capitalised when it extends the useful life of the asset. 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. Depreciation starts as soon as the asset is available for its intended use, and ends at decommissioning or divestment.

The following rates of depreciation are applied:

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

Financial fixed assets

The financial fixed asset 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. 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.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognised for the difference between the carrying amount and the recoverable amount. If there is an impairment loss for a cash-generating unit, the loss is first allocated to goodwill allocated to the cash-generating unit. Any residual loss is allocated to the other assets of the unit pro rata to their book values.

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

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

Loans granted and other receivables

Loans granted and other 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 cash equivalents

Cash and cash equivalents are stated at nominal value. Unless stated otherwise, they are freely disposable.

Long-term and current liabilities and other financial commitments

Grants payable that are expected to be paid in future years are recorded at the present value of expected future payments. After initial recognition long-term and current liabilities and other financial commitments are stated at amortised cost on the basis of the effective interest rate method. Liabilities due within one year are presented as current liabilities.

Contribution Van Leer Group Foundation

The contribution of Van Leer Group Foundation is recognised in the profit and loss account in the year to which it relates.

Appropriated reserve

The Board has some of the reserves set aside for specific purposes. The reduced spending of the appropriated reserve is determined by the Board, and not an obligation. The Board may cancel this restriction itself.

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 Director of the Foundation signs the grant letter or a contract.

Operating expenses – personnel

Employee benefits are charged to the statement of income and expenditures 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 Foundation.

SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

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. 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 can be 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 substantially or all 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 31-12-2014	Cumulative depreciation 31-12-2014	Book value 31-12-2014	Purchase 2015	Depreciation 2015	Book value 31-12-2015
Furniture and equipment	110,000	(59,300)	50,700	0	(22,000)	28,700
Hardware	121,400	(79,600)	41,800	1,100	(18,000)	24,900
	<u>231,400</u>	<u>(138,900)</u>	<u>92,500</u>	<u>1,100</u>	<u>(40,000)</u>	<u>53,600</u>

	Furniture and equipment	Hardware	Total
Cumulative purchase 31-12-2015	110,000	46,800	156,800
Cumulative depreciation 31-12-2015	(81,300)	(21,900)	(103,200)
Book value 31-12-2015	<u>28,700</u>	<u>24,900</u>	<u>53,600</u>

2 INTANGIBLE FIXED ASSETS

	Cumulative purchase 31-12-2014	Cumulative depreciation 31-12-2014	Book value 31-12-2014	Purchase 2015	Depreciation 2015	Book value 31-12-2015
Software	166,700	(59,700)	107,000	24,000	(60,900)	70,100
	<u>166,700</u>	<u>(59,700)</u>	<u>107,000</u>	<u>24,000</u>	<u>(60,900)</u>	<u>70,100</u>

	Software
Cumulative purchase 31-12-2015	190,800
Cumulative depreciation 31-12-2015	(120,600)
Book value 31-12-2015	<u>70,200</u>

3 FINANCIAL FIXED ASSETS

	Loan 2015	Redemption 2015	Interest 2015	Impairment	Book value 31-12-2015
Loan 1	325,000	0	1,600	0	325,000
Total	<u>325,000</u>	<u>0</u>	<u>1,600</u>	<u>0</u>	<u>325,000</u>

In 2015, Perron07 have drawn down EUR 134,000 of the total EUR 325,000 loan available. The EUR 134,000 loan was paid in two instalments, the first being on 26 June 2015 for the amount of EUR 67,000 and the second on 20 November 2015 for the amount of EUR 67,000. There is therefore still EUR 191,000 available which can be called on by Perron07 as an additional loan. Perron07 have paid a total of EUR 1,600 interest in 2015. Perron07 will start paying back the principle of EUR 134,000 from 1 January 2018.

NOTES TO THE BALANCE SHEET (in EUR)

4 CURRENT ACCOUNT VAN LEER GROUP FOUNDATION

	2015	2014
Balance 1 January	14,237,000	14,171,100
Amount of preliminary allocation to the Foundation	23,494,000	18,494,000
Disbursements of preliminary allocation to the Foundation	(18,494,000)	(18,494,000)
Other settlements	75,200	65,900
Balance 31 December	<u>19,312,200</u>	<u>14,237,000</u>

Funds from Van Leer Group Foundation are available on request. Funds for future instalments remain with the VLGF as part of the investment portfolio. The asset is not interest bearing. In 2015, EUR 5,000,000 drawing rights were allocated to the Foundation. Payments will be made directly from drawing rights so payments will not impact the Profit and Loss. BvLF can call parts of these funds with at least a 90-day notice prior to the start of the next quarter.

5 ACCRUED ASSETS

	2015	2014
Prepayments	1,800	900
Other receivables	613,500	614,100
	<u>615,300</u>	<u>615,000</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 2014 reflecting the actual market value and is currently under bid with expected realisation of sale in 2016.

6 CASH AND BANK

	2015	2014
Bank	221,000	47,100
Cash	0	300
	<u>221,000</u>	<u>47,400</u>

In the total amount of bank and cash, an amount of EUR 30,100 is included which reflects a bank guarantee. This amount is not freely obtainable.

7 FOUNDATION CAPITAL

	2015	2014
Foundation capital	<u>453,800</u>	<u>453,800</u>

8 GENERAL RESERVE

	2015	2014
Balance 1 January	654,000	1,036,000
Addition (deduction)	30,000	(382,000)
Balance 31 December	<u>684,000</u>	<u>654,000</u>

The addition is a financial donation from VLGF.

NOTES TO THE BALANCE SHEET (in EUR)

9 APPROPRIATED RESERVE

	2015	2014
Balance 1 January	504,000	1,314,200
Operating result	4,542,400	(810,200)
Balance 31 December	<u>5,046,400</u>	<u>504,000</u>

10 GRANTS AND FOUNDATION-MANAGED PROJECTS

	2015	2014
Balance 1 January	13,152,300	12,605,600
Grants/FMP contracts approved*	15,396,500	15,446,000
Grants/FMP contracts cancelled	(152,100)	(182,300)
Rate of exchange	32,300	34,900
Grant payments	(14,966,400)	(14,751,900)
Balance 31 December	<u>13,462,600</u>	<u>13,152,300</u>

* A grant is a (multi-)year commitment and a Foundation-managed project (FMP) 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	2016	2017	2018	>2019
Grants	11,457,500	7,568,100	2,936,300	713,700	239,400
Foundation-managed projects	1,814,100	1,006,100	242,000	237,200	328,800
MRT loan	191,000	191,000	0	0	0
Total	<u>13,462,600</u>	<u>8,765,200</u>	<u>3,178,300</u>	<u>950,900</u>	<u>568,200</u>

The amount payable for the year 2016 is shown on the balance sheet as a current liability.

The amounts payable after the year 2016 are shown on the balance sheet as a non-current liability.

The MRT loan is disclosed as part of note 3 Financial fixed assets.

11 CREDITORS

	2015	2014
Accounts payable	<u>742,200</u>	<u>94,900</u>

The accounts payable are due within one year. The accounts payable are primarily instalments of grants and mission related payments that were in the process of being paid at year end.

12 ACCRUED LIABILITIES

	2015	2014
Holiday allowances	53,600	49,300
Wage tax	97,000	106,600
Other liabilities	57,600	84,000
	<u>208,200</u>	<u>239,900</u>

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 the 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

At a meeting of the Board of Trustees on 30 October 2014, the Board approved a contribution for 2015 in the amount of EUR 18,494,000. On 24 November 2015, the Board of Trustees approved a contribution for 2016 in the amount of EUR 18,799,000. On 21 December 2015, the Board of Trustees approved an additional EUR 5,000,000 above the Foundation's normally anticipated income to be used between 1 January 2016 and 31 December 2018.

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

The surplus has been depeleted completely in contribution to indexation for pensions.

Rent obligations

Office

The Bernard van Leer Foundation has rental obligations for the current building in the total amount of EUR 257,800, 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 128,900
more than 5 years	EUR 0

Lease obligations

Printer/copier

The Bernard van Leer Foundation has lease obligations for printer/copier in the total amount of EUR 7,400 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 0
more than 5 years	EUR 0

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE ACCOUNT (in EUR)

A Van Leer Group Foundation and other income

	Budget 2015	Actual 2015	Actual 2014
Income	18,494,000	23,494,000	18,494,000
Other income	0	30,000	18,000
	<u>18,494,000</u>	<u>23,524,000</u>	<u>18,512,000</u>

The actual income for 2015 increased by EUR 5,000,000 to EUR 23,494,000 compared to budget 2015 and actual 2014. The increase can be explained by the additional approved funding from the VLG Governing Council.

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. The annual report 2015 of the Van Leer Group Foundation will be published in June 2016.

Other income

The other income is an additional donation from VLG and the estimated value of a legacy received by the Foundation in 2013 which will be settled in 2016 with the sale of the real estate property that is part of this legacy.

B Interest

	Budget 2015	Actual 2015	Actual 2014
Bank and deposit accounts	55,000	29,400	50,200
Other interest	0	1,600	9,500
	<u>55,000</u>	<u>31,000</u>	<u>59,700</u>

The falling interest rates and the lower amount on the Foundation bank account have resulted in a lower interest revenue than expected and budgeted for 2015.

C Grants

	Budget 2015	Actual 2015	Actual 2014
Grants approved	15,200,000	12,174,500	14,262,100
Grants cancelled	0	(152,100)	(182,300)
Currency differences	0	32,300	35,000
	<u>15,200,000</u>	<u>12,054,700</u>	<u>14,114,800</u>

A cancellation can occur when a partner has completed the agreed activities within a shorter period of time than was agreed, or a partner does not meet the terms of reference agreed to in the grant letter. In both cases the unspent funds are returned or planned future instalments are cancelled.

D Foundation-managed projects

	Budget 2015	Actual 2015	Actual 2014
Programme contracts	0	3,222,000	1,183,900
Communications	595,000	373,000	416,200
Foundation sector	65,000	23,700	37,800
Network development	0	96,100	121,100
Project audits	0	0	0
Sponsorships	0	0	0
	<u>660,000</u>	<u>3,714,800</u>	<u>1,759,000</u>

While the grant contracts have been underspent, this has been partially compensated by a higher spend on programme contracts. Grants cancelled cannot be budgeted for. Currency differences are dependent on currency rate fluctuations.

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE ACCOUNT (in EUR)

E Returned project funds

	Budget 2015	Actual 2015	Actual 2014
Grants	0	(144,400)	0
	0	(144,400)	0

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

F Operating expenses

	Budget 2015	Actual 2015	Actual 2014
Board of Trustees	47,000	33,400	44,800
Personnel			
(a) salaries	2,308,800	1,959,900	1,570,900
(b) social charges	212,000	202,700	277,100
(c) pension	400,000	330,700	211,800
(d) general staff costs	61,400	24,100	40,800
(e) recruitment	167,000	63,200	168,600
(f) staff development	45,000	10,900	33,000
(g) temporary personnel	10,000	3,300	500
	3,204,200	2,594,800	2,302,700
Consultants	68,000	56,300	18,600
Staff travel/hospitality	303,800	235,000	341,300
Premises	108,000	145,200	108,200
Office equipment/expenses	117,000	112,800	179,900
Depreciation	113,800	100,900	97,300
Telecommunications	29,000	22,700	34,200
External auditors	31,000	42,400	31,100
General costs	15,000	14,000	8,000
Total	4,036,800	3,357,500	3,166,100

The underspend on the salaries budget was due to fewer hires than planned for at the time the budget was approved.

G Impairment of current assets

	Budget 2015	Actual 2015	Actual 2014
Impairment of current assets	0	0	400,000
	0	0	400,000

H Impairment of financial fixed assets

	Budget 2015	Actual 2015	Actual 2014
Impairment of financial fixed assets	0	0	324,000
	0	0	324,000

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 2015 relates to field visits to partner organisations and board meetings.

NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE ACCOUNT (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 2015 financial year, the average number of staff employed by the Foundation, converted into full-time equivalents, amounted to 24.31 FTE; for 2014 this number was to 20.52 FTE.

	Average FTE 2015	Average FTE 2014
Executive office	1.90	2.37
Knowledge for policy	4.26	2.00
Programme	7.49	6.42
Operations	10.66	9.73

For comparison purposes the figures for 2014 are shown with the categories used in 2015 where the Communications department has been integrated into the newly formed Knowledge for policy department.

Approval of Financial Statement

Legal address: The Hague, 12 March 2016

Bernard van Leer Foundation Executive Director: Michael Feigelson.

Board members (in alphabetical order): Yarom Ariav, Wim Borgdorff, Steven Kaempfer, Jonathan Kestenbaum, Julia Neuberger, Robert Swaak (Chair), Jacqueline Tammenoms Bakker, Sam Worthington.

OTHER INFORMATION

Strategy update

In line with the evolution of the strategy, management will continue to decentralise staff with locally based staff in a number of countries. Given the size of the India programme, management will investigate setting up a liaison office in India.

Pension scheme

At the request of the Board of Trustees and in order to align with the current market norms, the pension scheme will be revised in 2016 in close cooperation with staff representation.

Appropriation of operating result

The budget for 2015 (EUR 19,896,800) was underspent by EUR 914,205 while the total income exceeded the total expenditure by EUR 4,572,450 due to the additional EUR 5,000,000 income received in December 2015. An amount of EUR 4,542,450 has been allocated to the Appropriated reserve and an amount of EUR 30,000 has been added to the General reserve.

Provisions in the Articles of Association governing the appropriation of result

In the Foundations 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 the Stichting Bernard van Leer Foundation

Report on the financial statements

We have audited the accompanying financial statements 2015 of Stichting Bernard van Leer Foundation, The Hague, which comprise the balance sheet as at 31 December 2015, 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 of the Foundation's responsibility

Management of the Foundation is responsible for the preparation and fair presentation of these financial statements and for the preparation of the 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 Foundation'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 Foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management of the Foundation, 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 2015 and of its result for the year then ended in accordance with 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 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 annual report, to the extent we can assess, is consistent with the financial statements.

The Hague, 1 April 2016

KPMG Accountants N.V.

H. Visser RA

Photography

- Cover** Sam, a baby boy at 3 months. The Netherlands. Photo: Ruben van Well.
- Page 4** Newborn baby girl smiling at her caregiver. Photo: ©iStock.com/dimamorgan12.
- Page 6** A Peruvian 4 year old playing with the photographer, Creciendo Juntos project, Loreto, Peru. Photo: Asociación Red INNOVA.
- Page 8** Children playing during the opening of the Play Centre, *Sacode Planeta* ('Shake the Planet'). Jardim Valquiria Favela, São Paulo, Brazil. Photo: Ato Cidadão.
- Page 11** Baby boy held up in the air by his father. The Netherlands. Photo: Bernard van Leer Foundation.
- Page 12** Bernard van Leer and his son, Oscar, in early 1930s. Photo: Van Leer Group Foundation photo archive.
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- Page 25** Children celebrating during a cultural activity of the Criança Fala project. Glicério, Liberdade district, São Paulo, Brazil. Photo: Juliana Rosa/Prosa e Fotografia.
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- Page 64** Father and his baby. Creciendo Juntos project. Loreto, Peru. Photo: Asociación Red INNOVA.
- Page 70** Children running in field. Photo: Asociación Red INNOVA.



Bernard
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