



# A good start for all children

**Annual Report 2018**

Bernard van Leer Foundation

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

– Oscar van Leer

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# Annual Report 2018

## Bernard van Leer Foundation

March 2019



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Foreword by the  
Chair of the Board  
of Trustees

# Constantly remaking ourselves as the world around us changes

As I write my remarks for this year, I find myself reflecting on the road we have travelled since my first contribution to these pages in 2013. I wrote about the importance of ‘reaching out to new kinds of partners who have the capacity to leverage more resources’ for the youngest children. I am very proud of how far we have come.

Across our portfolio of work, we have built partnerships with national, state and city governments. We have developed new relationships with other foundations, working together to do things neither of us would be able to do on our own. We have broken new ground in our work with international financial institutions. And we have begun to explore the potential of partnering with the private sector. I can say with confidence that the diversity of our partners is greatly enriched.

Through this work, we have learned an enormous amount about what it takes to make the transition to scale. As I wrote in 2016, the challenge is to find not just ‘what works’, but how to deliver what works effectively for hundreds of thousands or millions of babies, toddlers and their families:

- How to design governance and management arrangements that encourage collaboration across sectors and levels of government
- How to build a robust early childhood workforce and – within that – a cadre of qualified supervisors and managers
- How to develop partnerships in new areas with often unrecognised impacts on children, such as clean air and access to transportation.

As we come closer to the end of our 2016–2020 strategic plan, how do we apply what we have learned thus far? What pivots and adaptations should we be making? How is the world around us changing? What does that mean for babies, toddlers and their families? What does it mean for our role in making sure each of them gets a fair start in life?

The journey is not complete. We are very much in the midst of implementation. Yet we need to keep an eye on the future. To use the words of Oscar van Leer himself, we should be *constantly remaking ourselves* to meet the demands of the world around us.

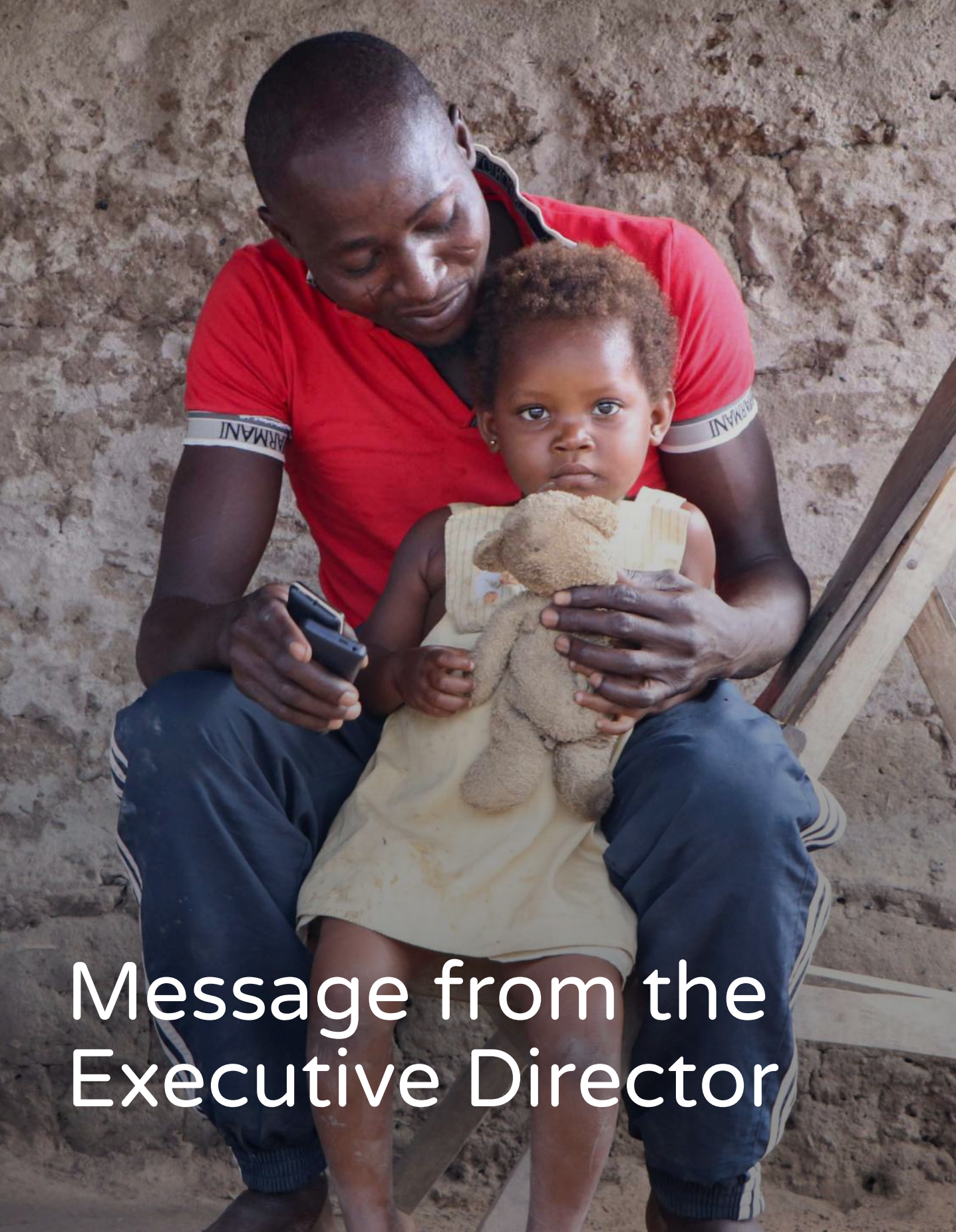
My fellow Trustees and I are very grateful for the extraordinary work of our team and partners around the world.

*The Hague, 27 March 2019*



Robert Swaak  
Chair, Board of Trustees

We have learned an enormous amount about what it takes to make the transition to scale.



Message from the  
Executive Director



# The importance of strong relationships with leaders and their teams

Since we launched our 2016–2020 strategic plan, a recurring theme has been how a foundation like ours can most effectively work with much larger partners like governments, multilateral institutions and corporations to achieve large-scale change for babies, toddlers and their caregivers:

How can we help create the conditions for these institutions to take large-scale action? How can we support these partners to build on the best available evidence? How can we help them to monitor if their investments lead to changes on the ground? In 2018, we reflected on the factors most critical for success. The answer: leaders and their teams.

In every partnership where we see success, there is a common factor: strong relationships with a diverse set of leaders and their teams; people with different backgrounds and expertise, who – together – can navigate the political, financial and technical challenges of getting to scale.

I think of Dr Michelle Bachelet, former President of Chile and UN Commissioner of Human Rights who is chairing a new women’s leadership group at the Partnership for Maternal, Newborn and Child Health (see page 50); Daniel Kablan Duncan, the Vice President of Côte d’Ivoire, a champion for the country’s national nutrition plan (see page 23); or Osmar Terra, Minister of Citizenship and driving force behind Brazil’s Criança Feliz home visiting programme (see page 22).

I also think about leaders driving change from behind the scenes, Jose Manshanden, Director of the Public Health Service in Amsterdam, who is working with municipalities to deliver joined-up services to vulnerable families (see page 25); Yoav Ben-Yehuda, the Director of Parks and Gardens for Tel Aviv-Yafo, who is creating play spaces for the city’s youngest kids (see page 41); and Kamar Haddad, a home visitor in Lebanon working on the frontlines with families displaced by the war in Syria.

You’ll read in these pages about how we support these and other leaders and their teams in their specific projects through a combination of strategic finance and technical assistance, but also how we are trying to cultivate a community of leaders through activities such as study tours, executive education programmes and opportunities to interact with peers from other parts of the world.

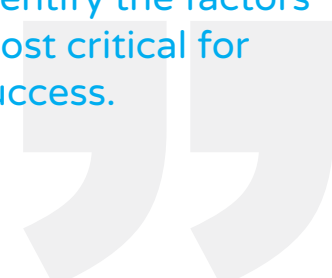
Finally, I must express my deep gratitude for the leadership demonstrated by our own team. Without their passion, compassion and commitment, none of this would be possible.

*The Hague, 27 March 2019*



Michael Feigelson  
Executive Director

We reflected on our partnerships to identify the factors most critical for success.





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 healthy, creative and peaceful societies.

# Our history

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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 can say no, but 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, more than 50 years later, its focus continues to be on supporting the youngest children to reach their full potential.

# Building on our history

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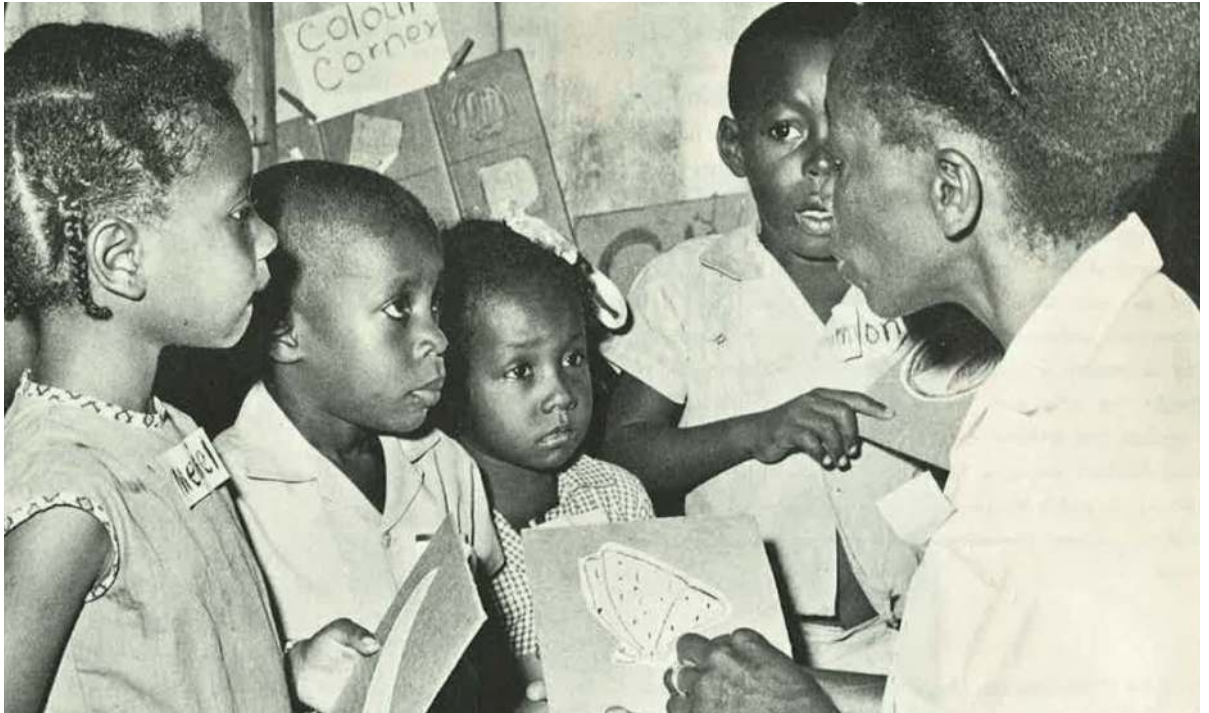
Since Oscar chose to focus our mission on children in 1964, we have supported pioneers and leaders from around the world to develop and spread knowledge about how to make effective investments in child development. Over this period, we have invested over half a billion euros in partnerships that have led to innovations in service delivery and training, widely adopted by governments and non-profit organisations; generated breakthrough ideas that have changed the way people think about the earliest years of a child's life; and informed public policies in more than 25 countries representing all regions of the world.

In recent years we have spent some time working to better understand this rich history and how we might build on it looking ahead. In some cases, we found the greatest lasting impact came through supporting partners early on and helping them to establish themselves as thought leaders.

- In Jamaica, we worked from **1966 to 2006** with the University of the West Indies. Today, the University continues to be a leading global authority on early childhood development.
- Between **1979 and 1983**, we funded Dr Howard Gardener's project on human potential at Harvard University. Dr Gardener and the resulting theory of multiple intelligences, challenging the validity of IQ tests, have been heavily influential in the field of education.
- In Morocco, from **1981 to 2015**, we supported non-profit organisation ATFALE to transform the country's traditional Koranic schools into a high-quality national public preschool system, with a teacher training programme run by the University of Rabat. In a case study published this year, we see how ATFALE became and continues to be a local centre of excellence.

In other countries, we find that lasting impact has been achieved through public policies.

- In Colombia, from **1976 to 2012**, we worked with civil society and university partners to design community-driven models of early childhood development. The methodologies developed in this period were widely adopted by government institutions, extending services to 1.5 million children – many in poor communities affected by armed conflict.
- In Kenya, from **1976 to 1996**, we worked with the Kenya Institute of Education to develop a national preschool education system. In the 1990s, this led to the first World Bank loan for early childhood education in Africa. Though many of the institutions we supported no longer exist, their work served as the foundation for Kenya's preschool education policy today, arguably one of the most progressive in the region.
- In Poland, from **1994 to 2012**, we worked with the Comenius Foundation to develop a model of rural preschool education which was later adopted by government, incorporated into national policy and scaled through federal and European Union funding. Today, 90% of 3–5 year olds in Poland attend preschool.



These are just a few cases to which we have returned to reflect on and research in recent years, and which have provided us valuable lessons for our strategy today.

In this report, we share examples of the dozens of ongoing partnerships that build on this rich history. From national governments working to scale-up parent coaching programmes to cities trying to make public space and transportation more accessible to people taking care of babies and toddlers; to campaigns and coalitions working to pass new legislation on paternity leave and childcare; to a city planning firm that has produced a virtual reality simulation to help its engineers remember what it feels like to be 95 cm tall. These and many other stories are in the pages that follow.

### During 2018...

We published six case studies on what lessons we can learn from the Foundation's work in selected countries where we were active for a long period of time and are no longer present. The case studies cover experiences in El Salvador, Guatemala, Nicaragua and Morocco.

Read more at [bernardvanleer.org/publications-reports/series/historical-cases](https://bernardvanleer.org/publications-reports/series/historical-cases)

This work builds on our *Learning from Experience* report, published in 2013, which analysed our historical impact in Kenya, Colombia, Poland and Germany.

Available at [bernardvanleer.org/publications-reports/learning-from-experience](https://bernardvanleer.org/publications-reports/learning-from-experience)

# Our strategy (2016–2020): transition to scale

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The Bernard van Leer Foundation believes the major current challenge in early childhood development is the transition to scale. Plenty of ideas to improve the youngest children's health, nutrition, protection and learning have proven their worth in small-scale projects – but how do we effectively reach hundreds of thousands or millions of children?

The transition to scale is the focus of our 2016–2020 strategic plan: building partnerships to develop knowledge and support governments, businesses, international organisations and other foundations to reach far larger populations of children than we would be able to reach on our own.

Over the last three years, these pages have reported on how we designed, launched and began to execute our strategic plan, with a strong emphasis on monitoring and analysis of ongoing projects to allow us to learn and adapt more quickly. We are supporting our partners around the world to pioneer solutions in two areas that we believe have potential for impact and scale:

**Parents+**: combining coaching activities for parents and other caregivers about early child development with at least one service designed to meet a child and/or her parents' basic needs.

**Urban95**: supporting city leaders to look at the urban environment from an elevation of 95 cm – the average height of a 3 year old – and incorporate their insights into planning, design and management.

In parallel to the focus on these two solutions, we are continuing our more than 50-year tradition of helping to track, curate and share the latest advances in the field of early childhood development. By nurturing dialogue and debate about the youngest children and connecting early childhood specialists with policymakers, funders and

managers positioned to make large-scale investments, we aim to strengthen the **Building Blocks** on which this field of work can grow and prosper in the future.

As part of the 2016–2020 strategic plan, we are concentrating on seven countries chosen for their economic, geographical and cultural diversity: Brazil, India, Israel, Côte d'Ivoire, the Netherlands, Peru and Turkey. In 2017, we also launched a regional initiative to improve support for Syrian families forcibly displaced across the Middle East and Europe. Finally, we have reserved a portion of our budget to invest in selected partnerships in other geographies where exceptional opportunities to achieve and learn about the transition to scale arise during this strategic plan.

In 2018 we reflected on what was working, what was not and why. Wherever we were seeing success, we found bold leaders and excellent teams. These leaders were not defined by their formal positions, but their ability to mobilise others to solve problems at scale. Increasingly, we see this as the most important part of how we work – identifying these kinds of leaders and supporting them with access to curated global knowledge and expertise, connections to an international network of peers, strategic funding and advocacy.

On the following pages, after a geographic overview of our work, we report on progress against our 2016–2020 strategic plan by investment area.





# Where we are working

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 strategic partnerships that span multiple countries in some cases extending beyond our 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.

(active 1973–)

**Brazil**



(active 1978–)

**Peru**



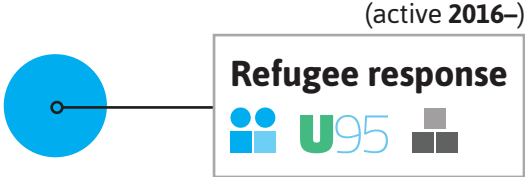
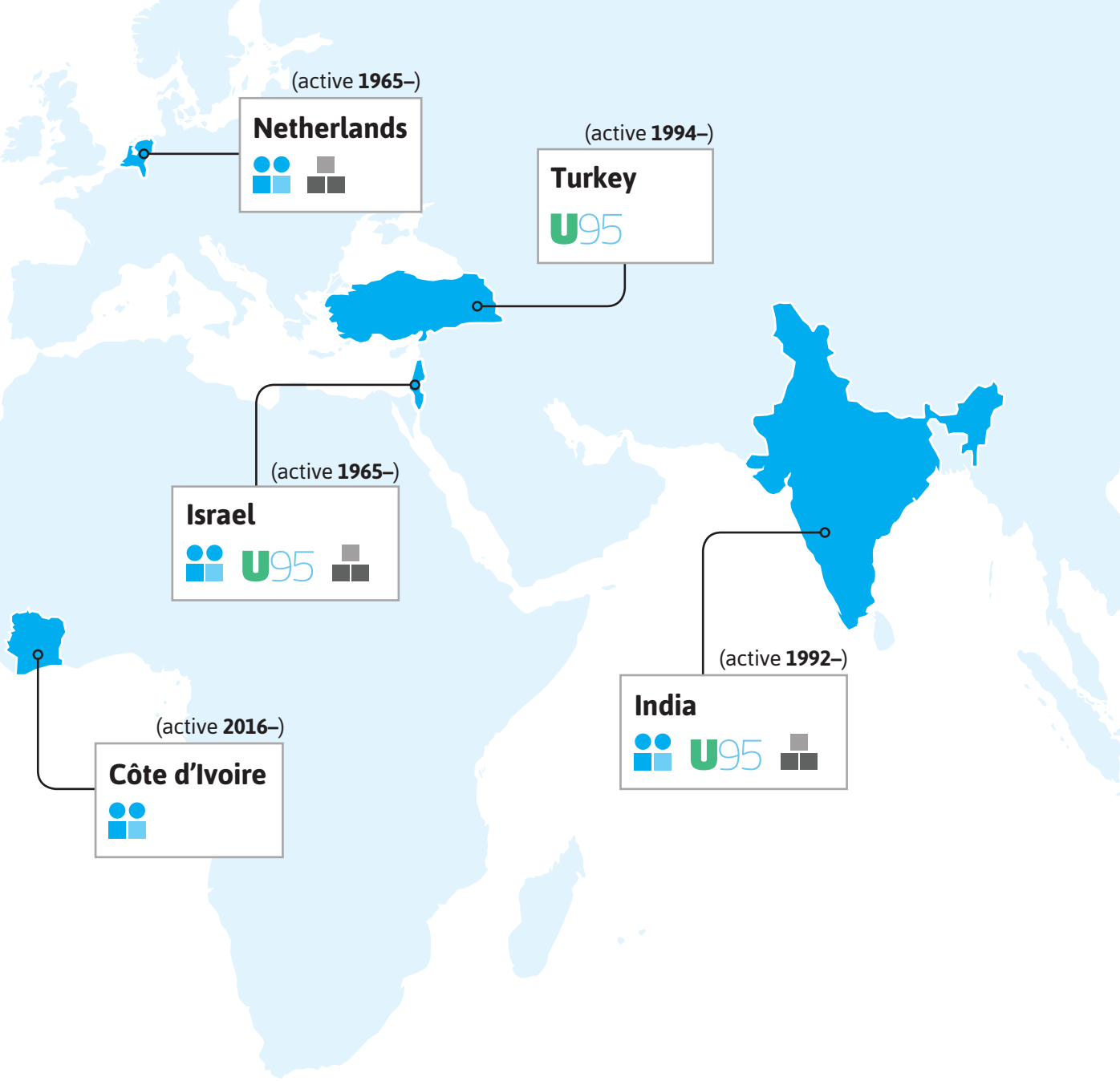
**Parents+**



**Urban95**



**Building Blocks**





# Parents+

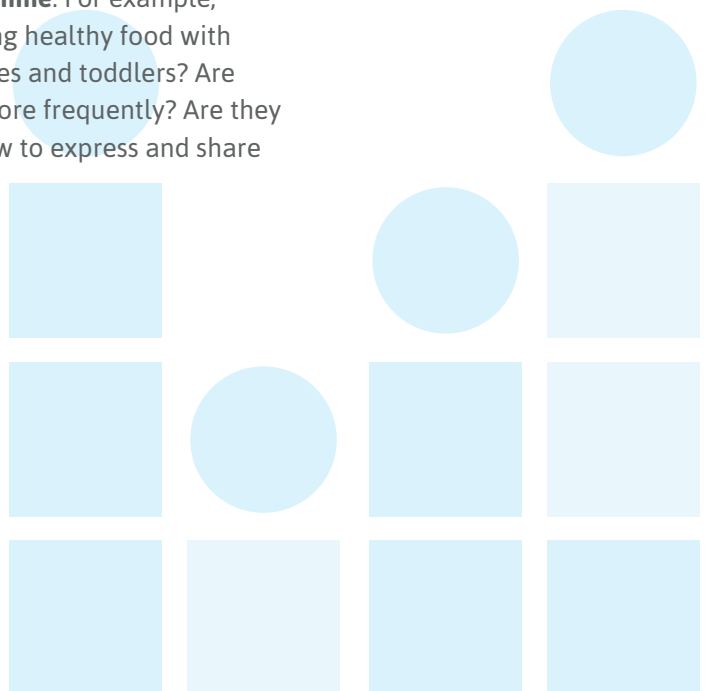
Combining coaching for parents with services that meet families' basic needs

Our work on Parents+ combines parent coaching in early child development with at least one service designed to meet families' basic needs – whether aimed at adults (reproductive health, savings groups, literacy, mental health, job training) or children (healthcare, nutrition, childcare, preschool). This can be an efficient way to achieve scale and improve the effectiveness of both the coaching activities and the service in question.

We focus on parents and caregivers because the way they nurture and support children in their early years is among the most decisive factors in healthy child development. While context matters and adaptation is essential, we are trying to mainstream some short-term indicators:

First, on **caregiver well-being**: if caregivers are not healthy and supported, it is hard for them to remain responsive to children. Programmes should measure some aspect of caregiver mental health, together with some aspect of service utilisation (such as attendance at postnatal visits, use of parks).

Second, on **responsive caregiving behaviours**: we aim to track **at least one key behaviour in each programme**. For example, are mums, dads and other caregivers eating healthy food with children? Are they playing more with babies and toddlers? Are they reading to them and telling stories more frequently? Are they finding positive ways to teach toddlers how to express and share their feelings?



# Lessons about rapid scaling from Criança Feliz

Building enough support to thrive across changes of political administration is essential for any programme. After the change in federal government in Brazil in 2019, it was encouraging that the new administration named Osmar Terra – an early champion of the home visiting programme Criança Feliz – to reassume responsibility for overseeing its implementation.

Criança Feliz was set up by the Ministry of Social Development with support from the Bernard van Leer Foundation, drawing on our experience of home visiting projects in Brazil; a team from Criança Feliz participated in the 2017 edition of our executive programme with the Harvard Kennedy School where they were able to step back and plan for what aims to be one of the largest-scale efforts of its kind in the world.

In 2018, the programme scaled rapidly. Brazilian communications agency Cross Content has documented the challenges, successes, failures and lessons of the first year in a new book: *Da ciência à prática – Os programas de apoio ao desenvolvimento infantil na América Latina (From science to practice – Programmes supporting child development in Latin America)*.<sup>1</sup> The first challenge was changing mindsets: government programmes for families with young children were accustomed to waiting for their clientele to come to them, rather than going out in search of parents who might not yet realise that the service was available or how it could help.

Like many programmes in early childhood, Criança Feliz does not align neatly with traditional government sectors such as health, education and social protection. It required institutional mechanisms to transfer funds across sectors that did not previously exist. The programme needed to align budgets and organise cooperation not only between sectors, but also across different layers of government – federal, state and municipal.

The ambitious goal was to reach 4 million children in three years, training an army of new professionals and

community workers in the skills needed to perform home visits – identifying sources of stress in parents' lives that hold them back from caring well for their children, and understanding when it would be helpful to refer parents to existing services – as well as the necessary skills in management, coordination and leadership.



After 18 months of implementation, Criança Feliz was reaching over 500,000 babies – an impressive rate of progress from a standing start. More than half of all municipalities across the country had signed up to the programme, with widely varying results – there are 'significant successes but also difficulties and failures that require attention', according to *Da Ciência à prática*. How effectively those lessons are learned will go a long way to determining how successfully the programme continues to scale. The book will help other programmes to evaluate the benefits and risks of an accelerated scaling of childhood programmes versus more gradual growth over longer periods.

<sup>1</sup> This book is available to read online or download at: [bernardvanleer.org/news/new-book-reports-in-depth-on-brazils-crianca-feliz-programme](https://bernardvanleer.org/news/new-book-reports-in-depth-on-brazils-crianca-feliz-programme). More information about Cross Content is available at: [crosscontent.com.br/cross-content-4](https://crosscontent.com.br/cross-content-4)

# Pilot parent support projects in Côte d'Ivoire

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Three parent coaching models have been trialled during 2018 in Côte d'Ivoire, as part of a broader initiative called Transforming Education in Cocoa Communities. Involving the UBS Optimus Foundation, Jacobs Foundation, the national government and 12 global leaders in the cocoa and chocolate industry, this initiative is testing multiple ways to improve education for children and young people, linking public policy and corporate strategy with civil society support and backed by scientific evidence.

Our involvement ensures that the youngest children and their caregivers are included in this comprehensive approach. The parent coaching pilots are local adaptations of models which have proved successful elsewhere in the world:

- **Family Makes a Difference:** aims to improve parenting skills and behaviours through ten two-hour sessions for groups of 20–25 parents. A randomised controlled trial in Liberia found that the model improved the quality of caregiver–child interactions and reduced the use of harsh physical and psychological punishment.
- **Skilful Parenting:** embedded in agricultural training activities for smallholder farmers and village savings and loans associations, local facilitators lead groups of caregivers in 12 two-hour sessions. A randomised controlled trial in Kenya found decreases in child maltreatment, child behavioural problems and adult depression – along with increases in agricultural yields.
- **Care for Child Development, Essential Nutrition and Hygiene Actions:** community health agents and volunteers hold bi-weekly sessions of one to two hours for six months with groups of caregivers, on responsive caregiving, nutrition and hygiene. Results from a large trial in Pakistan included warmer and more responsive parent–child interactions, reduced harsh punishment, and health improvements including a reduced incidence of diarrhoea.

In addition to the parenting coaching approach, another project is providing quality preschool care for children aged 3 to 6, including training and coaching for teachers and community committees for sustainability, tackling the challenge of providing access to quality preschool as in Côte d'Ivoire only 5% of children are enrolled in such services.

Transforming Education in Cocoa Communities (TRECC) is conducting careful research into all pilots with a view to informing policy and programmes at scale: Innovation Poverty Action is monitoring the projects, and those with successful results will be expanded to reach other communities. Together with TRECC, industry partners have already committed to scale-up successful models in additional communities in Côte d'Ivoire.

In parallel, in 2018 partners in TRECC explored another pathway to scale in Côte d'Ivoire, the Multisector Nutrition and Child Development Project. This project is a five-year USD 60.4 million initiative funded by the government of Côte d'Ivoire through a World Bank loan, the Power of Nutrition and TRECC. It includes large-scale implementation of community-based programmes on nutrition and early childhood development, in 14 of the 31 administrative regions that make up the country. Since its inception we have been working closely with government partners on the content and methodology of the initiative, informed by insights from the pilots described above, and with high-level political support, for example from the Vice President, Daniel Kablan Duncan.

# Media campaign helps parents in Israel to create magic moments with their kids

Every moment in the lives of busy parents and their children can become an enjoyable, meaningful and memorable moment. That's the message of a media campaign which includes a series of short documentary films, produced during 2018. It was launched in February 2019 – to coincide with National Family Day in Israel – on Hop!, Israel's leading cable and satellite TV channel for preschoolers. The campaign also includes a music clip, to be distributed digitally; a series of short videos for parents and caregivers; and a mini-site where all the content will be available to the public.

Each film portrays an aspect of the life of an Israeli family, presenting a diverse range of social economic groups, lifestyles and family structures. They include the Yadenko family, originally from Ethiopia; the Zayyadd family, religious Arabs; the Berman-Segalle family, including a gay male couple; and the Katsman family, a single mum and her daughter. Each film's message was informed by a team of consultants and advisors including experts in psychology, child development, behavioural economics and digital marketing, and honed by focus groups of parents and children. In addition, over 30 short video clips were produced featuring experts who provide tips and information about specific parenting behaviours.

The campaign will receive wide exposure in 2019, accompanied by evaluation research in partnership with the Center for Educational Technology to assess impact and inform future efforts. The Hop! TV channel reaches 1.5 million homes, and its YouTube channel gets 15 million views per month. Programme organisers are also working with media partners to expand exposure through a social media campaign, and reaching out to partners who work with parents in the field.

The project's steering board includes high-level representatives from the Ministries of Health and Education and Sima Hadad, Vice Chair of the country's newly created Early Childhood Council in the Knesset, as well as experts from the field and academia.



Daniella Ben-Attar, Country Representative for the Bernard van Leer Foundation in Israel, explains:

*We supported the Magic Moments campaign because parents of young children often feel isolated and lack the time or financial capacity to seek help. We want to assure them that they already have everything they need to bond with their child through meaningful and memorable moments that help their child develop.*

*Given the busy lives parents lead, broadcasts on television and online are an ideal way to reach them at scale. But this is also about creating effective tools for frontline practitioners to use in their face-to-face work with parents and children. The campaign's products will be made available for other stakeholders, from NGOs to public sector service providers through outreach work by Hop! and programme partners.*



# Netherlands municipalities join learning trajectory

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In the Netherlands around 75,000 children aged under 3 are considered to face multiple risks to their development. That equates to around 15% of families in the country. The responsibility for supporting these vulnerable families was decentralised in 2015 from the national government to municipalities. Many are still searching for more effective ways to fulfil their social policy role.

With rising costs and widening disparities in health outcomes, the topic is high on the country's political agenda. This was demonstrated by the launch of the Promising Start Action Programme in September 2018 by the Minister of Health, Welfare and Sports, Hugo de Jonge.

The programme is part of a broader government effort, called the Programme Social Domain, to improve the decentralisation process. It involves 16 'learning trajectories', and the Bernard van Leer Foundation is supporting one of them – to help municipalities deliver more integrated services to families in their children's first 1000 days. This trajectory aims to tackle coordination problems among the various services run by different levels of government and different sectors, such as health, public health and social services.

To give one example of a situation where more joined-up services could help to prevent the most disadvantaged children from falling through the cracks, midwives may not identify health risks during pregnancy that are not medical, such as unstable housing conditions. Or, if they do identify the risk and refer it to social services, it may not be followed up.

The learning trajectory will provide coaching and technical support for municipalities to develop, implement and monitor a cross-sector plan on improving outcomes in a child's first 1000 days, or preventing obesity through early intervention. Running initially for two years, it will learn from and build on experiences with existing integrated approaches. It will build the business case for investing in early childhood to lower costs in areas such as perinatal mortality and childhood obesity.

The Foundation has been working closely with two municipalities – Rotterdam and Amsterdam – on

approaches that show promise for being adapted to other municipalities. Leaders from both cities have participated in our Harvard executive leadership programme (see page 55). A wide variety of other cities have joined the learning trajectory, ranging from larger municipalities – such as Utrecht and Dordrecht – to smaller ones, such as Hoogeveen and Smallingerland.

Executives from 14 municipalities will participate in a leadership programme, and we will document what works so that we can share it. The plan is to reach all municipalities in the Netherlands within a decade, and in parallel to create an international peer-to-peer city network, as many models could work equally well in other countries.

The learning trajectory is being jointly funded by the national government, the Foundation and participating municipalities. The steering committee comprises the Foundation and trajectory directors Ciska Scheidel, Director of Public Health at the Ministry of Health, and Jose Manshanden, Director of the Public Health Service in Amsterdam. Jose notes:

*It is crucial to take the needs of caregivers and children as a starting point when improving services. The strong focus on existing 'evidence-based' models or interventions often dictates how support is given, while we know this impedes the cross-sector collaboration and adaptivity needed to effectively reach those who can benefit most.*

National implementing partners who will work with the municipalities include the Netherlands Youth Institute, Pharos (the Dutch Centre of Expertise on Health Disparities), JOGG ('Youth at Healthy Weight') and the consultancy firm Andersson Elffers Felix.

# Finding the best ways to support refugee parents at scale

Three-year-old Mohamad's family fled Homs in Syria, and now live in the Akkar region of Lebanon. There they have been visited frequently during 2018 by Kamar Haddad, a home visitor employed by the International Rescue Committee. Kamar is herself one of the hundreds of thousands of Syrian refugees who have fled to Akkar. She was trained by the International Rescue Committee to provide home visits to families in her community.

This home visiting programme, adapted from the evidence-based Reach Up and Learn model, is one of the approaches the Foundation is currently supporting with a view to showing how refugees can be reached with parent coaching services cost-effectively and at scale. It works in both Lebanon and Jordan.

Mohamad's mother, Khitam, was initially sceptical:

*How could a 3 year old learn and develop skills? But soon I realised that I was mistaken and my child was becoming more responsive and curious and able to express his feelings. It put me at ease that he considers Kamar as his friend. Before, Mohamad could not form a two-word sentence and was very reserved around new people. Now he is more accepting of other people and enjoys interacting with them.*



Christine Powell, one of the creators of Reach Up and Learn, visited Jordan in 2018 to check how the methodology was being applied. 'It was clear that the trainers had executed the training very well,' she said; home visitors had 'a clear understanding of the methodology, steps in carrying out a visit, a strong emphasis on language, praising children and parents including specific or labelled praise and modelling interactions with the children'. Home visitors report being surprised by how welcoming parents have been, as the home visiting concept was culturally new.

While more quantitative evaluations are still underway, early indications are promising. An evaluation of 312 children was conducted, using the Harvard CREDI (Caregiver Reported Early Development Instruments) score, which involves asking a series of age-appropriate questions, such as 'Can the child use gestures to indicate what he/she wants?' It found that 92% of the children had progressed. In another result, before the programme 57% of parents reported that they had not engaged in any activity with their child in the last three days; after participating in the programme, only 13% of parents reported that they had not engaged in any activity with their child in the last three days.

Partners in this phase of the project also include the ELMA Foundation and New York University. It will pave the way for home visitors to reach 800,000 families across Jordan, Lebanon, Syria, and Iraq over the next five years through a USD 100 million grant awarded by the MacArthur Foundation in 2017 to a partnership between the IRC and Sesame Workshop.



Separately, we are working with other partners to pilot alternative ways to support refugee parents. We are supporting Plan International to implement a parent coaching programme for refugees in Azraq camp, Jordan. To reach refugees in towns, such as Azraq and Amman, we are supporting Plan to collaborate with the Ministry of Health to offer parent coaching through existing mother and child centres, which provide health services to both refugees and the host population. The model is adapted from the Arab Resource Collective's HEPPP (Health, Early learning and Protection Parenting Programme) model, detailed in the 2018 edition of our journal, *Early Childhood Matters*.<sup>1</sup>

With both HEPPP and Reach Up, adaptations for the refugee context have included additional focus on helping caregivers to manage stress in their own lives. Khitam notes that Kamar's home visits have not only helped Mohamad to develop but also enabled her to 'understand Mohamad's capabilities and how to deal with him in a positive attitude'.

Promoting parents' mental health is the central aim of a third model we are testing, in partnership with War Child Holland and focusing on fathers and mothers of young children in Lebanon. While the Caregiver Support Intervention is still in its pilot stage, anecdotal evidence is encouraging: in one community, women whose husbands were participating in the programme started asking to join themselves after seeing how much calmer their husbands had become.

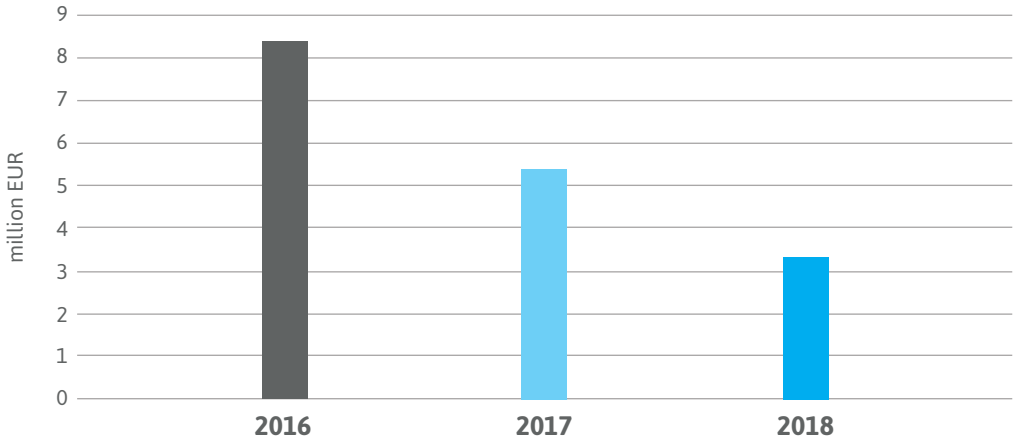
More broadly, we hope these interventions will direct attention to the needs of very young children and their caregivers, which are often overlooked in situations of crisis and displacement, and show the viability of meeting those needs in cost-effective ways. In June 2018 we helped to launch the Moving Minds Alliance,<sup>2</sup> a network of funders dedicated to scaling-up coverage, quality and financing for programmes that support families to rebuild their resilience and foster the well-being and development of their young children.

<sup>1</sup> *Early Childhood Matters* is available at: [bernardvanleer.org/publications-reports/early-childhood-matters-2018](http://bernardvanleer.org/publications-reports/early-childhood-matters-2018)

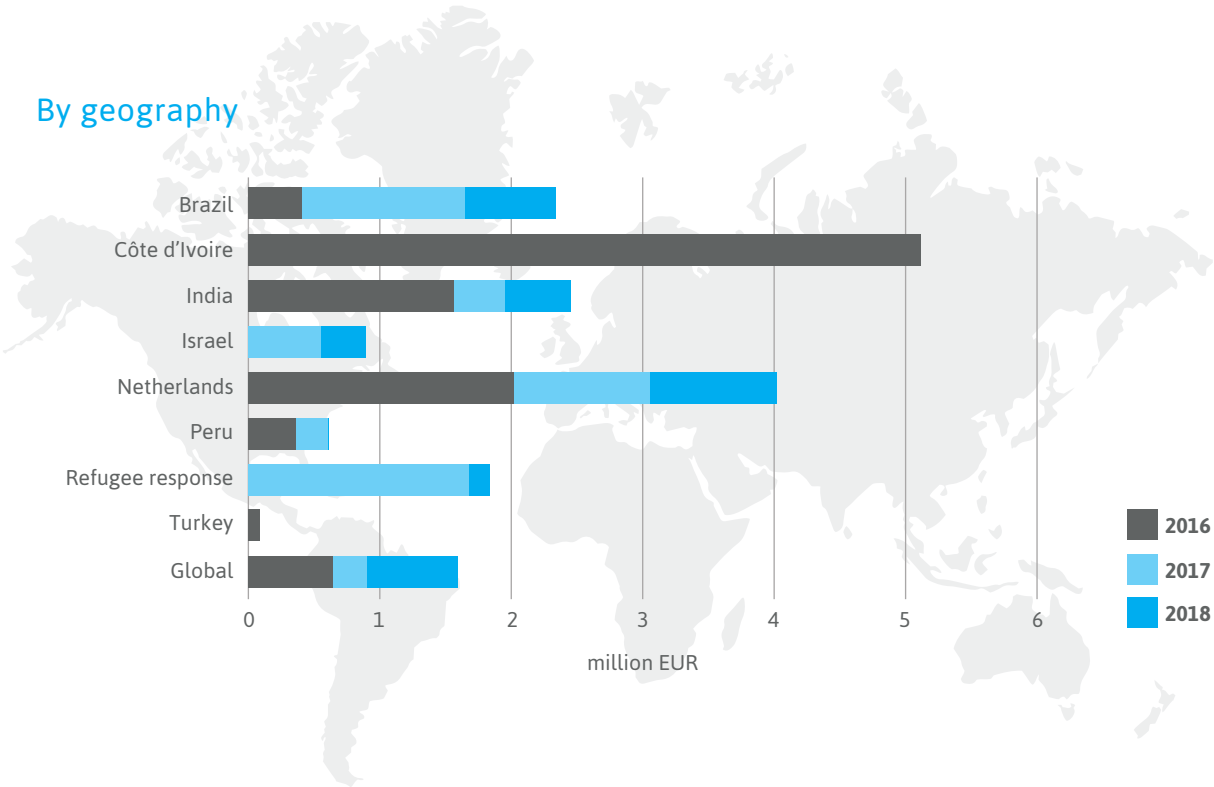
<sup>2</sup> More information about Moving Minds is available at: [movingmindsalliance.org](http://movingmindsalliance.org)

# Parents+: summary of investment (2016–2018)

## By year



## By geography



## Parents+: new investments approved in 2018

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Pastoral da Criança	314,700	Update training material to align with national strategies, including by adding components on caregiver–child interaction
ABRASCO (Associação Brasileira de Saúde Coletiva)	185,100	Support research into parenting practices to supplement a study of child executive function, emotional recognition, school readiness and stress levels
Cross Content Comunicação Integrada Ltda. EPP	178,200	Support the development of a publication providing an overview of the Criança Feliz programme in Brazil
<b>Total Brazil</b>	<b>678,000</b>	

<b>India</b>		
Charities Aid Foundation India	316,000	Build the capacities of <i>anganwadi</i> workers to implement mother tongue-based multilingual early learning and parent support
Centre for Early Childhood Development and Research	81,146	Evaluate the programme, implemented by the Department of Women and Child Development, on mother tongue-based multilingual early learning
People’s Rural Education Movement	24,931	Cover salaries to enable smooth phase-out
Multiple resource people	69,475	Expert support in advocacy and knowledge development
<b>Total India</b>	<b>491,552</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Israel</b>		
Goshen – Community Child Health and Well-being	132,659	Develop a partnership to build the capacity of well baby clinic nurses to support parents in advancing the healthy development of their children
Centre for Educational Technology, Programme Evaluation Department	96,100	Develop a plan to track and measure results of the Hop! campaign and partnership, and conduct ongoing evaluation of impact
TovanoT organisational evaluation planning and consulting	70,300	Conduct an evaluation of the programme on training preschool teachers to empower parents to achieve optimal child development outcomes
Tel Aviv Yafo Foundation for Development	29,569	Improve the health and well-being of young mothers from the Eritrean asylum seeker community in Tel Aviv, to advance the development of their young children
Multiple resource people	8,715	Expert support in advocacy and knowledge development
<b>Total Israel</b>	<b>337,343</b>	

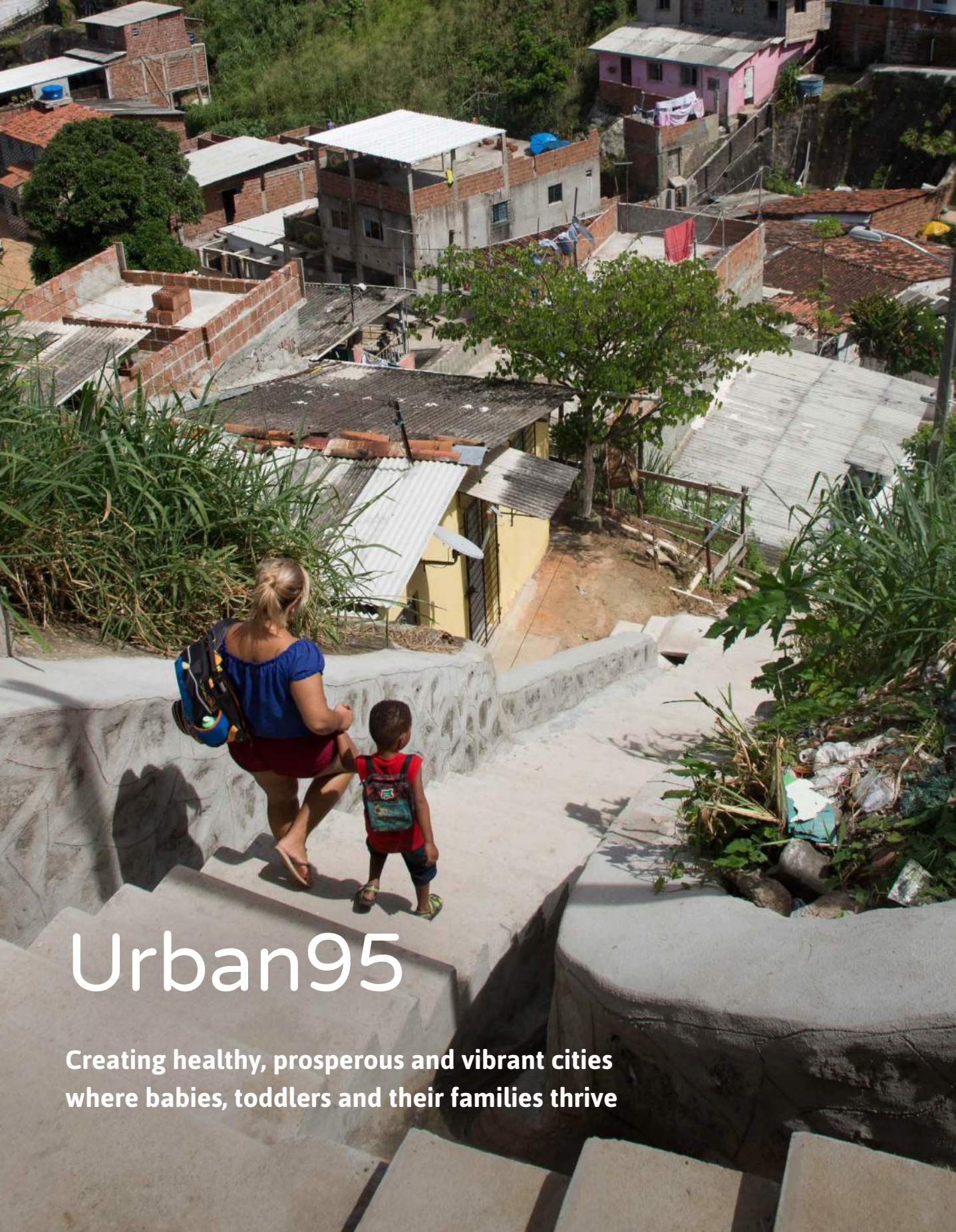
<b>Netherlands</b>		
Andersson Elffers Felix	660,000	Implement a two-year coaching and technical support programme for 14 Dutch municipalities to ensure existing social and health services reach disadvantaged children
GGD Amsterdam	172,500	Strengthen the ‘first 1000 days’ action plan of the Amsterdam Healthy Weight Programme, using new and existing tools and behavioural approaches
Nederlands Jeugdinstituut	98,470	Scale the Amsterdam Healthy Weight Programme internationally, to promote cross-sectoral collaboration, data use and decision making, breastfeeding and outdoor exercise
VluchtelingenWerk Oost-Nederland	34,827	Develop a strategy to scale the Preventive Parent Coaching programme across the eastern part of the Netherlands
Multiple resource people	3,778	Expert support in advocacy and knowledge development
<b>Total Netherlands</b>	<b>969,575</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Peru</b>		
Multiple resource people	16,828	Expert support in advocacy and knowledge development
<b>Total Peru</b>	<b>16,828</b>	

<b>Refugee response</b>		
Promundo-US	160,150	Develop and test an institutionalisation strategy for Promundo's gender-transformative fatherhood programme in Lebanon
Multiple resource people	5,352	Expert support in advocacy and knowledge development
<b>Total Refugee response</b>	<b>165,502</b>	

<b>Global</b>		
Pan American Health Organization	618,293	Scale-up parent coaching activities through Ecuador's health services, complementing Ecuadorian government scale-up of a comprehensive early childhood development package
TSNE, fiscal agent for The Basics, Inc.	69,091	Document the implementation of The Basics parent support campaign in four US cities and communities
<b>Total Global</b>	<b>687,384</b>	

**Total Parents+ 3,346,184**



# Urban95

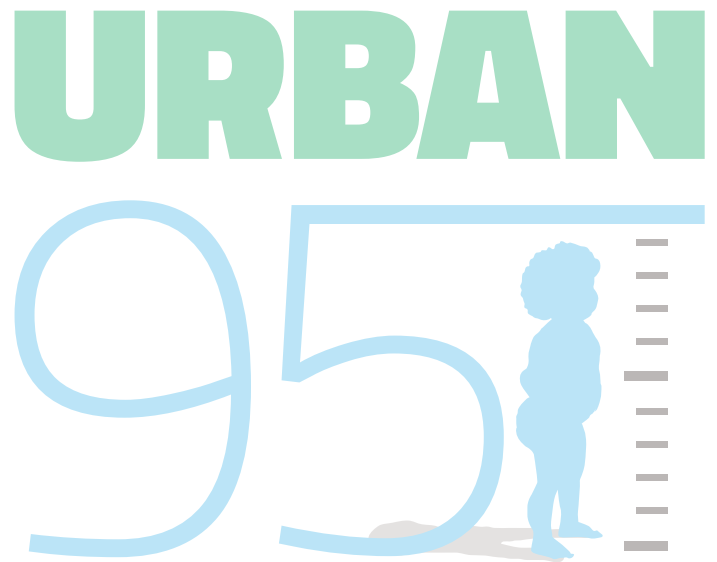
**Creating healthy, prosperous and vibrant cities  
where babies, toddlers and their families thrive**



As the world urbanises, humanity needs to get better at planning, designing and managing cities. The Bernard van Leer Foundation's Urban95 initiative works with city leaders, urban planners, architects and engineers to support the healthy development of young children growing up in cities by encouraging a better understanding of how a city looks from their point of view. It is driven by a simple question – if you could experience the city from an elevation of 95 cm – the height of a 3 year old – what would you change?

We focus our Urban95 work on three areas alongside our more traditional efforts to improve social services for parents: how to design public spaces that work for young children and families; how to make daily travel cheaper, faster and more reliable for working families; and how to help cities coordinate across city departments and manage data to better inform decisions about early childhood development.

As you will read in the coming pages, 2018 saw Urban95 projects take concrete shape in cities from Tel Aviv to Istanbul, and across India and Latin America. We also continued to explore innovative ways of introducing Urban95 into the broader conversation about the future of cities, from the first draft of our Starter Kit to a virtual reality experience that lets participants experience a city block from a toddler's perspective.



## Istanbul95: home visiting pilot makes early progress

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‘There is someone who asks me how I feel today’, says one mother in Istanbul, when asked to reflect on what she values about her participation in a pilot home visiting programme. The trial is still ongoing, with the initial cohort of children just passing their first birthdays – but early evidence suggests that children participating in the pilot are starting to walk and communicate at an earlier age than their peers in the control group.



The home visiting trial is part of Istanbul95, our Urban95 programme in Istanbul, which officially launched in early 2018. Istanbul95 works primarily with four municipalities – Beyoğlu, Maltepe, Sarıyer and Sultanbeyli – on initiatives including home visiting and improving the design and use of parks and public spaces for young children and families.<sup>1</sup> Boğaziçi University trained the home visitors and supervisors who are working on the trial.

Anecdotal feedback indicates that many of the home visitors have changed their perception of their role since they started: initially they thought they would be like teachers, but now feel that they have created peer relationships with the parents they visit. Parents report valuing what they are learning: fathers are spending more time playing with their children, and one mother reports that she is looking into her newborn son’s eyes and talking to him while breastfeeding, which she did not do with her first two children.

<sup>1</sup> More about the Istanbul95 project is available at: [belediye.istanbul95.org/en](https://belediye.istanbul95.org/en)

# Urban95 ideas to reach 100 smart cities in India

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In 2018 the Foundation's India team was invited to work with the Smart Cities Mission, part of India's national Ministry of Housing and Urban Affairs, on creating guidelines for improving the quality of life of infants, toddlers and caregivers through urban planning, design, and policy. The Ministry plans in 2019 to incorporate training linked to these guidelines for all of the 100 'smart cities' the Mission is currently supporting.

Launched in 2015 in response to India's rapid urbanisation, the Smart Cities Mission invited cities across the country to submit proposals for support for 'smart' solutions aimed at improving infrastructure and services, creating a clean and sustainable environment, enhancing inclusivity and ensuring a decent quality of life for all citizens.

In the first round of proposals, we supported the city administration of Bhubaneswar to articulate its commitment to becoming India's first child- and family-friendly city. Bhubaneswar was awarded top position in the first tranche of 20 cities to gain smart city status.

Subsequently, we began working with the Delhi-based National Institute of Urban Affairs (NIUA) to develop knowledge around approaches to promoting more child-friendly smart cities. This partnership has produced a variety of valuable resources, as well as inspiring the city government of Delhi to collect more child-focused data and incorporate a focus on family-friendliness into its new master plan. With our support, the NIUA coordinated a study tour to London in October 2018 for participants from Delhi and Bhubaneswar.

Meanwhile in 2018 we formalised Urban95 partnerships with two new cities: Pune and Udaipur. In each case we have committed to work with the municipal government for an initial period of 12 months on data collection and management, policy and guidelines, pilot and demonstration projects, parent support, training, and capturing and disseminating knowledge. If the results of the first year are positive, this would be the basis for further investment.

Projects have already started in Pune, including the transformation of a plaza to demonstrate what a child-friendly urban space looks like, collection of baseline data on key socioeconomic indicators of child-friendliness at city and neighbourhood level, and training of municipal staff. In Udaipur, activities are just getting under way following Pune's pattern of data collection, piloting and training.



# Urban95 goes mainstream in Tel Aviv-Yafo

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Winning the Eurovision Song Contest was a source of joy in Tel Aviv in 2018, but it was also an unexpected headache for organisers preparing the Urban95 ‘Playing in the city’ event in Rabin Square. The winning artist would perform a celebration concert there on her return from the contest, which meant all the play equipment they had carefully arranged in the square for an event the following day had to be cleared away again to create space for revellers.

Rather than move the activity to a less central and visible location, a team from the municipality worked through the night to put it all back again, so ‘Playing in the city’ could start as scheduled in Tel Aviv’s main public space. Around 6000 parents brought their young children to Rabin Square over the three days of the event to experience and test play equipment that was new to Tel Aviv. Since then, 150 examples of these new play facilities, designed for young children, have been installed across the city.

Attended by the city’s Mayor and widely covered in the media, the event was inspired by a study tour to Copenhagen organised by Tel Aviv’s Urban95 programme, a joint venture of the Bernard van Leer Foundation, the Municipality of Tel Aviv-Yafo and the Tel Aviv Foundation. Eight municipal leaders had earlier visited the city, which is renowned as a world leader in using family-friendly urban design to promote health and well-being.

The event in Rabin Square and roll-out of new play equipment was just one example of how rapidly and widely Urban95 ideas have been embraced by the Municipality of Tel Aviv-Yafo during 2018. Among other things, the municipality:

- became the first city in Israel to announce that it would take responsibility for childcare for under-3s, a policy that was far from the agenda just a few years ago
- reached thousands of parents through monthly activities in community centres and well baby clinics, storytelling sessions in libraries, and ‘toy sheds’ on major boulevards

- reached 25,000 parents of children under 3 through the digital platform Digitaf, described in these pages last year, including parenting tips adapted from Vroom.org and translated into Tigryna to reach the Eritrean refugee and asylum seeker community.

Organisationally, these results were enabled by having the Urban95 programme manager working as part of municipal staff; establishing a cross-departmental steering committee comprising top management from community, social services and public health, education, engineering, strategic planning, transportation, parks and maintenance, and public relations; and engaging over 160 municipal managers in a strategic planning process.

Tel Aviv is not the only city in Israel where Urban95 ideas are taking off. Now in its second year, the Peer City Network – convened by the Urban Clinic of the Hebrew University to enable leaders from diverse cities across the country to share ideas – is also seeing results. Jerusalem is using an assessment tool on play for young children, developed by the programme in its work to upgrade hundreds of playgrounds, while Beersheva held an event for over 100 municipal staff to discuss the Urban95 concept and the potential to implement the idea of child priority zones and playstreets.

# Urban95 steps forward across Latin America, from Bogotá to São Paulo

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Hundreds of delegates at Walk21's XIX International Conference on Walking and Liveable Communities in Bogotá in October 2018 heard the Foundation's Senior Representative for Latin America, Leonardo Yánez, present on Urban95 – and Mayor Enrique Peñalosa discuss young children as a priority, emphasising for example that pavements should be seen not just as a part of a street but as public spaces, like parks and green areas.

Conference delegates were able to visit the first 'children's priority zone' in Ciudad Bolívar, a low-income area in the south of the city. The concept, now being piloted also in other Urban95 partner cities, is to engage the community in a designated area around a family-related focal point such as a playground, school or kindergarten, to explore ways of improving public space and mobility that could then potentially be rolled out across the city.

In Brazil, Recife approved a new legal framework in 2018 that establishes early childhood as a cross-sectoral priority for the city, setting up a steering committee that will meet quarterly. The legal framework also establishes coordinated data collection to track individual children's interactions with various municipal programmes and services, and requires that young children's perspective be considered in all public investment decisions.

The Foundation provided financial and technical support for the workshop at which the framework was drafted, after Mayor Geraldo Júlio and other city leaders had participated in the Latin American version of our Harvard executive course in early childhood leadership (see page 55). Urban95 has also connected with universities in Recife, with students at both the Federal University of Pernambuco and the Catholic University now conducting research into related issues.

Teresa Surita, the Mayor of Boa Vista, publicly launched the Urban95 partnership in August. It is working on issues including parent coaching, improving early childhood services, mobility and public space interventions, including the construction of urban furniture to encourage playful interactions between children and caregivers. Boa Vista is

developing a smart city data platform, and we are working to develop early childhood indicators for inclusion in it.



Urban95 is also generating interest in São Paulo and Lima. In São Paulo Mayor Bruno Covas made early childhood a strategic priority for his term in office. In 2018 the municipality invited citizen feedback on a draft Plano Municipal Pela Primeira Infância, developed with the Foundation's support, and initiated a project to improve walking routes near educational and cultural early childhood services. In Lima residents of the neighbourhood of Bellavista have become the first to take part in a project to transform public space in partnership with the municipal government of Carabayllo. The newly elected Mayor of Metropolitan Lima has publicly declared that Urban95 will be a guide to making Lima a 'city for children'.

# Ideas from Urban95 Challenge find a wider audience

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In 2016 we launched the Urban95 Challenge – a call for ideas for practical, small-scale projects to improve urban livability for infants, toddlers and caregivers. We funded 26 projects in 18 countries, with grants averaging around EUR 17,000. Twelve of the 26 projects have now concluded.

Our main aim with the Urban95 Challenge was to stimulate new ideas from a wide range of sources – the selected projects came from academic institutes, municipalities, established NGOs, and also many bottom-up community groups – and to get a sense of what might be scaled or replicated elsewhere. Our Urban95 Starter Kit, the first draft of which was published in 2018 (see page 40), includes nine practical ideas that came directly from the Urban95 Challenge.

Here are just three of the many projects which are promising wider impact.<sup>1</sup>

- In a *favela* in **Santos**, a coastal Brazilian city south of São Paulo, Instituto Elos adapted their ‘Oasis Game’ methodology to involve the community in thinking about how public space could be made more family-friendly, and working together to put plans into effect. The response was enthusiastic, with 350 local residents helping to clear litter, paint murals, create a space for play, plant a vegetable garden, and turn an abandoned shipping container into a toy library. One helpful insight from this project was the important role played by older siblings: parents were often too time-pressed to participate, as they struggle to balance childcare with earning money, but many older children appreciated how the project could help their parents and younger siblings and took responsibility for representing their family.
- The municipal government of **Tirana**, Albania, created a new position to assess and advise the mayor on the impact of policies across the city administration on families with young children. A challenge for any city that aims to become more

family-friendly is that every municipal department – from health to public transport, to social care, to parks and recreation – has some effect on urban livability for infants, toddlers and caregivers. Each city needs to find its own administrative solution for achieving a holistic view that can inform policy. Tirana’s model of a Chief Child Officer is going well, and Mayor Erion Veliaj has become a champion for a children’s perspective in the city. We have since supported additional activities to produce ‘age 0–5’-centric design guidelines and plans – currently being implemented across Tirana – to locate kindergartens and community centres on primary school campuses as part of a long-term strategy to upgrade the infrastructure of schools and integrate them into local neighbourhoods.

- Based in Rotterdam, the Netherlands, **STIPO** is an urban development and placemaking organisation that produces The City At Eye Level – an internationally recognised collection of resources, available in multiple languages, that explore how streets and other public spaces can be created or changed to work well at human scale. With our support, STIPO is developing a City at Eye Level for Kids with a view to centralising the perspective of young children and their parents in this process.

Vivian Doumpa, Placemaker-Trainer at STIPO, says:

*The project has been an eye-opener to our team on the importance and great potential for creating better and more equitable places for all through the inclusion and active participation of caregivers and young children. We feel like we have been given the opportunity to advance our work and impact as an agency further.*

<sup>1</sup> All the Urban95 projects can be explored at: [bernardvanleer.org/urban95-challenge](https://bernardvanleer.org/urban95-challenge)

## Virtual reality lets you experience a city block from a toddler's point of view

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Working with the design and engineering firm Arup, we have created a virtual reality (VR) tool that helps adults to experience cities from the perspective of a young child. In this VR environment, participants get to feel small – shopping trolleys, for example, are taller than them, and every step they take in reality translates into the distance a small child's step would cover. They can explore a computer-generated city block that features real-life challenges for babies, toddlers and their caregivers, such as open gutters, garbage, speeding cars and blocked pavements.

We plan to use the VR experience in the coming year at international conferences and executive trainings to trigger conversations and new thinking around practical solutions to Urban95 challenges. Developing the tool was an interesting challenge for Arup's VR team, which is experienced in creating environments that help corporate clients to envision planned developments. As the capabilities of VR software

continue to evolve, we plan to work with Arup on adding new aspects such as interactions with other people.

Our hope is that, as one of the premier engineering firms thinking progressively about public space, Arup will begin to incorporate the 95 cm perspective into their business activities around the world.



# Starter Kit shares advice on implementing Urban95 ideas

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In 2018 we published the first draft of our Urban95 Starter Kit, a collection of promising ideas we have encountered in our Urban95 work so far. The 90-page document includes practical advice on implementing 29 ideas across four categories – public space, mobility, early childhood services and data-driven management. The ideas cover a broad range, from public storytelling events to protected bike lanes to data dashboards.



We asked for feedback to inform the development of a second draft, and received 23 thoughtful responses from a range of experts in urban planning, policy or design, some working in governmental agencies, others in civic organisations, academia, foundations or architecture practices. As many of these ideas are new, users were keen for as much additional information as possible on practicalities such as costs and implementation processes, and templates for tools such as worksheets that can be adapted to local circumstances. The updated version is scheduled for publication in Summer 2019.

Updating the Starter Kit was one of the issues on the agenda at our second Urban95 convening, building on the success of the first convening, as reported in these pages last year. We gathered experts in Los Angeles in October 2018, to coincide with the annual Designing Cities Conference held by the National Association of City Transportation Officials.

Participants at the convening identified the importance of mapping and gathering data on the everyday journeys of babies, toddlers and those who care for them. We explored issues such as how informal urban transportation options relate to formal public transport and cycling or walking, and the various environmental elements that affect children as they journey through cities, such as air pollution, noise and heat. We looked at the potential to revisit existing solutions from the perspective of babies, toddlers and caregivers, and ways of overlaying early childhood data with other datasets.

Our thinking and knowledge on Urban95 continues to evolve quickly. If you would like to stay updated through 2019, you can join our LinkedIn group at [linkedin.com/groups/13644197](https://www.linkedin.com/groups/13644197) or subscribe to our Urban95 newsletter at [bernardvanleer.org/urban95-newsletter](https://bernardvanleer.org/urban95-newsletter).



## Leaders from five global cities meet in Copenhagen for study tour

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‘Tel Aviv has hundreds of play spaces for all ages,’ says Yoav Ben-Yehuda, the Director of Parks and Gardens for Tel Aviv-Yafo, ‘but we had never given much thought to the youngest children – how they see the world, how the urban environment is experienced from the point of view of their age and height.’

That all changed with a study tour to Copenhagen organised by the Foundation in late 2017. During 2018 Yoav led the installation of 150 new play facilities for young children across Tel Aviv-Yafo, and personally designed a new kind of covered sandpit. The experience shows how city leaders can be inspired by visiting other cities working on similar challenges.

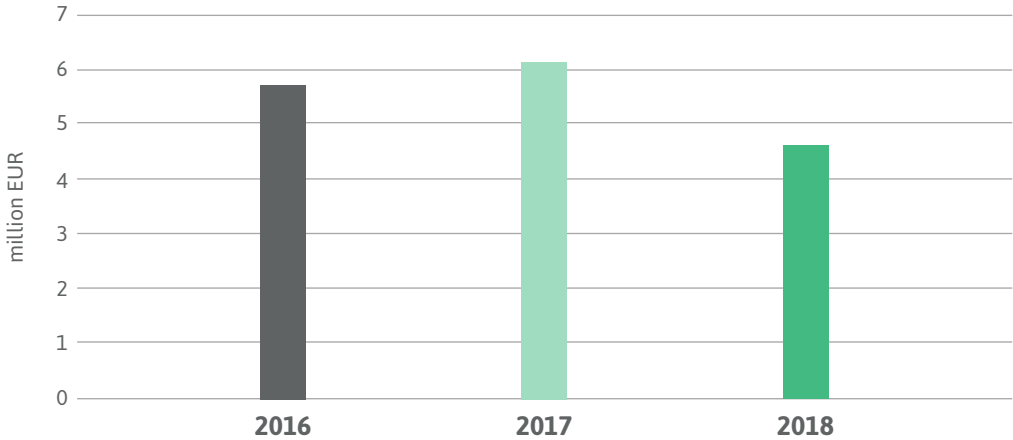
We organised another study tour in late 2018. Twenty planners and decision-makers from five cities – Pune in India, Renca in Chile, and Recife, São Paulo and Boa Vista in Brazil – came together for three days in Copenhagen in October for a tour organised in partnership with New York-based Gehl Institute and Copenhagen-based Gehl Architects.

Representatives from existing Urban95 programmes in Tel Aviv and Istanbul also joined the tour, which comprised a combination of site visits, workshops and presentations exploring issues including play, public space design, transportation planning and inter-agency collaboration. Each team returned to their respective cities with plans for a project to pursue, and we hope for impacts comparable to Tel Aviv-Yafo. ‘It brings us great joy and satisfaction to see how the children use these new play spaces every day in the city,’ says Yoav Ben-Yehuda.

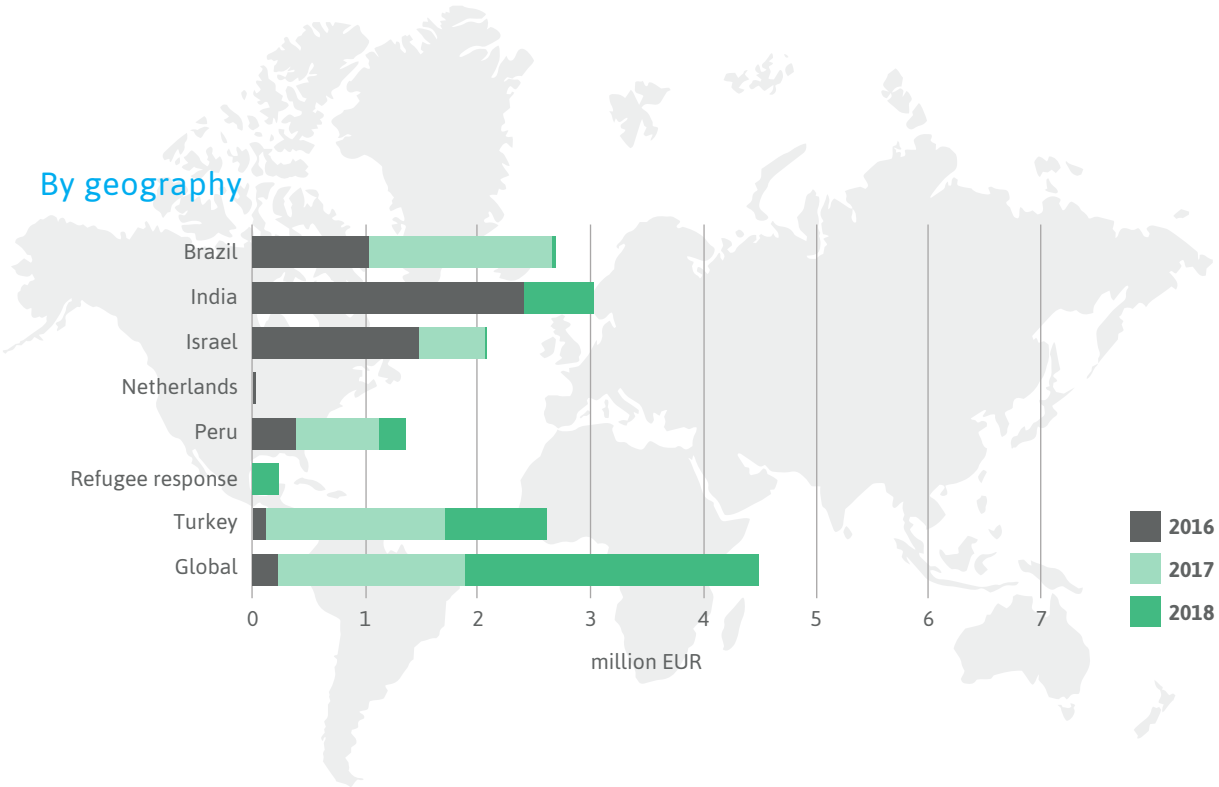


# Urban95: summary of investment (2016–2018)

## By year



## By geography



# Urban95: new investments approved in 2018

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Viana & Moura Construções S/A	22,439	Align ongoing social housing developments in 167 Brazilian cities with Urban95
Multiple resource people	7,535	Expert support in advocacy and knowledge development
<b>Total Brazil</b>	<b>29,974</b>	

<b>India</b>		
Taru Leading Edge Pvt. Ltd	110,605	Work with the municipality to collect baseline data on Pune's child-friendliness and create a checklist for an ideal Urban95 neighbourhood
Local Governments for Sustainability – South Asia	98,360	Collect baseline data on socioeconomic indicators of Udaipur's child-friendliness, integrate existing government data and create a checklist for an ideal Urban95 neighbourhood
National Institute of Urban Affairs	87,480	Support the Child-Friendly Smart Cities initiative to test and scale-up ideas for measurable outcomes through engagement with selected Indian cities
BDP Design Engineering Private Limited	66,880	Develop written guidelines on how India's smart cities can approach the design and development of child-friendly neighbourhoods
Centurion Science and Technology Entrepreneurship Facilitation Centre	98,663	Support the closing down of project activities
Charities Aid Foundation India	47,953	Build awareness of Parents+, including brain science, among government staff and frontline workers
Qendra Marrëdhënie (Relationship Center) QMDH	24,500	Support the development of guidelines on the design and development of child-friendly neighbourhoods
Multiple resource people	81,609	Expert support in advocacy and knowledge development
<b>Total India</b>	<b>616,050</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Israel</b>		
Multiple resource people	4,688	Expert support in advocacy and knowledge development
<b>Total Israel</b>	<b>4,688</b>	

<b>Peru</b>		
Grupo de Análisis para el Desarrollo	126,195	Validate previously developed indicators for Urban95 and train municipal staff in Lima to use the methodology
Coordinadora de la Ciudad en Construcción	120,417	Hold a week-long workshop for officials and neighbourhood leaders in Lima on subjects including early childhood and urban planning
<b>Total Peru</b>	<b>246,612</b>	

<b>Refugee response</b>		
Civic Ltd	245,700	Develop and implement initiatives to improve the lives of children and their families in Azraq Town and refugee camp
<b>Total Refugee response</b>	<b>245,700</b>	

<b>Turkey</b>		
Superpool Mimarlık Ltd Sti.	288,829	Support Urban95 in Istanbul in ways including developing a masters programme, organising study tours and planning child priority zones
Turkish Economic and Social Studies Foundation	186,200	Assess and map public and private institutions of education and health targeting young children in Istanbul
Istanbul Foundation for Culture and Arts, Istanbul Biennial	130,000	Develop a programme on early childhood for the Istanbul Design Biennial, including seminars for staff and a book for children
Dipnot Publishing, Education & Tourism Inc.	61,137	Develop content for creating stories about Urban95 in Istanbul, for TV news and social media channels

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Turkey</b>		
Kadir Has University	37,340	Develop a programme on Urban95 for junior and senior municipal staff
Faculty of the Built Environment, Eindhoven University of Technology	36,320	Learn about how young children and their parents interact with public space, transportation and services in Istanbul
Superpool Mimarlık Ltd. Sti.	35,990	Increase the number of participants from Istanbul in study tours to the Netherlands and Denmark
Gurme Bilisim Yayıncılık Hizmetleri Ltd Sti.	20,862	Hire a TV chef to create content on healthy recipes for Urban95 Istanbul for mothers and children, in collaboration with paediatricians and nutrition experts
Üsküdar University Institute of Health Science, Child Development Program	11,172	Assess needs and develop a curriculum to improve the knowledge and skills of care providers in selected daycare centres in Istanbul.
Multiple resource people	82,000	Expert support in advocacy and knowledge development
<b>Total Turkey</b>	<b>889,850</b>	

<b>Global</b>		
National Association of City Transportation Officials; Global Designing Cities Initiative	458,400	Fund NACTO's Global Designing Cities Initiative to provide technical assistance to Urban95 programmes around the world
Arup	448,482	Develop a family-centred planning methodology applicable to informal, poor and otherwise vulnerable urban areas
Institute for Transportation and Development Policy	437,800	Conduct desk research on mobility for young children and caregivers, test indicators to measure progress and create a policy brief and technical tools
Brookings Institution	265,475	Establish and manage a global network of people interested in the Learning Landscapes initiative, and produce at least one policy brief
CityLab, division of The Atlantic Monthly Group	166,616	Develop and publish ten articles covering the connection between city policies, city innovations and early childhood development

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global</b>		
Center for New Environments	156,800	Collect and analyse data on walkability in Tirana, create a municipal action plan and propose initiatives to the European Bank for Reconstruction and Development
Gehl Institute	111,342	Organise and facilitate two study tours, in 2018 and 2019, for participants from Urban95 cities
Wild Combination	91,257	Create five short video clips in two Urban95 cities, to help viewers understand of how toddlers experience the city
Arup	63,275	Develop a virtual reality experience which puts the user into the world of a 3 year old in typical, everyday urban environment
Gehl Architects	50,000	Adapt, develop and test Gehl's Public Life Tools with an explicit focus on early childhood
Institute for Transportation and Development Policy	24,729	Sponsor and bring participants to MOBILIZE Dar es Salaam, a global summit on sustainable mobility
ImagiNation Afrika	22,810	Strengthen the advocacy capacity of caregivers, media and municipal authorities in three communes in Dakar
Fundación Casa de la Infancia	19,344	Plan exposure to Urban95 activities in Bogotá for participants in Walk21, an international event on urban mobility
Multiple resource people	270,638	Expert support in advocacy and knowledge development
<b>Total Global</b>	<b>2,586,968</b>	
<hr/>		
<b>Total Urban95</b>	<b>4,619,842</b>	





# Building Blocks

**Promoting the science of nurturing care and sharing best practices in transitioning early childhood programmes to scale**

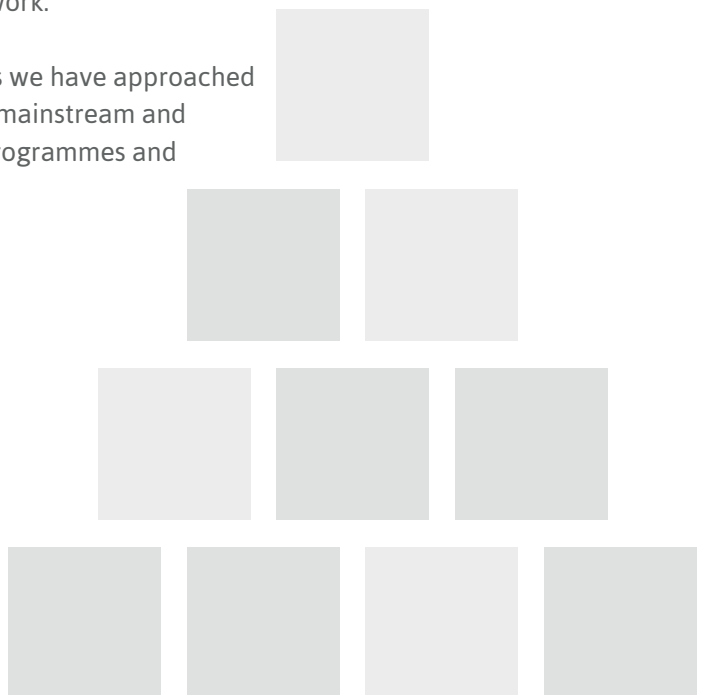


In the early 1970s, Bernard van Leer Foundation staff realised that many of the people they met working on early childhood development around the world did not know about each other. As a result, it was hard for them to see how their work and ideas could help one another serve young children more effectively. We started to type a newsletter and mail it to partners.

In the 1980s and 1990s, this evolved into a formal publishing programme: our journal *Early Childhood Matters*, first published in 1998, last year celebrated its 20th anniversary. Since the 2000s, we have become more active in organising opportunities for partners to meet and supporting advocacy to spread the message of why investing in the early years is so important.

Going beyond Parents+ and Urban95, our work on Building Blocks is an expression of our continued commitment to growing and strengthening the broader field of early childhood development. We continue to engage with the early childhood specialists who are at the core of our work, while at the same time trying to broaden the conversation to include more policymakers, funders and managers who are responsible for early childhood development within a larger portfolio of work.

The coming pages detail some of the ways we have approached this task in 2018 – from engagement with mainstream and specialist media to executive education programmes and coalition building.



# Engaging public health leaders to support early childhood workers

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'I work at a community medical centre in Siaya county in western Kenya. We are short-staffed and my colleagues and I all need to help each other. I help to deliver four or five babies most days. People in my community traditionally keep babies at home for the first two months after they are born, to celebrate them joining the family. But this means they often do not seek out medical care when they need it.'



Lynette Jeptoo Kosgei spoke about her work at a side-event at the Partnership for Maternal, Newborn and Child Health Partners' Forum in New Delhi in December 2018. We brought Lynette and two other frontline early childhood workers to the event to give their first-hand experiences of the challenges faced by early childhood workers across the world. The event, headlined 'Spotlight on the many voices of the early childhood workforce', addressed the questions: How can we streamline administrative tasks, so that frontline workers can spend more time caring for parents and children? How should we support frontline workers in their own emotional well-being?

This event marked the end of a year in which we became increasingly engaged with the Partnership for Maternal, Newborn and Child Health, an alliance of more than 1000 organisations in 192 countries spanning sectors related to health and childhood.

We met in May with Dr Michelle Bachelet, then the newly appointed Chair of the Board, and a group of foundations who are heavily invested in early childhood development. At the end of the year, the Foundation was invited to join the Board and chair the Donor and Foundations constituency.

The side-event at the Partners' Forum was organised together with partners including ClIFF, PATH, the American Academy of Paediatricians and the International Confederation of Midwives. The latter two organisations were first-time partners for the Foundation, and the process of engaging various workforce groups led to new relationships and learning. We look forward to building on these relationships in the future to make sure early childhood development continues to rise as a priority on the global public health agenda.

# Coalition persuades Israel's lawmakers to oversee childcare providers

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The tragic death of 14-month-old Yasmin Vineta in July 2018 focused the attention of the Israeli public and lawmakers on a three-year advocacy campaign by the Coalition for Education from Birth, calling for stricter government oversight of daycare providers. Israel's Knesset passed the Daycare Supervision Law in October 2018. It means the state will take responsibility for supervising providers of childcare services to children up to age 3.

Until now, providers of early childhood services for the under-3 age group have faced no regulatory requirements. Anyone in Israel could open a childcare centre. Starting in September 2019, any provider serving seven or more children will need to meet conditions for employing staff, inspection of buildings and other standards.

Established in 2015 by the Bernard van Leer Foundation and ANU-Making Change, the Coalition for Education from Birth has attracted over 250 institutional members and quickly established itself among decision makers and policy circles as the 'go-to' civil society organisation for early childhood, representing the voices of parents and professionals alike.

Getting the childcare supervision law enacted was the main goal the Coalition set itself – a proposal for the law had existed for well over a decade. The bill was steered through the Knesset by MK Yifat Shasha Biton, Chair of the Children's Rights Committee. Addressing the Coalition, she said:

*Thank you for your partnership in mobilising the public and reinforcing the messages and challenges in this field. We have now come to the long-awaited moment where the law for daycare supervision for toddlers has passed; a law that will regulate all frameworks with regards to personal safety of children, training of staff and the physical environment in which they stay. There is a long road ahead, but we are certain that together we can make a real change for the safety and well-being of toddlers in Israel.*



The Coalition will now closely monitor the implementation of the law, for which the bill allocated ILS 280 million (EUR 66 million) to the Ministry of Social Services.

# Partnering with media to promote interest in early childhood

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Can children have too many toys? New research suggests they the answer may be ‘yes’: in an experiment, toddlers with access to four toys were observed playing more creatively than toddlers given access to 16 toys. That study was published in the journal *Infant Behavior and Development*, and reached a wider audience through a report by Jenny Anderson in the popular online magazine *Quartz*, part of a series funded by the Bernard van Leer Foundation.

Our partnership with *Quartz* was one of four with media organisations in the last year. Two were mainstream – *Quartz* and the *Financial Times* – and two addressing more niche audiences: *Apolitical*, a portal for public servants, and *CityLab*, an outlet for urban decision makers. The aim was to see if this could be a way to improve coverage of early childhood issues.

Partnerships between philanthropic organisations and media outlets are increasing, for reasons summed up by Miguel Castro of the Bill & Melinda Gates Foundation in a special edition of the philanthropy magazine *Alliance*:

*... a continuous disruption of the media industry has resulted in a market failure for public interest journalism and specifically news and information on the issues that were underreported at the best of times, and rarely covered regularly or in-depth.<sup>1</sup>*

Philanthropic foundations and media outlets are still finding their feet in such partnerships – especially outside America, where *Alliance* finds 92% are located. We were, for example, *Quartz*’s first philanthropic partner. When compelling stories can be told about issues that matter to a foundation, such partnerships are clearly win-win.

But the alignment of incentives is not perfect. Media outlets rightly guard their editorial independence – it would undermine their brand to publish something they would not have published without outside funding. That means foundations cannot be sure

how the published article will look, and may find themselves wishing that a journalist had asked different questions or emphasised a different angle.

In parts, these partnerships have worked well. For instance, a *Financial Times* piece on Brazil’s work to support parents and other caregivers was well received by our networks in the country, while *Quartz* writer Jenny Anderson’s passion for the topic led to some particularly excellent reporting from which we also learned a lot.

One challenge has been knowing when the reporting is getting in front of the right audiences – while it is possible to generate figures for reach, the most important impacts may come from reaching a small number of previously unreached decision makers, and this is difficult to track. We also learned that ‘early childhood’ often makes editors think of either playgrounds or preschools, so briefs need to be carefully framed to ensure coverage of a broader range of issues.

For a foundation, the power of storytelling is clear – how best to harness it remains an evolving question.

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<sup>1</sup> This is an extract from *Alliance*, Volume 22, Number 4, December 2017, available at: [www.alliancemagazine.org](http://www.alliancemagazine.org)

# Workshops kick off behavioural science initiative

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Studies show that merely providing information about why something is desirable – for example, reading to your children – is rarely enough to achieve lasting changes in behaviour. One experiment more than doubled the time parents spent reading to their children by using three simple additional techniques: asking them to set a weekly goal for reading time, sending text message reminders, and letting them know how they were doing relative to other parents.<sup>1</sup>

These are examples of insights from behavioural science, a field which is developing quickly but has so far been applied to parenting interventions in only a limited way. In 2018 the Foundation assessed whether and how our partners currently use four broad approaches from behavioural science: social and behaviour change communications, most common in public health; participatory methodologies, harnessing the power of social norms; design methods, which look at the physical layout of spaces; and behavioural economics, with its focus on cognitive biases.

We found that there is significant scope to expand the systematic application of behavioural science in the work we support. In partnership with Johns Hopkins University's Center for Communication Programs and the Busara Center for Behavioural Economics, we held workshops in late 2018 in Istanbul and Lima and in 2019 we will continue to build partners' capacity to integrate behavioural science in their work, with a view to sharing lessons learned with the wider early childhood field.



<sup>1</sup> This is reported in Working Paper 21602 'Using behavioral insights to increase parental engagement: the parents and children together (PACT) intervention', published by the National Bureau of Economic Research, Cambridge MA, and available at: [www.nber.org/papers/w21602.pdf](http://www.nber.org/papers/w21602.pdf)

## Journalists learn about early childhood reporting at DART

‘They don’t eat well. They don’t talk. They’re shy. They’re lonely. Very aggressive. Easily angered.’ Those words, describing young children whose families have been affected by the violence of Boko Haram in Nigeria, are reported in a piece by Chikezie Omejie on ICIR Nigera, a portal for investigative reporting. The piece was funded by a micro-grant following Chikezie’s participation a short course on reporting on issues related to early childhood, in June 2018.



In all, a diverse group of 30 journalists from 17 countries came together in New York for this second iteration of the course, a collaboration between the Foundation and the The Dart Center at Columbia School of Journalism. The journalists heard presentations by experts in neuroscience and early childhood development including Nadine Burke Harris, Chuck Nelson, Jon Woodrow Cox and Jenny Anderson.<sup>1</sup>

The course incorporated lessons learned from the inaugural version in 2017, including the follow-up micro-grants for specific reporting projects. Three national courses will be held in 2019 – in Côte d’Ivoire, India and Jordan – and interest levels have been high, with over 250 applications to join the Jordan course.

<sup>1</sup> The presentations and other resources from the course are available online at: [dartcenter.org/events/2018/06/reporting-institute-resources-early-childhood-trauma-resilience-and-developing-brain](https://dartcenter.org/events/2018/06/reporting-institute-resources-early-childhood-trauma-resilience-and-developing-brain)

## Harvard courses enter their third and seventh years

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In Mais Vida nos Morros, in the Brazilian city of Recife, children watch the birds and butterflies and help to grow vegetables in a communal garden that used to be a rubbish dump. ‘We realised that one of the most interesting strategies for engaging and mobilising a community is to start with children,’ says Tullio Ponzi, Executive Secretary of Urban Innovation of Recife.

Tullio was one of the participants in the seventh edition of the Executive Leadership Course in Early Childhood Development for Latin America, held at Harvard University in March 2018. It was attended by ten representatives from cities where the Bernard van Leer Foundation’s Urban95 programme is being developed – Bogotá, Recife and São Paulo – as well as Bernardo Aguilar, advisor to the Hemispheric Network of Parliamentarians for Early Childhood.

As Tullio says:

*The course was a milestone for me not only in my worldview and new way of understanding public policies, but mainly because we were able to apply some of the lessons learned in our city.*

The city’s Mayor had already participated in a previous edition of the course, which we co-developed with Núcleo Ciência Pela Infância, which includes the Center on the Developing Child, Fundação Maria Cecília Souto Vidigal, the Medical School of the University of São Paulo, Insper, Sabará Children’s Hospital, and the David Rockefeller Center for Latin American Studies at Harvard. The course is co-funded by PORTICUS.

Tullio adds:

*What was most striking was how my team of technicians and urban planners absorbed the concept and guidelines I shared from the course and how we came to re-signify every square meter of city, or urban space. It was as if every square meter of city returned to the children was a victory.*

Initially inspired by the success of the Latin America course, the third annual iteration of our

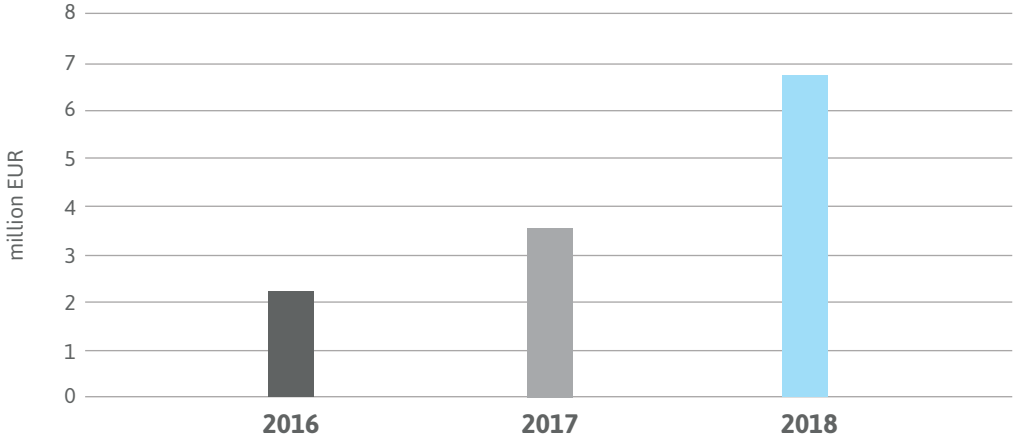


week-long executive education course for global leaders in early childhood took place in April 2018 at the Harvard Kennedy School of Government. The 43 participants included teams working on early childhood programmes in Bangladesh, Côte d’Ivoire (with simultaneous translation provided in French), Ecuador, Jordan, Kenya, the Netherlands and South Africa. Three of the groups were sponsored by other foundations (Hilton, Elma and ClIFF).

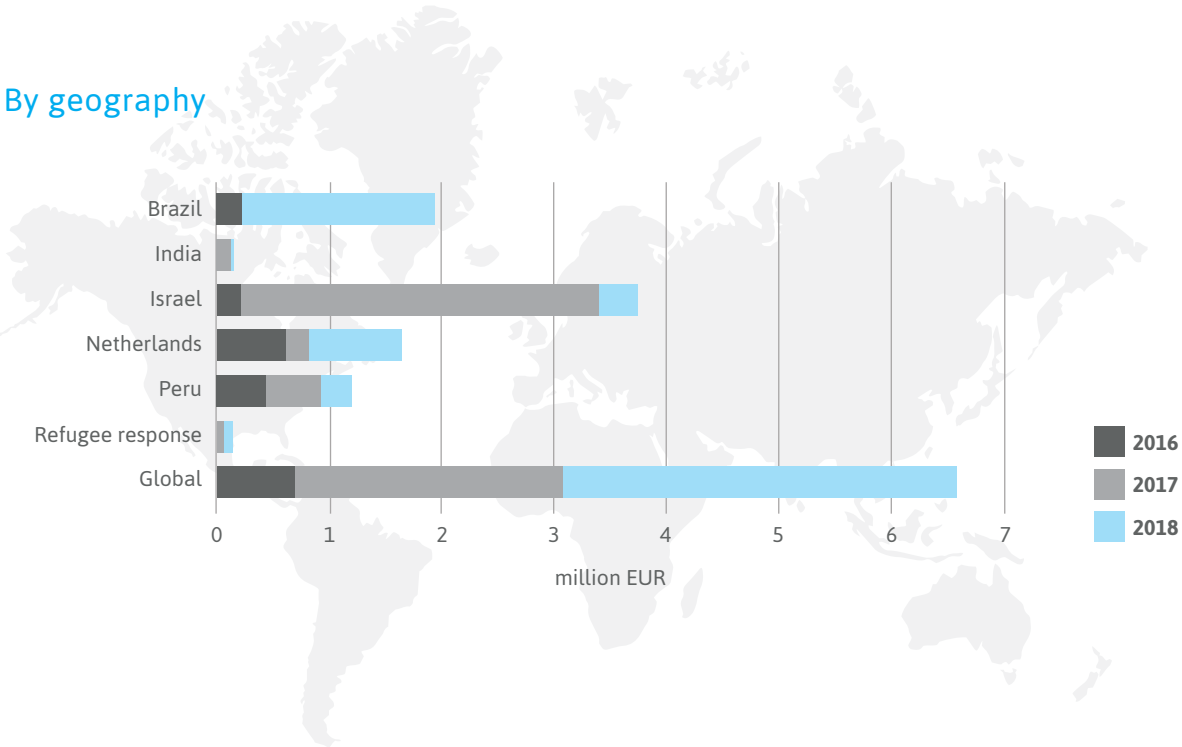
The programme aims to help the teams – which usually number around six from each country – to think through how to scale-up the initiatives they are working on. Ongoing feedback from participants in previous programmes indicates the usefulness of the course, not only for gaining new information and ideas but also as a team-building exercise that improves cohesiveness and effectiveness when back in their home country – and simply as an opportunity to take time away from everyday work to consider the bigger picture. Responses from participants indicated that this was the most successful course yet.

# Building Blocks: summary of investment (2016–2018)

## By year



## By geography





# Building Blocks: new investments approved in 2018

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Fundação Maria Cecília Souto Vidigal	1,038,400	Enter into a three-year partnership to use science on early childhood development to inform public policies
Agência de Notícias dos Direitos da Infância	369,681	Inform public policy through training, advocacy and monitoring, on issues such as parent coaching and mobility
Centro de Criação de Imagem Popular	164,300	Design and launch a four-month online course on institutional adoption of Urban95 for 250 local leaders
Fundação Maria Cecília Souto Vidigal	72,700	Conduct a social media awareness campaign through videos on themes including health habits, play and education
Real Evaluation LLC	55,306	Draw lessons from the Núcleo Ciência Pela Infância's last seven years of existence
<b>Total Brazil</b>	<b>1,700,387</b>	
<b>India</b>		
Mobile Crèches New Delhi	32,968	Support a report that will focus on children aged under 6, analysing gaps, good practices and policy recommendations
<b>Total India</b>	<b>32,968</b>	
<b>Israel</b>		
ANU – Making Change	218,700	Continue the activities of the coalition, and add a local partnership to disseminate <i>Early Childhood Matters</i> products in Israel
Taub Center for Social Policy Studies in Israel	61,527	Follow up on a literature review by researching key questions and policy areas on early childhood and poverty reduction in Israel

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Israel</b>		
Multiple resource people	46,127	Expert support in advocacy and knowledge development
<b>Total Israel</b>	<b>326,354</b>	

<b>Netherlands</b>		
Stichting Women Inc.	237,376	Advocate for employers to create a work culture that supports fathers who want to take their new legal entitlement to parental leave
TNO Child Health	199,700	Pilot a tool that enables parents, rather than professionals, to track a child's development
Andersson Elffers Felix	193,237	Working with municipalities, create a coalition to improve policy and services to better support vulnerable families at the local level
Rutgers	98,600	Advocate for policy and programmes of national and local government to encourage low-income fathers to be more engaged in caregiving
TNO Child Health	93,400	Encourage more mothers to breastfeed for longer, through a digital tool designed with behavioural insights
<b>Total Netherlands</b>	<b>822,313</b>	

<b>Peru</b>		
Asociación SALGALÚ para el Desarrollo	271,500	Advocate towards and inform newly elected leaders in Peru to support a Social Covenant for Children, building on the 2021 Government Plan
<b>Total Peru</b>	<b>271,500</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Refugee response</b>		
Arab Resource Collective	40,107	Integrate parent coaching into the McKinsey School Improvement Program, which builds capacity of community-based educational services in Lebanon
Moving Minds Alliance	31,901	Contribute to the running costs of the Moving Minds Alliance
Multiple resource people	5,800	Expert support in advocacy and knowledge development
<b>Total Refugee response</b>	<b>77,808</b>	

<b>Global</b>		
Fundación Horizonte Ciudadano	459,032	Strengthen advocacy work on early childhood by aligning regional efforts in Latin America with the Partnership for Maternal, Newborn and Child Health and Every Woman Every Child
Center for Government Excellence (GovEx) at Johns Hopkins University	447,800	Help the Foundation and partners to use data more efficiently to determine impact and inform decision making
Busara Center for Behavioural Economics Inc.	353,239	Provide technical assistance to the Foundation and partners on integrating an evidence-based approach to behaviour change into ongoing work
Johns Hopkins Center for Communication Programs	342,600	Provide technical assistance to the Foundation and partners on integrating an evidence-based approach to behaviour change into ongoing work
RAND Europe	198,197	Document case studies on implementation and scale-up of Foundation-supported projects in Parents+
Princeton University	163,436	Document case studies on implementation and scale-up of Foundation-supported projects in Parents+
Inter-American Dialogue	146,442	Support a previously developed regional agenda by promoting commitments from government officials and monitoring and reporting progress in implementing them
The Partnership for Maternal, Newborn and Child Health	518,200	Enable journalists and young people to attend the Partnership for Maternal, Newborn and Child Health Partners' Forum, and support the hiring of a public relations agency
Arab Resource Collective	90,002	Develop a strategy for strengthening the Arab Network for Early Childhood and hire additional dedicated staff

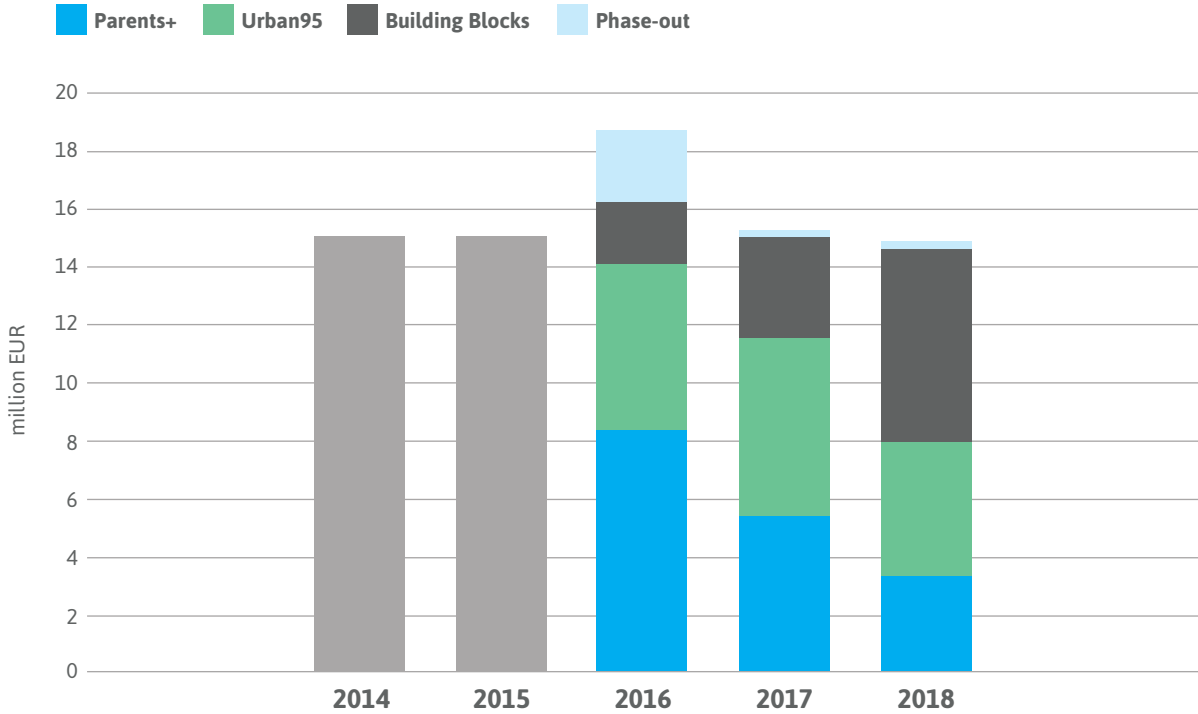
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global</b>		
London School of Hygiene & Tropical Medicine	52,633	Continue evaluation of the Saving Brains multi-country intervention portfolio to inform implementation of child development interventions
Asia-Pacific Regional Network for Early Childhood	49,144	Strengthen regional advocacy for holistic early childhood development, and increase the knowledge base by holding a conference and documenting good practices
Common Collective Ltd	49,025	Conduct research and develop ideas for tools to scale-up early childhood programmes in the health sector
African Early Childhood Network	22,946	Support stipends for the World Bank African Early Years Fellows
Open Data Institute	22,622	Produce a practical tool that helps city leaders to develop data strategies in support of early childhood development
Fundación Eugenio Mendoza	22,480	Upgrade the digital platform Iberoamerica to enhance regional advocacy on early childhood
Corporación Juego y Niñez	22,235	Advocate for the national government of Colombia and at least 500 municipalities to keep young children as a priority in the political agenda
LSE Enterprise Ltd	20,496	Review Urban95 case studies to ensure key questions are asked and documented
International Step by Step Association	13,629	Write a report on the Partnership for Maternal, Newborn and Child Health side-event on the early childhood workforce
<i>Early Childhood Matters</i>	79,798	<i>Early Childhood Matters</i> publication and broader dissemination
Multiple resource people	396,838	Expert support in advocacy and knowledge development
<b>Total Global</b>	<b>3,470,794</b>	
<b>Total Building Blocks</b>	<b>6,702,124</b>	





Five-year  
investments  
overview  
(2014–2018)

# Total investment by year (2014–2018)





Staff and  
governance



# Overview of the Foundation's team at 31 December 2018

UNIT	JOB TITLE	NAME
Executive Office	Executive Director	Michael Feigelson
	Assistant to the ExD	Blanca Rey Ariza
Programme	Programme Director	Cecilia Vaca Jones
	Senior Specialist, Early Childhood Development Representative, India	Andrea Torres
	Programme Manager Urban95, India	Rushda Majeed
	Programme Support Officer, India	Preeti Prada
	Representative, Israel	Sana Mulla
	Programme Support Officer, Israel	Daniella Ben-Attar
	Senior Representative, Latin America	Avishag Hefer
	Programme Coordinator, Brazil	Leonardo Yáñez
	Programme Coordinator, Peru	Fernanda Rezende Vidigal
	Representative, the Netherlands	Vanesa Lainez Núñez
	Programme Support Officer, the Netherlands	Leontien Peeters
	Representative, Refugee Response	Imke Verburg
	Programme Coordinator, Refugee Response	Elvira Thissen
Representative, Turkey	Kay Lankreijer	
Programme Coordinator, Turkey	Yiğit Aksakoğlu	
		Neslihan Öztürk
Support Programme	Administration Team Leader	Alicia Fernández
	Programme Administrator	Jolanda de Haan
	Programme Administrator	Claudia Forero
	Events and Administration Officer	Maria Elena Tabares
Knowledge for Policy	Knowledge for Policy Director	Patrin Watanatada
	Lead – Learning to scale	Irina Ivan
	Early Childhood Development Specialist	Esther Goh
	Urban95 Coordinator	Ardan Kockelkoren
	Urban95 Coordinator	Julien Vincelot
	Communications and Publishing Officer	Teresa Moreno García
	Communications Officer Digital Platforms and Outreach	Melissa van Well-Dijkshoorn

UNIT	JOB TITLE	NAME
Operations	Operations Director	Neil van der Meer
	Management Assistant	Jane Hartman
	Financial Officer	Irene Menheere
	Data Analyst	Perry Verwer
	Senior ICT Officer	Steffan Hoeke
	Travel and Events Officer	Inge Hanny-de Leau
	Human Resources Manager	Margriet Wolters-Buisman
	Human Resources Officer	Agnes Buis
	Cleaner	Patricia Linares-Mahecha

Female/Male F: 30 M: 8

No. of team members 38

FTEs: 35.93

### Executive Compensation Policy

Compensation for employees of the Bernard van Leer Foundation is indexed 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. International employees relocating to the Netherlands receive an additional percentage allowance to maintain a competitive position in the international labour market.

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.

### The Salary Management System for Foundation team members on Dutch payroll

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

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

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.

# Members of the Board of Trustees

(in alphabetical order)

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## Yarom Ariav

**Born 1954, Trustee since 2015** Yarom has an MA in Economics from the Hebrew University of Jerusalem. His career spanned public service and the private sector. From 2007 to 2009 he served as Director General of the Ministry of Finance. Since 2012 he has chaired Lavi Capital investment bank and the Investments Committee of Amitim Pension Funds, and he serves on several business and philanthropic boards.

## Wim Borgdorff

**Born 1960, Trustee since 2015** Currently a non-executive board member of CDC, the UK Development Finance Institution investing in Africa and South Asia, Wim Borgdorff previously was a co-founder of AlInvest Partners, a global private equity fund management firm. Prior to AlInvest he held positions as the Senior Managing Director real estate at APG investments and as a Managing Director at ING Real Estate.

## Nanno Kleiterp

**Born 1953, Trustee since 2018** Nanno Kleiterp is the Chairman of the European Development Finance Institutions. He was CEO of the Dutch Development Bank, FMO, for 21 years. He is Chairman of the Board of Directors of the &Green Fund, a senior fellow of the World Resources Institute, and a member of the Advisory Boards of Form International and Commonland and the Board of Banco Sudameris.

## Eloy Lindeijer

**Born 1964, Trustee since 2018** Eloy Lindeijer is Chief Investment Management and on the Executive Committee of Dutch pension fund PGGM. He previously worked at De Nederlandsche Bank and represented the Netherlands in ECB and BIS committees. He is a member of the Task Force on Climate-related Financial Disclosures, the supervisory board of Amvest and the advisory board of the TIAS School for Business and Society.

## Julia Neuberger

**Born 1950, Trustee since 2012** Rabbi of the West London Synagogue, Julia Neuberger is a member of the

UK House of Lords, former CEO of the King's Fund, Vice Chair of the Mental Health Act Independent Review, and a founding Trustee of the Walter and Liesel Schwab charitable trust. She is a Trustee of Full Fact and the Rayne Foundation.

## Robert Swaak, Chair

**Born 1960, Trustee since 2011** Global Relationship Partner at PwC since July 2017, Robert's 25 years with PwC previously included being Global Clients, Industries and Sectors Leader; Territory Senior Partner and CFO/COO in the Netherlands; and serving as lead adviser for a wide variety of clients from the public sector to large multinational companies and privately owned businesses in sectors from communications to consumer products.

## 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** Sam Worthington is CEO of InterAction. He sits on the UN Inter-Agency Standing Committee, the boards of the Center for Disaster Philanthropy, Forus, Religions for Peace, and the Alliance to End Hunger. He is a member of the Council on Foreign Relations. Previously he was CEO of Plan International USA and a resident policy fellow at the Rockefeller Foundation's Bellagio Center.

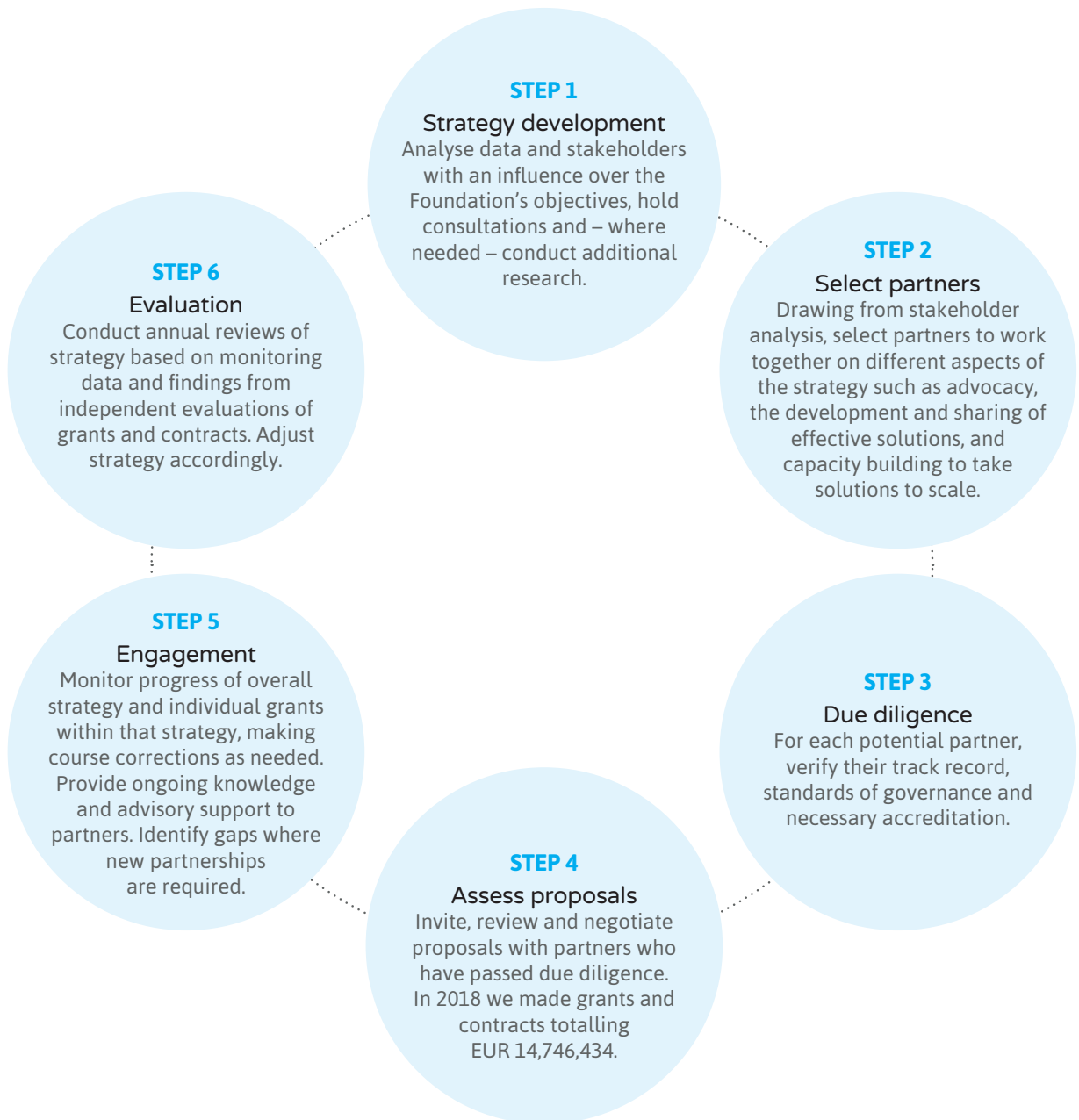
## The Bernard van Leer Foundation thanks:

Steven Kaempfer and Jonathan Kestenbaum, who retired from the Board of Trustees in 2018. Steven Kaempfer had been a Board member since 2013, and Jonathan Kestenbaum since 2012.

In 2018 we welcomed Nanno Kleiterp and Eloy Lindeijer to the Board.

# The decision-making cycle

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# Principles of Good Practice

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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.

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.

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.

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.

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.

# Management of financial risk

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The Bernard van Leer Foundation has put in place a variety of measures to manage financial risk across its operations. Broadly speaking, these can be separated into measures taken to manage the risk of fraud, FX (exchange rate) risk and the risk of volatility in our income.

## Managing risk of fraud

Externally, the risk of fraud is linked mainly to grantmaking activities. We manage this risk through our partner selection and grant approval process and through our monitoring of existing grants.

With respect to partner selection, prior to making grants we assess the potential grantee. This process includes collecting a series of standard documents about the organisation including its legal registration, its last annual report and an audited financial statement.

Our staff will have multiple conversations with the potential partner and with other funders who have supported the partner, through which we seek to ascertain – among other items – the organisation’s track record and capacity for financial management. Normally, our staff will also make at least one visit to the organisation to see its activities in person.

Any risks identified during this process are included in documentation about the partner, the grant proposal or both. All grant proposals must be approved by the Executive Director and at least one other member of senior management.

In cases where we identify significant risks related to the partner’s governance capacity or capacity for financial management, or where the Foundation is the major investor (or one of the major investors) in a large-scale initiative, we may negotiate an active role in the governance structure and/or allocate some funds to help build the partner’s governance and management capacity.

During project implementation, our staff will interact with the partner through regular conversations and correspondence and will normally conduct multiple site visits. The partner will submit an agreed set of documents tied to each financial disbursement, covering progress in the project activities and financial reporting. On an annual basis, we request audited financial reports for the project and/or for the organisation overall. During this process, our staff will discuss any concerns with the partner. In cases where we suspect there may be fraud, we will investigate and – if deemed appropriate – speak with other funders of the organisation. Where we are confident fraud has taken place, we will inform other funders of our concerns and may pursue legal action.

Internally, the risk of financial fraud being committed by Foundation staff is mitigated by requiring approvals for all financial transactions from multiple staff members according to an assigned authority scheme. At the time of payment, payment details are entered to the bank system by a member of the financial department not involved in the original approval process, and approved for payment by one of three members of senior management who are authorised to approve payments.

## Managing FX risk

As a general policy, we make financial commitments in euros, which is the currency in which we receive our income. While there are some exceptions, this policy is implemented in the majority of commitments.

Any exceptions must be approved by the Executive Director and the Operations Director. This policy reduces the risk that outstanding commitments will grow relative to our income because of changes in FX. As of year-end 2018, the Foundation had a total of EUR 20,356,599 in outstanding commitments of which EUR 779,148 was in currencies other than the euro.

When a partner loses a significant portion of the original commitment in their local currency because of FX changes (normally more than 5%) they can apply for a technical supplementary grant in which they must explain the effect of this loss on the project's activities. This allows the Foundation to mitigate impact of FX on project activities on a case-by-case basis. In cases where the Foundation makes a supplementary grant, this is counted as an additional commitment in euros. Supplementary grants are normally done late in the project to avoid further FX risk.

## Managing volatility in our income

The Foundation depends almost exclusively on the Van Leer Group Foundation for its income. Enshrined in the by-laws of the Van Leer Group Foundation, there is a standing commitment to financially support the activities of the Bernard van Leer Foundation. Moreover, the Bernard van Leer Foundation and the Van Leer Group Foundation share the same Board of Trustees.

Furthermore, the Van Leer Group Foundation has adopted a spending and investment policy that aims to produce stable and predictable spending (and hence income for the Foundation). It prescribes a fixed amount (in euros) of annual spending, increased by the Dutch Consumer Price Index on an annual basis. The income of the Foundation is decided in November of the preceding year and is not changed afterwards. The Van Leer Group Foundation has a buffer mechanism that protects approximately three to four years of spending, even in situations of severe loss of capital.

Were the Board to decide to reduce annual levels of support to the Bernard van Leer Foundation, the Van Leer Group Foundation would still have a liability to the Bernard van Leer Foundation sufficient to meet all outstanding commitments. In this scenario, the cuts would need to be managed mainly by reducing the level of new commitments and/or annual operating expenses.

Were the Van Leer Group Foundation to decide to end financial support to the Bernard van Leer Foundation, the Van Leer Group Foundation's liability to the Bernard van Leer Foundation would allow it to meet all outstanding commitments and the Van Leer Group Foundation has committed itself to provide a minimum of six months of funding for operational expenses to allow time for an organised process of closure.



# Resumen ejecutivo



Durante los últimos años, hemos forjado alianzas con varios gobiernos nacionales, estatales y municipales. Hemos entablado nuevas relaciones con otras fundaciones y hemos colaborado para hacer cosas de las que ninguna de nosotras sería capaz por su cuenta. Hemos abierto nuevos caminos en el ámbito de nuestro trabajo con las instituciones financieras internacionales y hemos empezado a analizar las posibilidades que abre colaborar con el sector privado. De este modo, hemos aprendido muchísimo sobre lo que se necesita para ampliar la escala de las iniciativas. Por ejemplo:

- Cómo diseñar soluciones de gobernanza y gestión que fomenten la colaboración entre distintos sectores y niveles de gobierno
- Cómo contar con profesionales sólidos en el ámbito de la primera infancia, entre los cuales haya supervisores y gestores cualificados
- Cómo trabar alianzas en ámbitos nuevos como la calidad del aire y el acceso al transporte, cuyos efectos en la salud y el bienestar de la infancia tienden a pasarse por alto.

Uno de los temas recurrentes en nuestro plan estratégico para 2016–2020 ha sido averiguar cuáles son las formas de colaboración más eficaces entre una fundación como la nuestra y contrapartes mucho más grandes, como gobiernos, instituciones multilaterales y corporaciones: ¿Cómo podemos facilitar que se den las condiciones necesarias para que estas instituciones tomen medidas de amplio alcance? ¿Qué podemos hacer para ayudarlas a basarse en los datos más fiables? ¿Y para que vean que sus inversiones se traducen en cambios concretos sobre el terreno?

Conforme la implantación fue avanzando en 2018, analizamos las relaciones forjadas en los últimos tres años con el objetivo de averiguar cuáles eran los factores clave para el éxito. La respuesta fue clara: los líderes y sus equipos.

Se ha escrito mucho sobre los requisitos necesarios para ampliar la escala de los proyectos, y nosotros hemos elaborado nuestras propias teorías. Hemos observado que todas las colaboraciones eficaces tienen algo en común: relaciones sólidas con una serie de líderes diversos y sus respectivos equipos. Hay un grupo de personas con trayectorias y competencias diferentes que, al unir sus fuerzas, logran superar los desafíos políticos, financieros y técnicos que surgen a la hora de ampliar la escala.

Para colaborar con los proyectos específicos de estos líderes y sus respectivos equipos, prestamos tanto ayuda financiera estratégica como asistencia técnica. Al mismo tiempo, tratamos de cultivar una comunidad de líderes mediante actividades como estudios sobre el terreno, programas de enseñanza ejecutivos y ocasiones para dialogar con profesionales de otros lugares del mundo.

## Casos prácticos publicados recientemente

En 2018 publicamos seis casos prácticos sobre las conclusiones que podemos sacar al analizar el trabajo de la Fundación en una serie de países en los que hemos intervenido durante un largo periodo de tiempo y en los que ya no estamos presentes. En concreto, repasamos nuestra experiencia en El Salvador, Guatemala, Nicaragua y Marruecos. Más información en [bernardvanleer.org/publications-reports/series/historical-cases/](https://bernardvanleer.org/publications-reports/series/historical-cases/).

Este trabajo se suma al informe *Learning from Experience* (Aprender de la experiencia), publicado en 2013, en el que analizábamos los efectos de nuestra presencia en Kenia, Colombia, Polonia y Alemania. El informe se puede consultar en [bernardvanleer.org/publications-reports/learning-from-experience/](https://bernardvanleer.org/publications-reports/learning-from-experience/).

## Qué nos enseña Criança Feliz sobre cómo ampliar la escala con rapidez

En cualquier programa resulta esencial contar con el apoyo necesario para garantizar la prosperidad cuando cambia la administración política. Así, resultó alentador que el nuevo gobierno federal de Brasil constituido en 2019 nombrase a Osmar Terra (defensor del programa de visitas domiciliarias Criança Feliz en sus primeros tiempos) para que volviera a ocuparse de supervisar la implantación del proyecto.

Criança Feliz, fruto de la colaboración entre el Ministerio de Desarrollo Social y la Fundación Bernard van Leer, se basa en nuestra experiencia con los proyectos de visitas a domicilio en Brasil. Un equipo de Criança Feliz participó en la edición de 2017 de nuestro programa ejecutivo con la Kennedy School de la Universidad de Harvard, que le permitió ver las cosas en perspectiva y planificar lo que pretende ser una de las iniciativas de este tipo de más amplio alcance en el mundo.

En 2018, la escala del programa se amplió con gran rapidez. La agencia de comunicación brasileña Cross Content ha documentado los desafíos, éxitos, fracasos y conclusiones del primer año en un libro titulado *Da ciência à prática – Os programas de apoio ao desenvolvimento infantil na América Latina (De la ciencia a la práctica: programas de apoyo al desarrollo de la infancia en América Latina)*.<sup>1</sup> El primer reto consistía en un cambio de mentalidad: lo habitual era esperar a que las familias con niños pequeños solicitasen los programas de ayuda gubernamentales, en lugar de ir directamente en busca de posibles usuarios que tal vez desconociesen la existencia del programa y su posible utilidad.

Como ocurre con muchos programas destinados a la primera infancia, en el caso de Criança Feliz no existe una clara correspondencia con los sectores tradicionales del gobierno como la sanidad, la educación y la protección social. Por lo tanto, se necesitaban mecanismos institucionales inexistentes hasta entonces para transferir fondos entre los distintos sectores. Además, para coordinar los presupuestos y organizar las ayudas, el programa tenía que abarcar

<sup>1</sup> El libro se puede leer online o descargar en [bernardvanleer.org/news/new-book-reports-in-depth-on-brazils-crianca-feliz-programme/](https://bernardvanleer.org/news/new-book-reports-in-depth-on-brazils-crianca-feliz-programme/)

Más información sobre Cross Content en [crosscontent.com.br/cross-content-4/](https://crosscontent.com.br/cross-content-4/)

tanto diferentes sectores como distintos niveles de gobierno (federal, estatal y municipal). Se perseguía el ambicioso objetivo de llegar a 4 millones de niños en un plazo de tres años, para lo cual había que formar a nuevos profesionales y trabajadores comunitarios transmitiéndoles las competencias necesarias para las visitas domiciliarias (por ejemplo, cómo detectar fuentes de estrés que impidiesen a los padres cuidar bien a sus hijos y cómo saber cuándo resultaba útil derivar a las familias a los servicios existentes), además de capacidades de gestión, coordinación y liderazgo.

Tras 18 meses de implantación del programa, tenían acceso a Criança Feliz más de 500 000 niños pequeños, lo que suponía un increíble aumento desde su puesta en marcha. Más de la mitad de los municipios del país se habían inscrito en el programa, si bien los resultados variaban mucho de un lugar a otro: según los datos de *Da Ciência à prática*, se han alcanzado logros considerables pero también existen dificultades y fracasos que hay que abordar. La ampliación de la escala del programa en el futuro dependerá en gran medida de la eficacia a la hora de tener en cuenta las conclusiones observadas.

Este libro también servirá para que otros programas valoren las ventajas y los riesgos que supone ampliar su escala con rapidez con respecto a hacerlo de forma más gradual a lo largo de un periodo de tiempo más prolongado.

## Urban95 avanza en América Latina, desde Bogotá hasta São Paulo

En la XIX Conferencia internacional de Walk21 sobre los desplazamientos a pie y la calidad de vida en las comunidades, que se celebró en Bogotá en octubre de 2018, el representante sénior de la Fundación para América Latina, Leonardo Yáñez, presentó el proyecto Urban95 ante cientos de delegados, mientras que el alcalde Enrique Peñalosa calificó a la primera infancia de prioridad y destacó, por ejemplo, que las aceras no debían considerarse simplemente como parte de la calle sino como espacios públicos de pleno derecho, como los parques y las zonas verdes.

Los asistentes visitaron la primera “zona infantil prioritaria” de Ciudad Bolívar, un distrito de renta baja situado en el sur de la ciudad. El concepto, que ahora se está probando en otras ciudades del programa Urban95, consiste en implicar a la comunidad en una zona designada en torno a un punto al que suelen acudir las familias (un parque, una escuela o un centro de educación infantil) para buscar formas de mejorar el espacio público y la movilidad y, si funcionan bien, pasar más tarde a implantarlas en toda la ciudad.

En Brasil, Recife aprobó un nuevo marco jurídico en 2018 según el cual la primera infancia constituye una prioridad intersectorial para la ciudad. Dicho marco conlleva la creación de un comité directivo que se deberá reunir trimestralmente, impone la recopilación coordinada de datos para realizar un seguimiento de las interacciones individuales de los niños con los distintos servicios y programas municipales, y exige que se tenga en cuenta el punto de vista de los niños pequeños al adjudicar inversiones públicas.

La Fundación prestó asistencia técnica y financiera para el taller en el que se redactó el borrador del marco, después de que el alcalde Geraldo Julio y otras autoridades municipales

participasen en la versión latinoamericana de nuestro curso ejecutivo de Harvard sobre liderazgo en el campo de la primera infancia (véase la página 55). Asimismo, el programa Urban95 se ha puesto en contacto con las universidades de Recife, y actualmente hay estudiantes tanto de la Universidad Federal de Pernambuco como de la Universidad Católica que están investigando en este ámbito.

Teresa Surita, la alcaldesa de Boa Vista, dio el pistoletazo de salida en agosto a la colaboración con el programa Urban95, que está abordando asuntos como la orientación para padres, la mejora de los servicios para la primera infancia, la movilidad y las intervenciones en los espacios públicos (por ejemplo, mediante la construcción de mobiliario urbano para fomentar que los niños y quienes los cuidan jueguen juntos). Por nuestra parte, estamos trabajando para que se incluyan indicadores específicos sobre la primera infancia en una plataforma inteligente de datos de la ciudad que se está creando.

Urban95 también está despertando interés en São Paulo y Lima. En São Paulo, el alcalde Bruno Covas hizo de la primera infancia una prioridad estratégica durante su mandato. En 2018 pidió a la ciudadanía que expresase su opinión sobre un borrador de *Plano Municipal Pela Primeira Infância*, preparado con el apoyo de la Fundación, y puso en marcha un proyecto para mejorar los accesos a pie a centros de enseñanza y otros lugares donde se prestan servicios culturales para la primera infancia. En Lima, los residentes del barrio de Bellavista han sido los primeros en participar en un proyecto para transformar el espacio público en colaboración con el gobierno municipal de Carabayllo. El nuevo alcalde del municipio metropolitano de Lima ha declarado públicamente que el programa Urban95 servirá de orientación a la hora de convertir Lima en una “ciudad para los niños”.

## Los cursos de Harvard llegan a su tercera y séptima ediciones

En el ámbito del proyecto Mais Vida nos Morros, en la ciudad brasileña de Recife, los niños observan los pájaros y las mariposas al tiempo que ayudan a cultivar hortalizas en un huerto municipal situado en lo que antes era un vertedero. “Nos dimos cuenta de que una de las estrategias más interesantes para implicar y movilizar a una comunidad es empezar por los niños”, dice Tullio Ponzi, secretario ejecutivo de innovación urbana de Recife.

Tullio fue uno de los participantes de la séptima edición del curso de liderazgo ejecutivo sobre desarrollo de la primera infancia para América Latina, impartido en la Universidad de Harvard en marzo de 2018 y al que asistieron diez representantes de ciudades en las que se está desarrollando el programa Urban95 de la Fundación Bernard van Leer (Bogotá, Recife y São Paulo) junto con Bernardo Aguilar, asesor de la Red Hemisférica de Parlamentarios para la Primera Infancia.

En palabras del propio Tullio:

*Para mí el curso ha marcado un antes y un después, no solo en mi forma de ver el mundo y las políticas públicas, sino sobre todo porque hemos tenido la posibilidad de aplicar en nuestra ciudad parte de lo aprendido.*

El alcalde de la ciudad ya había participado en una edición anterior del curso, que habíamos desarrollado en colaboración con Núcleo Ciência Pela Infância, una iniciativa que abarca el Centro del Niño en Desarrollo, la Fundación Maria Cecilia Souto Vidigal, la Escuela de Medicina de la Universidad de São Paulo, el Insper, el Hospital Infantil de Sabará y el Centro David Rockefeller de Estudios Latinoamericanos de Harvard. El curso cuenta con PORTICUS entre sus financiadores.

Tullio añade:

*Lo más sorprendente fue cómo los técnicos y urbanistas de mi equipo asimilaron el concepto y las directrices que me transmitieron en el curso y cómo llegamos a dar un nuevo sentido a cada metro cuadrado del espacio urbano. Cada metro cuadrado que devolvimos a los niños fue como una victoria.*

La tercera edición anual de nuestro curso ejecutivo de una semana para líderes globales en materia de primera infancia, que se inspiró en el éxito del curso de América Latina, tuvo lugar en abril de 2018 en la Kennedy School of Government de la Universidad de Harvard. Entre los 43 participantes, había representantes de programas para la primera infancia activos en Bangladesh, Costa de Marfil (se prestaba servicio de traducción simultánea al francés), Ecuador, Jordania, Kenia, Países Bajos y Sudáfrica. Tres de los grupos contaban con el patrocinio de otras fundaciones (Hilton, Elma y CIFF).

El objetivo del programa es ayudar a los equipos (suele haber unos seis de cada país) a reflexionar sobre cómo ampliar la escala de las iniciativas en las que están trabajando. Según comentan quienes han participado en programas anteriores, el curso resulta útil no solo como fuente de información e ideas, sino también para fomentar el compañerismo, lo que permite a los equipos trabajar con mayor cohesión y eficacia tras volver a sus respectivos países. Además, otra ventaja es la mera oportunidad de salir del contexto cotidiano y obtener una perspectiva más global. Según las respuestas de los participantes, este ha sido el mejor curso hasta la fecha.



Our financial  
outlook for 2019

## Overview budget and actual (in EUR)

	BUDGET 2018	ACTUAL 2018	BUDGET 2019
<b>Income</b>			
Van Leer Group Foundation	18,739,540	18,739,540	18,739,540
Interest	0	15,562	0
<b>Total income</b>	<b>18,739,540</b>	<b>18,755,102</b>	<b>18,739,540</b>
<b>Expenditure</b>			
Total grants and Foundation-managed projects	15,700,000	15,402,360	15,700,000
Returned project funds	0	(33,412)	0
Currency difference	0	52,770	0
Cancellation previous years	0	(1,565,896)	0
Operating expenses	4,364,117	4,308,092	4,526,261
Impairment of financial assets	0	0	0
<b>Total expenditure</b>	<b>20,064,117</b>	<b>18,163,914</b>	<b>20,226,261</b>
<b>Capital and reserves</b>			
Foundation capital	453,800	453,780	453,780
General reserve	79,969	1,995,754	509,033
<b>Total capital and reserves</b>	<b>533,769</b>	<b>2,449,534</b>	<b>962,813</b>

## Notes 2019

The total approved income from the Van Leer Group Foundation in 2019 amounts to EUR 18,739,540 with total capital reserves of EUR 2,449,534.

The 3.7% increase in operating budget for 2019 as compared to the operating budget for 2018 reflects a continued transition to a more human resource intensive approach to developing and managing projects.

The Bernard van Leer Foundation does not trade in financial derivatives, and has limited exposure to credit risk, currency risk, cash flow risk, interest rate risk and liquidity risk. In 2019, the Foundation will continue to tighten control of key business processes relating to impact, reputation, finance and operational risk.

## Analysis 2018

Total expenditure compared to budget in 2018 was 9.5% below initial projections. This was caused by unforeseen project cancellations to the amount of EUR 1,565,896. This had an impact on the operating result which was allocated to the General reserve.

In 2015, the Van Leer Group Foundation approved a one-time EUR 5,000,000 for the strategy transition. This amount is held in the current account at the Van Leer Group Foundation. The Bernard van Leer Foundation can call parts of these funds with at least a 90-day notice period prior to the start of each quarter. At the end of 2018, the full amount had been committed. In 2018, the Foundation called EUR 2,000,000 from EUR 5,000,000. A number of these payments were delayed till the beginning of 2019 and therefore resulted in a temporary cash surplus. The remainder of the funds will be drawn down before the end of 2022.

In line with the evolution of the 2016–2020 strategy, the Foundation has continued to increase convening activities, commissioning of research and the use of external consultants to help advise our partners. These activities are recorded as Foundation-managed projects. They increased by 32% or EUR 1,401,218, while grantmaking commitments decreased by 15% or EUR 1,711,183.

The Foundation generated positive cash flows from operating activities over 2018 and capital reserves are positive as at 31 December 2018. The Foundation is solvent, and the liquidity position is good.



# Financial Statement for the year ended 31 December 2018

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## Balance sheet as at 31 December 2018 (in EUR)

AFTER APPROPRIATION OF OPERATING RESULT	NOTES	2018	2017
<b>Assets</b>			
<b>Fixed assets</b>			
Intangible fixed assets	(1)	51,638	60,708
Tangible fixed assets	(2)	74,796	74,265
		<u>126,434</u>	<u>134,973</u>
<b>Financial fixed assets</b>			
Loan	(3)	0	0
		<u>0</u>	<u>0</u>
<b>Current assets</b>			
Current account Van Leer Group Foundation	(4)	17,361,370	19,352,567
Other receivables	(5)	53,270	42,292
		<u>17,414,640</u>	<u>19,394,859</u>
<b>Cash and cash equivalents</b>			
Cash and bank	(6)	5,827,248	3,930,257
		<u>5,827,248</u>	<u>3,930,257</u>
<b>Total assets</b>		<u>23,368,322</u>	<u>23,460,089</u>
<b>Capital and reserves</b>			
Foundation capital	(7)	453,780	453,780
General reserve	(8)	1,995,754	1,404,566
		<u>2,449,534</u>	<u>1,858,346</u>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Grants payable and Foundation-managed projects	(9)	4,146,723	4,845,900
<b>Current liabilities</b>			
Grants payable and Foundation-managed projects	(9)	16,209,876	16,325,039
Creditors	(10)	168,262	132,297
Current account refugee coalition	(11)	108,343	30,014
Accrued liabilities	(12)	285,584	268,493
		<u>20,918,788</u>	<u>21,601,743</u>
<b>Total liabilities</b>		<u>23,368,322</u>	<u>23,460,089</u>

## Statement of income and expenditure for the year 2018 (in EUR)

	NOTES	BUDGET 2018	ACTUAL 2018	ACTUAL 2017
<b>Income</b>				
Van Leer Group Foundation	(A)	18,739,540	18,739,540	18,554,000
Interest	(B)	0	15,562	21,646
<b>Total income</b>		<b>18,739,540</b>	<b>18,755,102</b>	<b>18,575,646</b>
<b>Expenditure</b>				
Grants	(C)	15,700,000	8,126,144	11,402,687
Foundation-managed projects*	(D)	0	5,763,090	4,361,872
Returned project funds	(E)	0	(33,412)	(64,512)
<b>Total activities</b>		<b>15,700,000</b>	<b>13,855,822</b>	<b>15,700,047</b>
Personnel operating expenses	(F)	3,071,639	3,067,163	2,757,204
Depreciation	(F)	47,980	75,259	47,939
Other operating expenses	(F)	1,244,498	1,165,670	924,272
<b>Total organisation</b>		<b>4,364,117</b>	<b>4,308,092</b>	<b>3,729,415</b>
Impairment of financial assets	(G)	0	0	325,000
<b>Total impairment of financial assets</b>		<b>0</b>	<b>0</b>	<b>325,000</b>
<b>Result</b>		<b>(1,324,577)</b>	<b>591,188</b>	<b>(1,178,816)</b>
<b>Appropriation of result:</b>				
Added to/(deducted from) General reserve	(H)		591,188	(1,178,816)
<b>Total</b>			<b>591,188</b>	<b>(1,178,816)</b>

\*Foundation-managed projects are by nature difficult to predict and are thus incorporated into the 2018 budget for grantmaking.

## Cash flow statement for the year 2018 (in EUR)

	2018	2017
<b>Cash flow from operating activities</b>		
Operating result	591,188	(1,178,816)
Adjustments for:		
Depreciation of tangible fixed assets	42,223	24,753
Depreciation of intangible fixed assets	33,036	23,186
Impairment of financial assets	0	325,000
Interest income	(15,562)	(21,646)
Changes in working capital:		
Change in non-current liabilities	(699,177)	(3,989,339)
Change in current liabilities	16,222	5,003,660
Change in 'Interest to be received'	(362)	(3,050)
Change in current assets	1,980,219	(18,360)
	<u>1,296,902</u>	<u>992,911</u>
Received interest	15,925	24,695
<b>Cash flow from operating activities (A)</b>	<u>1,963,712</u>	<u>190,083</u>
<b>Cash flow from investment activities</b>		
Purchases of fixed assets	(66,721)	(124,061)
<b>Cash flow from investment activities (B)</b>	<u>(66,721)</u>	<u>(124,061)</u>
<b>Cash flow from financing activities</b>		
Loan	0	0
<b>Cash flow from financing activities (C)</b>	<u>0</u>	<u>0</u>
<b>Change in Cash and Bank (A+B+C)</b>	<u>1,896,991</u>	<u>66,022</u>
Balance Cash and Bank 1 January	3,930,257	3,864,235
Balance Cash and Bank 31 December	5,827,248	3,930,257
	<u>1,896,991</u>	<u>66,022</u>

## Summary of significant accounting policies

### General

Bernard van Leer Foundation is a registered foundation with the Chamber of Commerce (KvK nr. 41197262) and was established in 1949. Its statutory location is in The Hague, the Netherlands. Visiting address: Lange Houtstraat 2, The Hague.

### 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 promoting more cohesive, considerate and creative societies with equal opportunities and rights for all. The Foundation's core countries are Brazil, India, Israel, the Netherlands, Peru and Turkey.

### 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 presented in euros ('EUR'), which is the Foundation's functional currency. These financial statements cover the year 2018, which ended at the balance sheet date of 31 December 2018.

### Going concern

These financial statements have been prepared on the basis of the going concern assumption.

### Accounting policies

#### General

In 2018, the financial statements are presented and rounded to the nearest euro.

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 has no derivative financial instruments embedded in contracts. The accounting policies of the financial instruments are discussed at the relevant balance sheet item and loans registered as gross amounts.

Assets and liabilities are measured at nominal value, unless otherwise measured in the further principles.

An asset is recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Foundation and the asset has a cost price or value of which the amount can be measured reliably. Assets that are not recognised in the balance sheet are considered as off-balance sheet assets.

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

An asset or liability that is recognised in the balance sheet remains recognised on the balance sheet if a transaction (with respect to the asset or liability) does not lead to a major change in the economic reality with respect to the asset or liability. Such transactions will not result in the recognition of results. When assessing whether there is a significant change in the economic circumstances, the economic benefits and risks that are likely to occur in practice are taken into account. The benefits and risks that are not reasonably expected to occur are not taken into account in this assessment.

An asset or liability is no longer recognised in the balance sheet, and thus derecognised, when a transaction results in all or substantially all rights to economic benefits and all or substantially all of the risks related to the asset or liability are transferred to a third party. In such cases, the results of the transaction are directly recognised in the profit and loss account, taking into account any provisions related to the transaction.

### **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 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 only recognised on the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Foundation and the cost of that asset can be measured reliably.

Intangible fixed assets are measured 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 to 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 recognised on the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Foundation and the cost of that asset can be measured reliably.

Tangible fixed assets are measured 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 the statement of income and expenditure on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets, taking into account any estimated residual value of the individual 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:

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

#### **Financial fixed assets**

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

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 statement of income and expenditure 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.

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 statement of income and expenditure in the year to which it relates, which is in accordance with accounting policy as stated in RJ 640. When allocating income and expenses, based on Article 2: 384 paragraph 2 BW, the prudence principle is applied. The amount of revenue is determined based on the actual (attributable to the fiscal year) bank receipts relating to donations and gifts. The Foundation receives a Grant letter (on an annual basis) from the Van Leer Group Foundation guaranteeing total revenue over the subsequent book year.

#### **Appropriation of Result**

The result is added to the General reserve.

#### **Expenditure**

Grants and Foundation-managed projects (FMP) are considered incurred at the time of approval. When entering an obligation, the full amount of the obligation is accounted through the statement of income and expenditure at the expense of the result, regardless of the duration of the grant and FMP. This accounting treatment is in accordance with accounting policy as stated in RJ 640. A grant is a (multi-) year commitment, whereas a Foundation-managed project is a contract whereby the Foundation manages the expenditure of a project. 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 expenditure 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.



## Pension

The employees of the Bernard van Leer Foundation in the Netherlands have a pension scheme which is administered by Nationale Nederlanden. The pension scheme is classified as a defined-benefit agreement under the Pensions Act. The administration agreement with the pension provider was agreed in January 2016 for a 5-year period.

## Cash flow statement

The cash flow statement has been prepared by using the indirect method. Cash and cash equivalents include cash and investments that are readily convertible to a known amount of cash without a significant risk of changes in value.

Cash flows in foreign currency are translated into euros using the weighted average exchange rates at the dates of the transactions. Foreign exchange differences with regard to cash and cash equivalents are presented separately in the cash flow statement.

## 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. See page 90 for details of lease commitments.

## 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.

## Related parties

Each year Bernard van Leer Foundation management checks that there are no new relationships that could be qualified as related parties. Where these relationships are identified, they are disclosed in the financial statements. The Van Leer Group Foundation is governed by the same board as the Bernard van Leer Foundation and they are therefore related parties. In addition, both Julia Neuberger and Yarom Ariav serve on both the board of the Bernard van Leer Foundation and the Van Leer Jerusalem Institute.

## Taxation

According to Dutch law (art 6 lid 1 wet VPB 1969), the Bernard van Leer Foundation is exempt from corporate income tax as well as value added taxation (VAT).

## Notes to the balance sheet (in EUR)

### 1 Intangible fixed assets

	Cumulative purchase 31-12-2017	Cumulative depreciation 31-12-2017	Book value 31-12-2017	Purchase 2018	Depreciation 2018	Book value 31-12-2018
Software	92,679	(31,971)	60,708	23,967	(33,036)	51,638
	92,679	(31,971)	60,708	23,967	(33,036)	51,638

	Software
Cumulative purchase 31-12-2018	92,613
Cumulative depreciation 31-12-2018	(40,975)
Book value 31-12-2018	51,638

### 2 Tangible fixed assets

	Cumulative purchase 31-12-2017	Cumulative depreciation 31-12-2017	Book value 31-12-2017	Purchase 2018	Depreciation 2018	Book value 31-12-2018
Furniture and equipment	21,792	(9,774)	12,018	4,218	(5,091)	11,145
Hardware	80,886	(18,639)	62,247	38,536	(37,132)	63,651
	102,678	(28,413)	74,265	42,754	(42,223)	74,796

	Furniture and equipment	Hardware	Total
Cumulative purchase 31-12-2018	26,010	119,422	142,557
Cumulative depreciation 31-12-2018	(14,865)	(55,771)	(67,761)
Book value 31-12-2018	11,145	63,651	74,796

### 3 Financial fixed assets

	Loan 2018	Redemption 2018	Impairment 2017	Book value 31-12-2018
Loan 1	0	0	325,000	0
	0	0	325,000	0

The Foundation issued a loan (for the amount of EUR 325,000) to Stichting Perron 07. In 2017, this loan was fully impaired due to liquidity issue at Stichting Perron 07. In 2018 there were no changes in the assessment of the recoverability of the loan. The loan is still fully impaired. The repayment schedule of the loan will start as of August 2019.

#### 4 Current account Van Leer Group Foundation

	2018	2017
Balance 1 January	19,352,567	19,339,717
Amount of preliminary allocation to the Foundation	18,739,540	18,554,000
Disbursements of preliminary allocation to the Foundation	(20,739,540)	(18,554,000)
Other settlements	8,803	12,850
Balance 31 December	<u>17,361,370</u>	<u>19,352,567</u>

Funds from Van Leer Group Foundation are available on request. Funds for future instalments remain with the Van Leer Group Foundation as part of the investment portfolio. The asset is not interest-bearing. Payments will be made directly from drawing rights, so payments will not impact the profit or loss. In 2015, the Van Leer Group Foundation approved a one-time EUR 5,000,000 for the strategy transition. This amount is held in the current account at the Van Leer Group Foundation. The Bernard van Leer Foundation can call parts of these funds with at least a 90-day notice period prior to the start of each quarter. At the end of 2018, the full amount had been committed. In 2018, the Foundation called EUR 2,000,000 from EUR 5,000,000 in order to cover instalment commitments due to be paid at the end of 2018, reducing the current account at the Van Leer Group Foundation to EUR 17,361,370. The remainder of the EUR 3,000,000 will be drawn down before the end of 2022.

#### 5 Other receivables

	2018	2017
Prepayments	47,481	34,377
Other receivables	5,789	7,915
	<u>53,270</u>	<u>42,292</u>

The prepayments were primarily made up of IT and India office costs for 2019.

#### 6 Cash and bank

	2018	2017
Bank	<u>5,827,248</u>	<u>3,930,257</u>

In 2018, the Bernard van Leer Foundation called EUR 2,000,000 from the drawing rights in order to cover instalment commitments due to be paid at the end of 2018. Some of these payments were delayed which caused a surplus. 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

	2018	2017
Foundation capital	<u>453,780</u>	<u>453,780</u>

## 8 General reserve

	2018	2017
Balance 1 January	1,404,566	114,000
Re-allocation Appropriated Reserve	0	2,469,382
Operating result	591,188	(1,178,816)
<b>Balance 31 December</b>	<b>1,995,754</b>	<b>1,404,566</b>

## 9 Grants and Foundation-managed projects

	2018	2017
Balance 1 January	21,170,939	20,220,056
Grants/FMP contracts approved*	14,666,635	15,183,401
Grants/FMP contracts cancelled**	(1,565,896)	(536)
Rate of exchange	52,770	(69,148)
Grant payments	(13,967,849)	(14,162,834)
<b>Balance 31 December</b>	<b>20,356,599</b>	<b>21,170,939</b>

\* A grant is a (multi-)year commitment and a Foundation-managed project is a contract. A grant or Foundation-managed project is approved when the Director of the Foundation signs the grant letter or a contract. See note D for additional explanation on Foundation-managed projects.

\*\*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 2018 the Foundation cancelled a number of Grants and FMP contracts, to the amount of EUR 1,565,896. The largest cancellation refers to the Humara Bachpan Campaign project in India to the amount of EUR 1,030,475.

### Specification commitment Bernard van Leer Foundation

Definition/Year	To be paid			
	Total	2019	2020	2021
Grants	15,808,156	12,038,746	3,179,997	589,413
Foundation-managed projects	4,548,443	4,171,130	377,313	0
<b>Total</b>	<b>20,356,599</b>	<b>16,209,876</b>	<b>3,557,310</b>	<b>589,413</b>

The amount payable for the year 2019 is shown on the balance sheet as at 31 December 2018 as a current liability of EUR 16,209,876.

The amounts payable after the year 2019 are shown on the balance sheet as at 31 December 2018 as a non-current liability in the years 2020 and 2021 to the amount of EUR 4,146,723.

## 10 Creditors

	<b>2018</b>	<b>2017</b>
Accounts payable	168,262	132,297

The accounts payable are due within one year. There are a number of invoices in the payment process in December 2018 but finalised in January 2019.

## 11 Current Account: Moving Minds Alliance

	<b>2018</b>	<b>2017</b>
Balance 1 January	30,014	0
Disbursements of contribution to the refugee coalition	208,258	50,164
Disbursements on behalf of the refugee coalition	(129,929)	(20,150)
<b>Balance 31 December</b>	<b>108,343</b>	<b>30,014</b>

Moving Minds Alliance is a Foundation-led coalition of partners that is mobilised to address the refugee crisis in Lebanon and Jordan. The Bernard van Leer Foundation acts as the administrator of this alliance and thus received advance payments from partner organisations to cover costs related to the management of a coordinated response to the refugee crisis in 2019.

## 12 Accrued Liabilities

	<b>2018</b>	<b>2017</b>
Holiday allowances	70,511	66,112
Wage tax	126,842	113,152
Other liabilities	88,231	89,229
	<b>285,584</b>	<b>268,493</b>

The accrued liabilities are due within one year. The other liabilities are made up of accrued vacations of staff and outstanding payments to service providers.

## 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 the assets of Bernard van Leer Foundation are with the Van Leer Group Foundation. Given the financial position of Van Leer Group Foundation this is seen as a remote credit risk. With regard to the other current assets and financial assets, impairments have been recognised resulting in limited current risk.

### Currency risk

The Foundation makes all multi-year commitments in euros, which eliminates currency exposure. Short-term commitments can be made in foreign currency, which limits currency exposure.

### 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 an approved milestone scheme.

### Liquidity risk

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

### Fair value

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

## Commitments and rights not shown on the balance sheet

### Van Leer Group Foundation

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

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

### Contribution Van Leer Group Foundation

The Van Leer Group Foundation approved in their Board of Trustees meeting of 15 November 2018 the budget for 2019 of EUR 18,739,540.

### 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.

### Rent obligations

#### Office headquarters

The Bernard van Leer Foundation has signed a new 5-year rental contract for the current building in The Hague (the Netherlands), commencing 1 February 2018 and ending 31 January 2023 for a total of EUR 606,914. The remaining payment schedule for the coming 4 years can be specified as follows:

2019	EUR 119,149
2020	EUR 119,149
2021	EUR 119,149
2022	EUR 119,149
2023	EUR 9,929
<b>Total</b>	<b>EUR 486,525</b>

#### India office obligations

The Bernard van Leer Foundation has signed two contracts with CAF India to cover the office costs for 2019. Currently there is still an amount of EUR 52,272 outstanding and an advanced payment of EUR 28,559 was made to CAF in 2018 to cover commitments for rent, salaries, travel, office running costs and capital costs in 2019.

A rental agreement has been signed which commences 15 August 2018 and ends 14 August 2023. The remaining disbursements schedule for the coming years can be specified as follows:

2019	EUR 31,181
2020	EUR 31,701
2021	EUR 33,286
2022	EUR 34,950
2023	EUR 24,064
<b>Total</b>	<b>EUR 155,182</b>

### Israel office obligations

A rental agreement has been signed which commences 1 February 2018 and ends 31 January 2021.

The remaining disbursements schedule for the coming years can be specified as follows:

2019	EUR 13,884
2020	EUR 13,884
2021	EUR 1,157
<b>Total</b>	<b>EUR 28,925</b>

### Lease obligations

#### Printer/copier

The Bernard van Leer Foundation has a lease obligation for two printers for a total amount of EUR 17,840 up to 31 January 2022. The current lease contract was signed per February 2017 and the outstanding obligation can be specified as follows:

2019	EUR 4,369
2020	EUR 4,369
2021	EUR 4,369
2022	EUR 364
<b>Total</b>	<b>EUR 13,471</b>



## Notes to the statement of income and expenditure account (in EUR)

### A Van Leer Group Foundation and other income

	<b>Budget 2018</b>	<b>Actual 2018</b>	<b>Actual 2017</b>
Income	18,739,540	18,739,540	18,554,000
Other income	0	0	0
	<b>18,739,540</b>	<b>18,739,540</b>	<b>18,554,000</b>

The actual income over 2018 increased slightly compared to 2017 according to the budget approved by the Van Leer Group Foundation Governing Council of EUR 18,739,540.

#### Income

The Bernard van Leer Foundation receives its income from the Van Leer Group Foundation to fulfil its mission. The Van Leer Group Foundation derives its income from a global portfolio of diversified investments.

For more information regarding the Van Leer Group Foundation, please refer to its website [www.vanleergroupfoundation.nl](http://www.vanleergroupfoundation.nl). The annual report 2018 of the Van Leer Group Foundation will be published in June 2019.

### B Interest income

	<b>Budget 2018</b>	<b>Actual 2018</b>	<b>Actual 2017</b>
Bank and deposit accounts	0	2,562	8,956
Other interest	0	13,000	12,690
	<b>0</b>	<b>15,562</b>	<b>21,646</b>

The falling interest rates have resulted in a decrease in interest revenue compared to 2017. Other interest is related to loan receivables.

### C Grants

	<b>Budget 2018</b>	<b>Actual 2018</b>	<b>Actual 2017</b>
Grants approved	15,700,000	9,639,270	11,472,371
Grants cancelled	0	(1,565,896)	(536)
Currency differences	0	52,770	(69,148)
	<b>15,700,000</b>	<b>8,126,144</b>	<b>11,402,687</b>

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. In 2018, the Foundation cancelled a number of grants to the amount of EUR 1,565,896. The largest cancellation relates to the Humara Bachpan Campaign project in India, in the amount of EUR 1,030,475. The Grants budget 2018 is prepared to include both Grants and Foundation-managed projects where the actual 2018 expenditure is EUR 15,402,360 in line with the Grants approved budget 2018.

## D Foundation-managed projects

	Actual 2018	Actual 2017
Programme contracts	5,027,365	3,711,030
Communications	278,595	221,687
Foundation sector	27,100	26,500
Network development	430,030	402,655
	<u>5,763,090</u>	<u>4,361,872</u>

In line with the evolution of the 2016–2020 strategy, the Foundation has continued to increase convening activities, commissioning of research and the use of external consultants to help advise our partners. These activities are recorded as Foundation-managed projects. They increased by 32% or EUR 1,401,218, while grantmaking commitments decreased by 15% or EUR 1,711,183.

## E Returned project funds

	Budget 2018	Actual 2018	Actual 2017
Grants	0	(33,412)	(64,512)
	<u>0</u>	<u>(33,412)</u>	<u>(64,512)</u>

The returned project funds are commitments from previous years that are not spent at the time the project is closed. The majority of the returned project funds in 2018 were due to a project from ACCESS from 2013 in the amount of EUR 12,008 and Harvard College, Latin America course, from 2017 in the amount of EUR 11,325.

## F Operating expenses

	Budget 2018	Actual 2018	Actual 2017
Board of Trustees	47,000	46,671	26,382
Personnel			
(a) salaries	2,554,078	2,461,324	2,261,866
(b) social charges	222,500	272,103	223,400
(c) pension	150,253	196,482	164,564
(d) general staff costs	64,808	64,519	37,627
(e) recruitment	0	19,428	26,572
(f) staff development	70,000	53,306	41,599
(g) temporary personnel	10,000	0	1,576
	<u>3,071,639</u>	<u>3,067,162</u>	<u>2,757,204</u>

	<b>Budget 2018</b>	<b>Actual 2018</b>	<b>Actual 2017</b>
Consultants	115,000	185,196	89,647
Staff travel/hospitality	450,000	414,008	400,669
Premises	222,808	156,351	140,496
Office equipment/expenses	320,140	247,348	161,707
Depreciation	47,980	75,259	47,939
Telecommunications	30,200	32,901	21,135
External auditors	42,350	61,831	66,550
General costs	17,000	21,365	17,686
<b>Total</b>	<b>4,364,117</b>	<b>4,308,092</b>	<b>3,729,415</b>

The increase in operating expenses can be attributed to the current (2017–2020) strategy which requires more staff and administration expenses.

## G Impairment of financial assets

In 2018, Perron07 encountered a liquidity issue which required an adjustment to the repayment schedule. This created uncertainty around the ability of Perron07 to begin repayment. Given the remaining uncertainty this created in January 2018, it was decided to impair the loan receivable in 2017.

## H Appropriation of result

In the Foundation's Articles of Association there are no provisions regarding the appropriation of the result. An amount of EUR 591,188 has been added to the General reserve.

### Board of Trustees

The members of the Board of the Bernard van Leer Foundation also serve as member of the Governing Council 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 their service to the Governing Council of the Van Leer Group Foundation. Board of Trustees expenditure 2018 relates to field visits to partner organisations and board meetings.

### Personnel

The remuneration of the director can be traced to a single natural person, therefore the exemption described in section 2:383(1) of the Netherlands Civil Code is applied.

### Staffing level

During the 2018 financial year, the average number of staff employed by the Foundation, converted into full-time equivalents, amounted to 37.25 FTE; for 2017 this number was 36.4 FTE.

### Subsequent events

There were no subsequent events.

## Approval of Financial Statement

Legal address: The Hague, 27 March 2019

Bernard van Leer Foundation Executive Director: Michael Feigelson

Board members (in alphabetical order): Yarom Ariav, Wim Borgdorff, Nanno Kleiterp, Eloy Lindeijer, Julia Neuberger, Robert Swaak (Chair), Jacqueline Tammenoms Bakker, Sam Worthington.

## Other information

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

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

# Auditor's report

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## Independent auditor's report

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

## Report on the accompanying annual report

### Our opinion

We have audited the annual report 2018 of Stichting Bernard van Leer Foundation, based in The Hague, the Netherlands.

In our opinion the accompanying annual report gives a true and fair view of the financial position of Stichting Bernard van Leer Foundation as at 31 December 2018, and of its result for 2018 in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The annual report comprises:

1. the balance sheet as at 31 December 2018;
2. the statement of income and expenditure for 2018; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

### Basis for our opinion

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

We are independent of Stichting Bernard van Leer Foundation in accordance with the Wet toezicht accountantsorganisaties (Wta, Audit firms supervision act), the 'Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten' (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore, we have complied with the 'Verordening gedrags- en beroepsregels accountants' (VGBA, Dutch Code of Ethics).

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

## Report on the other information included in the annual report

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

- Management report;
- Other information.

Based on the following procedures performed, we conclude that the other information is consistent with the annual report and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the annual report or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the annual report. Management is responsible for the preparation of the other information.

## Report on the accompanying annual report

### Responsibilities of management and the Board of Trustees for the annual report

Management is responsible for the preparation and fair presentation of the annual report 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 management determines is necessary to enable the preparation of the annual report that are free from material misstatement, whether due to errors or fraud.

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

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

### Our responsibilities for the audit of the annual report

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

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

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

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements. Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the annual report, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- concluding on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the annual report, including the disclosures; and
- evaluating whether the annual report represents the underlying transactions and events in a manner that achieves fair presentation.

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

*Amstelveen, 27 March 2019*

*KPMG Accountants N.V.*

*M. Frikkee RA*

# Photography

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- Cover** Mother feeding her child at home in Loreto, Peru. Photo: Eleazar Cuadros/Bernard van Leer Foundation.
- Page 6** Babies participating in 'Playing in the city' event, Tel Aviv-Yafo, Israel. Photo: Courtesy of Shani Halevy.
- Page 8** Father and child in a cocoa-growing village in Côte d'Ivoire. Photo: Courtesy of TRECC.
- Page 10** Family in their home in Mumbai, India. Photo: Courtesy of Dhiraj Singh.
- Page 13** Bernard van Leer and his son Oscar in the early 1930s. Photo: Van Leer Group Foundation.
- Page 15** Bernard van Leer Foundation's first grant in Jamaica, 1965. Photo: Van Leer Group Foundation.
- Page 17** Mother and children crossing street in traffic. São Paulo, Brazil. Photo: Jon Spaul/Bernard van Leer Foundation.
- Page 20** Parents looking after their child in sling. São Paulo, Brazil. Photo: Jon Spaul/Bernard van Leer Foundation.
- Page 22** Home visit, Criança Feliz programme. Pacatuba, Brazil. Photo: Courtesy of Ratao Diniz.
- Page 24** Behind the scenes during the filming of Magic Moments media campaign, Israel. Photo: Courtesy of Yael Feldman Shavit and Yogev Hagbi.
- Pages 26 and 27** Child centre providing resources and services to refugee children and families. Azraq, Jordan. Photo: Courtesy of Reem AlZumi/Plan International Jordan.
- Page 32** Mother leading child down steps to Alto Santa Terezinha in Recife, Brazil. Photo: Jon Spaul/Bernard van Leer Foundation.
- Page 34** Home visit held in Sultanbeyli, one of the municipalities participating in home visiting trial in Istanbul, Turkey. Photo: Courtesy of Cihan Özdamar.
- Page 35** Father and child spending time together at playground in Mumbai, India. Photo: Courtesy of Dhiraj Singh.
- Page 37** Busy intersection in São Paulo, Brazil. Photo: Jon Spaul/Bernard van Leer Foundation.
- Page 39** Woman experiencing city at the height of a young child through virtual reality headset. London, UK. Photo: Courtesy of Paul Carstairs/Arup.
- Page 40** Child asleep on mother's shoulder. Loreto, Peru. Photo: Courtesy of Vanessa Touzard.
- Page 41** Participants in 'Cities for Young Children' Study Tour observing play. Copenhagen, Denmark. Photo: Courtesy of Tara Eisenberg/Gehl Institute.
- Page 47** Father and daughter enjoying time together during three-day 'Playing in the city' event, Tel Aviv-Yafo, Israel. Photo: Courtesy of Shani Halevy.
- Page 48** Mother and child in Loreto, Peru. Photo: Eleazar Cuadros/Bernard van Leer Foundation.
- Page 50** Presentation highlighting the many voices of the early childhood workforce, held at a side-event during the Partnership for Maternal, Newborn and Child Health Partners' Forum. New Delhi, India. Photo: Esther Goh/Bernard van Leer Foundation.
- Page 51** Toddler crawling on mat during 'Playing in the city' event, Tel Aviv-Yafo, Israel. Photo: Courtesy of Shani Halevy.
- Page 53** Participants in behavioural science workshop held in Lima, Peru. Photo: Maria Elena Tabares/Bernard van Leer Foundation.
- Page 54** Esther Goh, early childhood development specialist, presenting during the Early Childhood course at the Dart Center, Columbia School of Journalism, New York, USA. Photo: Courtesy of Ariel Ritchin/Columbia Journalism School.
- Page 55** Participants in the Executive Leadership Course in Early Childhood Development, Harvard University. Cambridge, USA. Photo: Courtesy of Harvard University's John F. Kennedy School of Government.



- Page 61** Frontline worker Sangita Rajkumari weighs a baby as part of a routine postnatal health check. India. Photo: Trupal Pandya/Bernard van Leer Foundation.
- Page 62** Mother and child reading children's book *Uzun, Kocaman, Çok!* ('So Long, So Big, So Many!'), at the 4th Istanbul Design Biennial. Istanbul, Turkey. Photo: Courtesy of Ilgin Erarslan Yanmaz.
- Page 64** Family navigating through the city by motor scooter, a common means of transportation in Loreto, Peru. Photo: Eleazar Cuadros/Bernard van Leer Foundation.
- Page 72** Child cooling off in Lima, Peru. Photo: Eleazar Cuadros/Bernard van Leer Foundation.
- Page 78** Mother admiring her newborn child at home in São Paulo, Brazil. Photo: Jon Spaul/ Bernard van Leer Foundation.



Bernard  
van Leer  
FOUNDATION

A good start  
for all children