

A close-up photograph of a woman with dark hair tied back, holding a young child. The child is looking off to the side with a thoughtful expression. The woman's face is partially visible in profile, looking down at the child. The child is wearing a light-colored shirt with a small floral pattern and a small gold hoop earring. The woman is wearing a purple cloth draped over her shoulder. The background is softly blurred.

A good start for all children

Annual Report 2019

Bernard van Leer Foundation

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

– Oscar van Leer

Annual Report 2019

Bernard van Leer Foundation

March 2020



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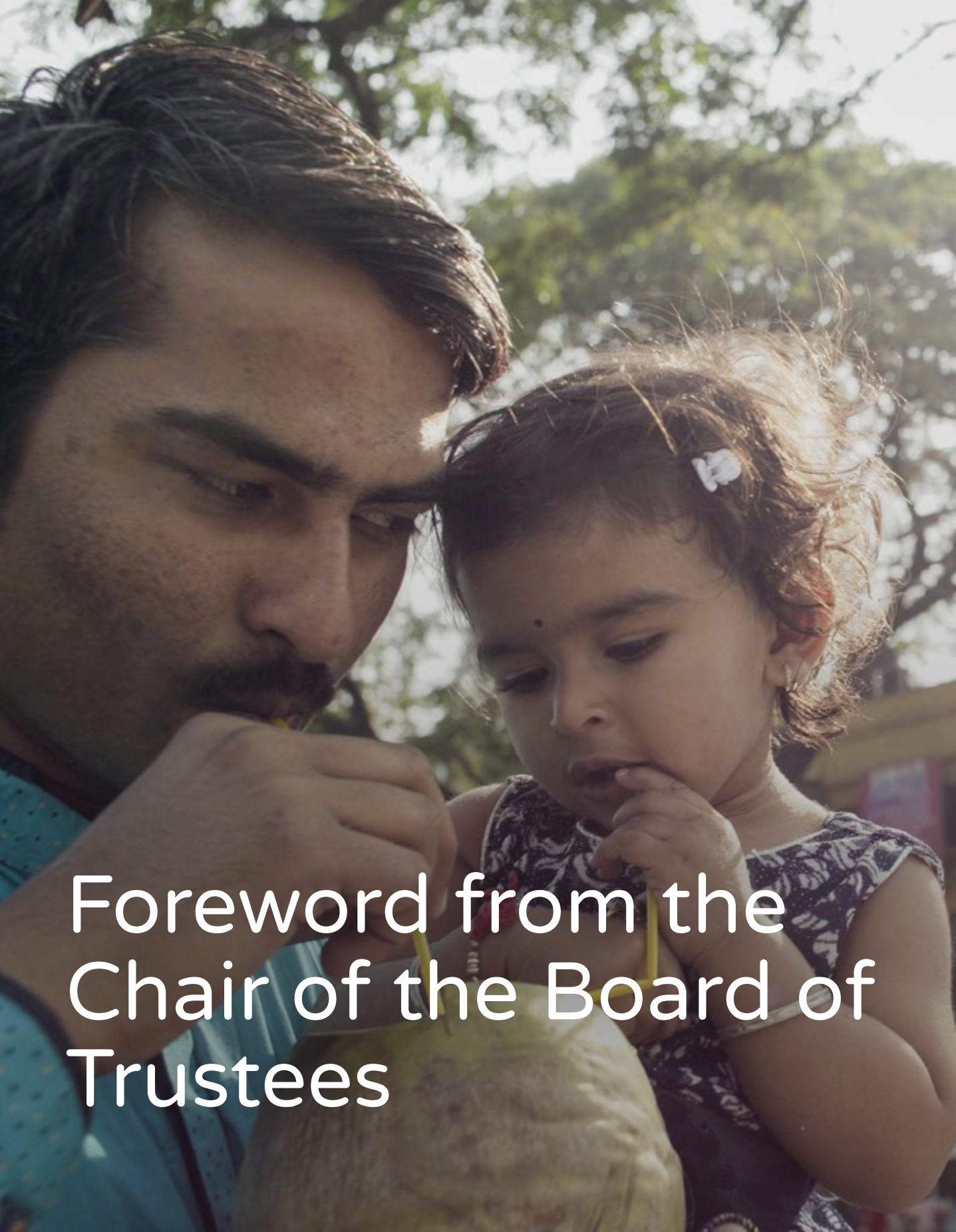
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Foreword from the Chair of the Board of Trustees

Continuing the journey towards scale and impact

In 2019, citizens of all ages from countries all across the world raised their voices to protest against rising levels of inequality and the climate crisis. In both cases, they made it clear that governments and civil society are not delivering the confidence in the future to which people aspire.

These voices and their calls to action reaffirm the importance of the mission and work of the Bernard van Leer Foundation. Our focus on the early years of a child's life is not only a pathway to creating societies in which people can achieve their full potential – it is also a way to bring people together today. The pursuit of our mission helps people to see that they have more in common than they might have thought. The journey itself helps to build trust.

This is exemplified in our work with partners such as Criança Feliz (page 24), which has rallied support from across Brazilian society; in Istanbul, where the focus on how to make cities better places to raise a baby has brought together partners from across the political spectrum (page 34); and with the Moving Minds Alliance (page 48), which has helped bring an early childhood lens to efforts to support both host communities and refugee families.

I am deeply grateful for the commitment and hard work of our team and partners, as illustrated throughout this annual report. Without them, none of this would be possible. As I write these words, they are quickly adjusting to new circumstances brought on by the Covid-19 pandemic. I honour their persistence in continuing the journey towards greater scale and impact in the coming year.

A special word of thanks is due to my predecessor Robert Swaak, who completed his third term as chair of the Bernard van Leer Foundation in June 2019. He always applied the highest standards to all aspects of our work, and inspired his colleagues and many others with his ambition for what the Foundation can contribute in today's world.

The Hague, 20 March 2020



Jacqueline Tammenoms Bakker
Chair, Board of Trustees

The pursuit of
our mission helps
people to see that
they have more in
common than they
might have thought.



Message from the
Chief Executive of
the Van Leer Group

An expanded circle of partners

Near the end of my fifth and final year as Executive Director at the Bernard van Leer Foundation, I found a text I had written just after starting in that role. In it, I tried to articulate what success would look like five years forward. I emphasised two things.

First, although there were many good practices and an increasing amount of positive political rhetoric, at that time we did not see enough examples where good practice was carried through and implemented at scale. I wanted to make sure we were helping to build some examples.

Second, for this to be possible, I felt we needed to find and support more leaders who were capable of taking large-scale action – leaders from increasingly diverse sectors, countries and backgrounds.

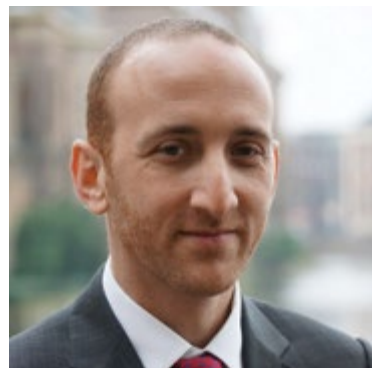
Today, I am pleased to see great progress toward both of these goals. This report highlights many examples of partners that are already achieving scale or are on a solid pathway to scale. In addition, I am particularly excited about how our circle of partners continues to expand:

- Five years ago, we had relatively few direct partnerships with government. We now work with leaders in ten national governments and more than a dozen cities.
- Through Urban95 (page 32), we have gained allies in the urban planning and design communities who have taught us an entirely new vernacular and way of seeing the world.
- And through our work on the Early Years (page 44), we have joined forces with environmentalists on clean air and children's health, and humanitarians on services for refugee families.

But the work is far from done. We have learned that achieving and sustaining scale requires persistence and constant adaptation. This is why I was so happy to hand over the role of Executive Director to Cecilia Vaca Jones at the end of last year. Cecilia brings the practical experience of having been a minister of government in her home country of Ecuador. Combined with her political acumen, integrity and exceptional endurance, this makes her the perfect person to lead our wonderful team into the next phase of our work.

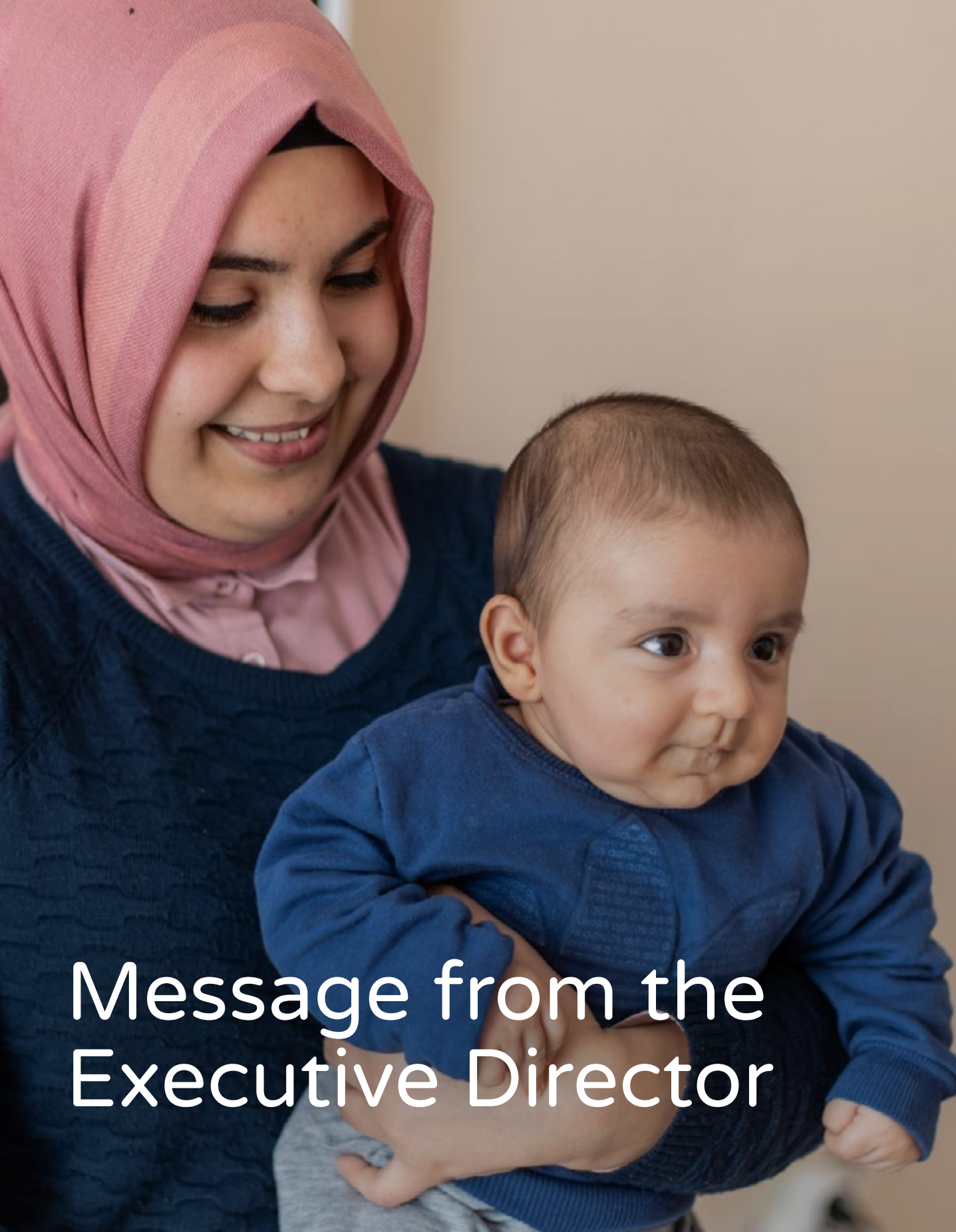
I look forward to supporting her, the Foundation team and our partners in the coming years.

The Hague, 20 March 2020



Michael Feigelson
Chief Executive, Van Leer Group

Achieving and
sustaining scale
requires persistence
and constant
adaptation.



Message from the
Executive Director

Connecting people around the best cause

During the implementation of our current strategic plan, which started in 2016 and concludes in 2020, we have been working purposefully to support large-scale rollout of early years services and safe, healthy and stimulating places to increase opportunities for babies, toddlers and their families.

Both national and local governments are strategic players – and in 2019 we continued to learn more about exactly how they can expand, adapt and sustain good practices, programmes and policies to create more impact.

For example: how do we find the most appropriate mix of technologies, messages and complementary activities to promote social behavioural change? We addressed this challenge working with the Ministry of Health in India and the National Nutrition, Food, and Early Childhood Development Council in Côte d'Ivoire, as you can read on pages 26–27. Working with the Ministry of Citizenship in Brazil and the Ministry of Health in Israel, meanwhile (see pages 24–25), reminded us of the power of investing in a robust workforce: scaling up requires social workers and nurses to have the right skills and capacity.

We engaged with municipal governments from Istanbul to Lima and Bogotá (see pages 34–39) to explore further the potential of gathering relevant and integrated data to support policymakers to take action in closing social gaps. Both qualitative and quantitative data can improve understanding of the different social, economic, political and institutional aspects of the ecosystems in which our Urban95 initiative is being implemented. To deepen our learning about how this leads to impact, we commissioned case studies on our Urban95 partner cities. The first four of these case studies – on Boa Vista, Recife, Tel Aviv and Tirana – were published last year (see page 36).

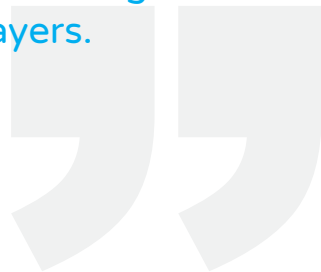
The vigorous work of our dedicated team and partners proved in 2019 the importance of integrating horizontal and vertical scaling-up processes and principles to reach more people and spaces, influence different levels of government and involve as many and diverse stakeholders as possible. We continue to support various networking activities among cities, technical and knowledge partners to keep connecting people around what we believe is the best cause: to ensure a good start for all children.

The Hague, 20 March 2020



Cecilia Vaca Jones
Executive Director

Both national and local governments are strategic players.





Director's report

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

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

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. ATFALE 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. Although 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 with valuable lessons for our strategy today. In this report, we share examples of the dozens of ongoing partnerships that build on this rich history.

Our strategy (2016–2020): transition to scale

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 four 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 **Early Years**. 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.

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



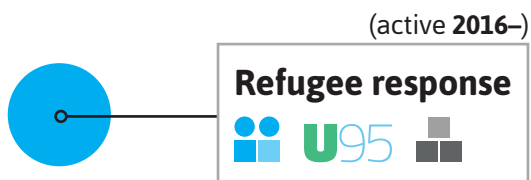
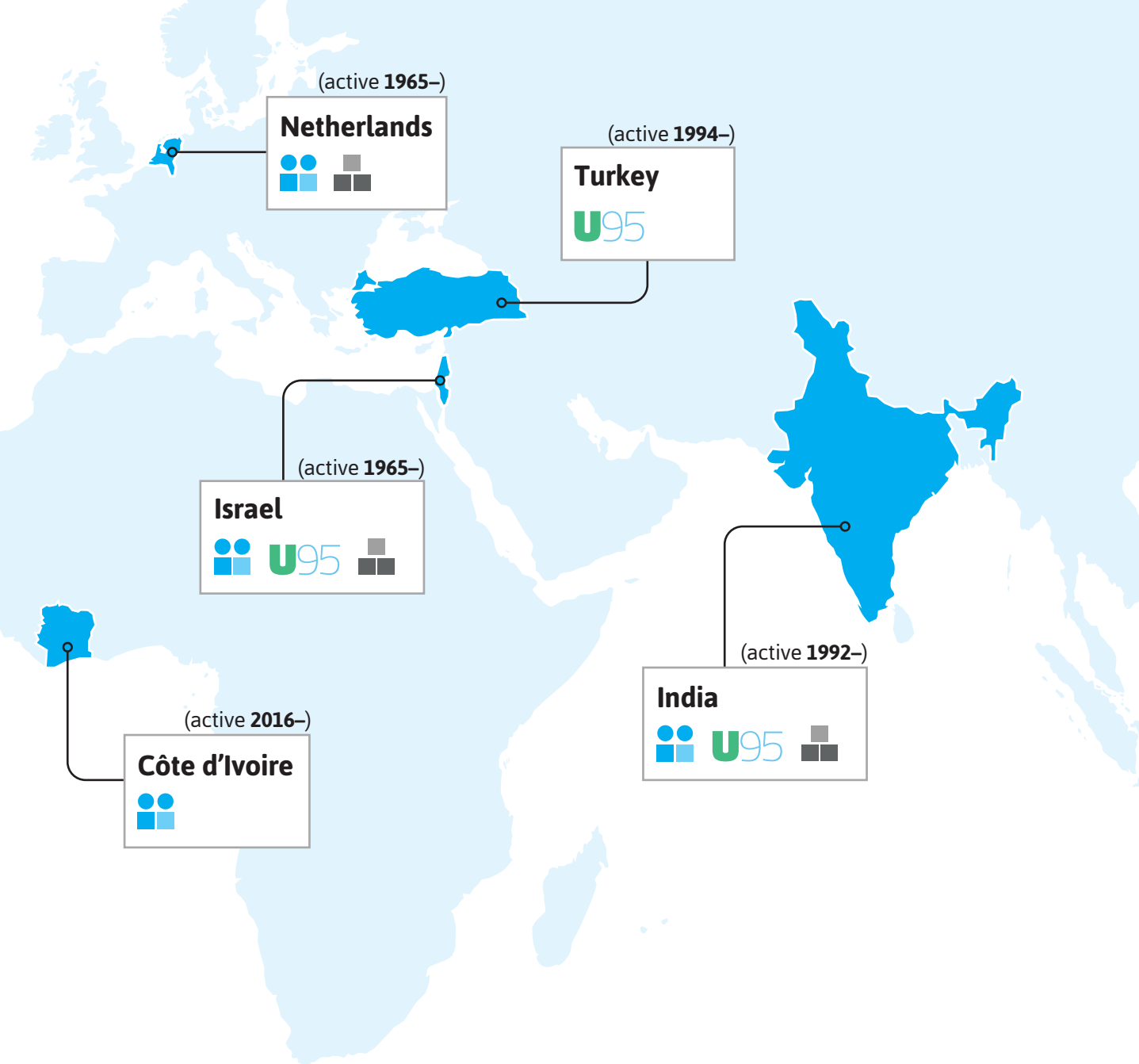
Parents+



Urban95



Early Years





Parents+

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

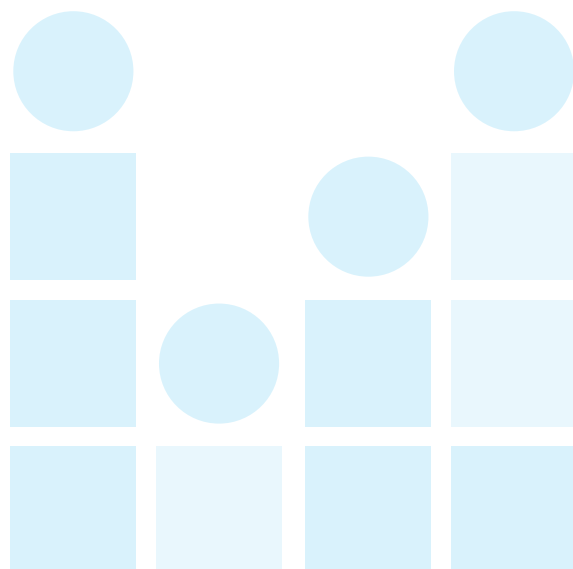
The way mothers, fathers and other caregivers nurture and support babies and toddlers in their early years is among the most decisive factors for healthy child development.

Many caregivers across the globe succeed in providing babies and toddlers with a good start in life. But many also need additional resources or support to be able to consistently provide young children with the types of early environments that foster healthy development. For economically disadvantaged parents and caregivers, efforts to stretch their money and care for young children can take an extra toll on their own well-being. Services may be unclear, inappropriate, inaccessible, or non-existent. Additionally, seeking public support can be stigmatising.

A growing body of research shows that parents and other caregivers' well-being is an essential part of babies' and toddlers' healthy development.

Parents+ combines early years-focused coaching activities for parents and other caregivers – using insights from behavioural science to improve impact – with at least one other service designed to meet a child's and/or her parents' basic needs. This joint provision could occur within government-led services, or in conjunction with civil society partners. We advocate for this combination because we believe that the bundling of services is a cost-effective way to achieve impact at scale in the early years.

We seek to engage with policymakers, civil society and other stakeholders to build policy structures that support all babies, toddlers and caregivers, together with key programmes directed at specific vulnerable populations.



Investing in quality as Criança Feliz reaches more families

Brazil's home visiting programme Criança Feliz has continued to scale in 2019, with December figures showing a reach of over 700,000 children and almost 150,000 pregnant women. We detailed in these pages last year how Criança Feliz had achieved its impressive initial growth, at that stage reaching half a million children and pregnant women in just 18 months. Under the leadership of Minister Osmar Terra, Criança Feliz now employs over 23,000 home visitors and supervisors, who have together made over 25 million visits to families in almost half of the municipalities in Brazil.



In 2019 we approved another grant to help Criança Feliz manage two of the main challenges inherent in scaling. The first is enhancing the prospects of sustainability. We will address this by supporting our partners to embed the programme into the national social system, or even potentially fostering the promulgation of a law which could transform it into a public policy.

The second is ensuring consistent quality. We are supporting the development of additional ways to use training and communications to foster behaviour

change; ongoing capacity building of home visitors and supervisors, online and in-person; and a system to monitor how home visits translate into the ultimate objective of changing the behaviour of caregivers in ways that improve the quality of their relationship with their babies and toddlers.

Criança Feliz is inspiring international interest: we have already hosted two high-level missions, from the governments of Côte d'Ivoire and Ethiopia, to learn about how the programme works.

Training nurses in Israel to support parents in new ways

The Ministry of Health has committed to send nurses at the country's Tipat Chalav – parent and child health centres – for a year of in-service training, plus targeted training for supervisors, in 2019–2020. We are supporting this training, which will build the capacity of nurses to support and coach parents to ensure the optimal development of their children, and strengthen their skills in leadership and management, to drive organisational change.

Working through Tipat Chalav presents a significant opportunity to improve support for parents across Israel. Provided free of charge by the government, the service reaches 95% of new parents through well-baby clinics at scheduled immunisation times – five times in the first year of a baby's life, and again at 18 and 24 months, and at 3 and 5 years.

Over recent years, rapid population growth has stretched the ability of Tipat Chalav to meet parents' evolving needs, creating the possibility of upgrading the service to meet current demands. After a review of the current situation and the potential for improvement, the Ministry launched a new strategy focusing on the early years. In this context, it partnered with the Foundation and the Yad Hanadiv Rothschild Foundation to develop a programme to equip nurses with new skills and tools, led by partners Goshen, an NGO focusing on child health, and Lotem Strategies Group, a firm with expertise in organisational change and scale.

The first phase is now underway: 35 'nurse leaders' are being trained, selected from over 150 applicants, along with 22 coordinators and 90 supervisors and managers. During 2020 the nurse leaders will pilot the adaptation of the UK's Family Partnership Model – an evidence-based model of working with parents – for the Israeli context, and participate in developing practical tools to implement with parents in the health centres.



The new skills and tools will cover four areas: promoting parents' well-being; helping them to cope with child behavioural and emotional difficulties; encouraging parents to play with their children; and promoting storytelling and language development. The Ministry is working with the partners to design a scaling strategy to roll out the training and uptake of new tools among nurses across the country.

In parallel, we are working with the Ministry on another initiative to integrate Tipat Chalav with Urban95 work in Israel: working with a new partner, the Bezelel Design School, we are developing a competition for architectural designs to be used by the Ministry in renovating existing Tipat Chalav centres and constructing new ones, to leverage indoor and outdoor space in the community for healthy child development.

New partnership launched with India's Ministry of Health

A national information campaign, smartphone app and call centre – all focused on supporting parents through the first 1000 days of a child's life – are part of a major new partnership between the Foundation and India's Ministry of Health and Family Welfare. After a Memorandum of Understanding was signed in June 2019, the partnership was formally launched at a consultation exercise in December.



The information campaign will reach parents through television, radio and social media with messages on the importance of the first 1000 days and simple ways to further their child's cognitive, emotional and social development. The parenting app will provide parents with practical advice on using daily routines to promote learning and bonding with their infant or toddler. The model of a call centre to support pregnant women and parents of young children will

be piloted initially before the ministry decides on whether to scale up.

These initiatives will be backed up by capacity building and knowledge exchange among frontline workers and other stakeholders – supported by a new research effort to study traditional parenting practices in cultures across India, and the use of behavioural science to improve impact.

Nutrition and parenting work scale up in Côte d'Ivoire

During 2019 the Foundation's partners in Côte d'Ivoire contributed to progress in the World Bank-led Multisectoral Nutrition and Child Development Project, introduced in these pages last year. NGOs have started community mobilisation in over 200 villages, and the project aims ultimately to reach over a million children aged under 5 across 14 of the country's 31 administrative districts.



This five-year project is co-financed by the World Bank (USD 50 million) and Power of Nutrition, with a USD 10.4 million investment including a USD 5 million contribution from the initiative Transforming Education in Cocoa Communities, led by the Jacobs Foundation in partnership with UBS Optimus Foundation and the Bernard van Leer Foundation. The government has also committed USD 1 million annually, and worked with the project to strengthen its institutions.

In June 2019, for example, the government established a new National Nutrition, Food, and Early Childhood

Development Council in the office of the Vice President, Daniel Kablan Duncan, who wrote a keynote article for the 2019 edition of our annual journal *Early Childhood Matters*.¹

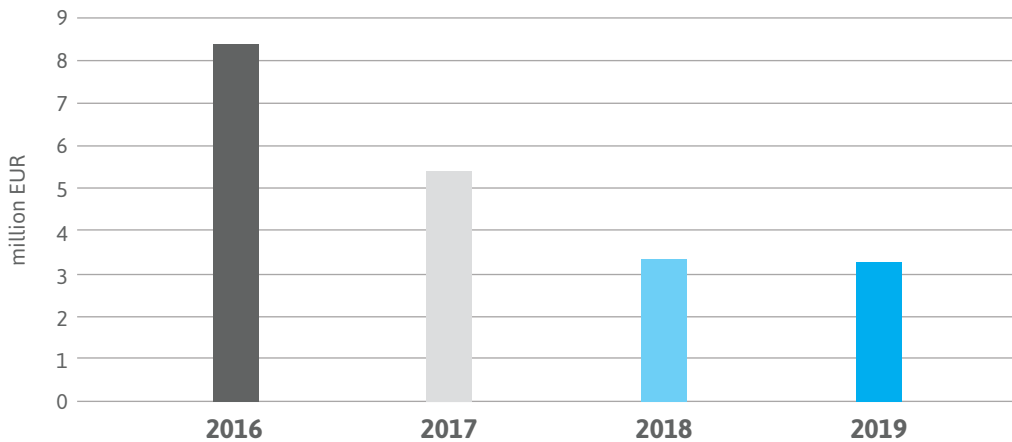
Beyond funding, our partners provided technical assistance. This technical assistance drew on expertise generated in Côte d'Ivoire through pilot projects on parental skills training and behaviour change, described in last year's Annual Report. This year, out of five pilot projects, researchers at Innovations for Poverty Action recommended four be scaled up. This is planned for 2020.

¹ Early Childhood Matters and its Spanish-language edition *Espacio para la Infancia* are available on our website at: earlychildhoodmatters.online/issues/early-childhood-matters-2019/

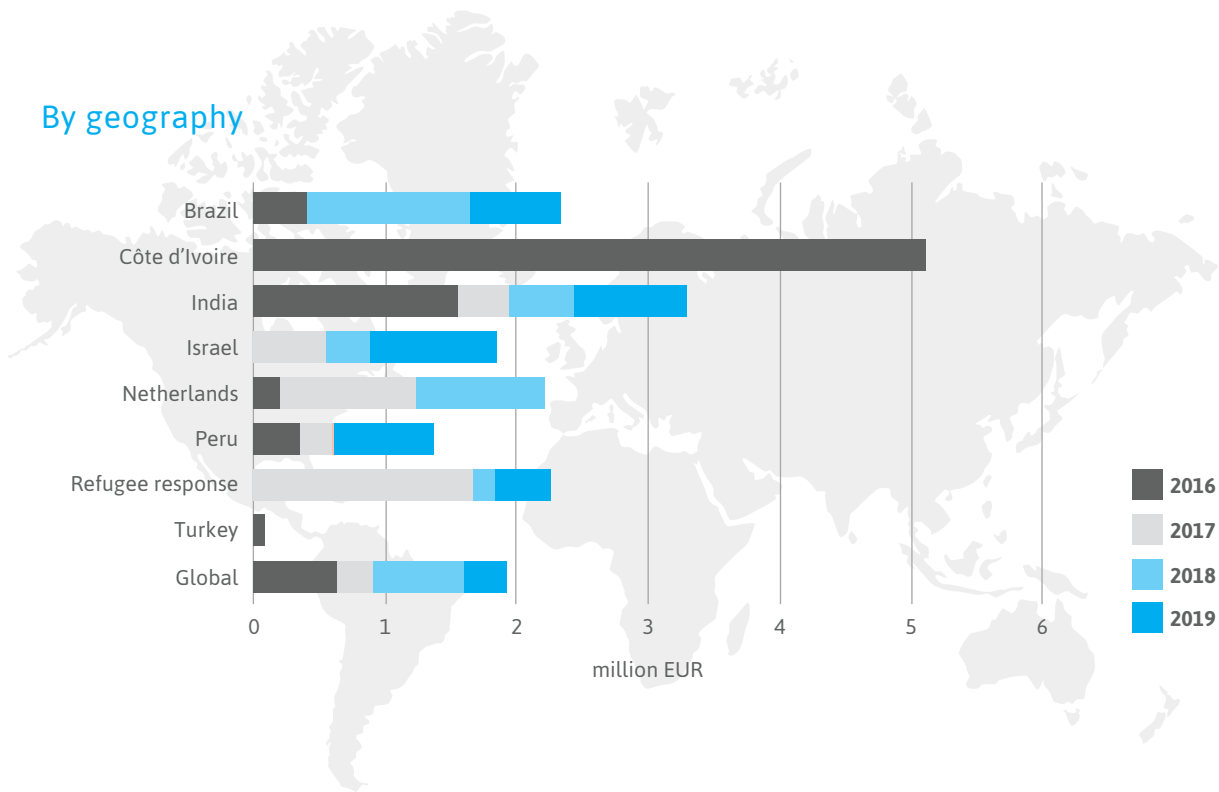
Parents+: summary of investment (2016–2019)

Summaries of total investment per year (top) and cumulative investment by country, broken down per year (bottom).

By year



By geography



Parents+: new investments approved in 2019

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
India		
Aga Khan Foundation: India office	851,617	Research cultural parenting practices and, with the Ministry of Health, pilot a call centre and app to deliver parenting advice
Total India	851,617	
Israel		
Lotem: Organizational Development Strategies Ltd	425,981	Work with the Ministry of Health to strengthen the capacity of Tipat Halav nurses through leadership training and new tools
HOP! Channel Ltd (HMG)	332,086	Leverage the Magical Moments parenting campaign, including via social media promotion, translation into Arabic and engaging new partners
Seminar Hakibbutzim College for Education, Technology and the Arts	117,464	Scale-up training of preschool teachers as parent coaches, following a promising pilot project
Tovano: Organisational evaluation planning and consulting	75,884	Evaluate the scaling-up of the programme to train preschool teachers as parent coaches
Multiple resource people	8,789	Expert support in advocacy and knowledge development
Total Israel	960,204	
Peru		
Ministerio de Desarrollo e Inclusión Social	759,080	Strengthen local management capacities to scale-up home visiting programmes as part of Peru's national early childhood policy
Total Peru	759,080	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Refugee response		
Stichting War Child	198,745	Support implementation of Lebanon's national mental health strategy, including training health workers and developing an early childhood strategy
Queen Rania Foundation for Education and Development	91,281	Research parenting behaviours in Jordan that support child development and school readiness, and test behaviour change approaches
Ideas42	56,458	Explore the use of applied behavioural science to increase the impact of our partners in Jordan and Lebanon
International Rescue Committee UK	49,814	Scope opportunities to incorporate early years support into proposals when donor funding becomes available at short notice
Plan International Netherlands	28,816	Design and plan for the scaling-up of parent coaching services through mother and child centres in Jordan
Total Refugee response	425,114	

Global		
United for Global Mental Health	165,000	Develop indicators and engage with key global health actors to advocate for more attention to caregiver mental health
OECD Development Centre	100,000	Map existing programmes and identify good practices to inform evidence-based development of services for families
Apolitical Group Limited	49,068	Organise a convening for diverse stakeholders to share learning and discuss partnerships on improving caregiver mental health
Multiple resource people	10,110	Expert support in advocacy and knowledge development
Total Global	324,178	

Total Parents+ 3,320,193



A photograph of two young children playing on a red toy car in a park. The child in the foreground is wearing a blue denim cap and a teal t-shirt, smiling and looking to the right. The child behind them is wearing a white t-shirt and has their arms around the first child, also smiling. The background is a blurred park scene with other people and trees.

Urban95

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

If you could experience the city from an elevation of 95 cm – the height of a 3 year old – what would you change? This is the core question Urban95 seeks to answer on behalf of the babies, toddlers and caregivers who rarely have a voice in city policy, planning or design.

We do this by helping city planners, urban designers, and other urbanists to understand how their work can influence child development. Importantly, we also help them identify and scale cost-effective ways to improve the way families with small children live, play, interact and move through cities.

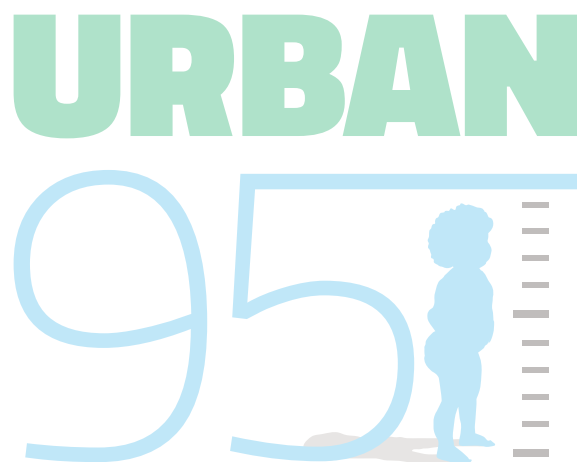
The presence of children and families is often a measure of a city's vibrancy and dynamism. And their experience of living and growing in cities is wholly unique. Designing cities with young children and caregivers in mind – for example, with outdoor spaces that encourage safe movement, play and social interaction – is an issue of growing concern everywhere.

Better planning and design that incorporates the experience of babies, toddlers and their caregivers helps children thrive and become healthier and empowers caregivers; it also carries benefits for other members of a city's population characterised by limited range and unhurried pace, such as disabled and elderly people.

Family-friendly urban planning and design can also increase a city's climate resilience, carries enormous economic and other benefits, and offers a platform for investment that tends to unite political forces.

Young Explorer videos are available to watch at:

youtube.com/playlist?list=PL4SpbM0FrMP12-7N9IdeMZD26zrzWJEnD



Istanbul elects new Mayor committed to early childhood

Istanbul95, the Foundation's Urban95 initiative in Turkey's largest city, has continued to gain momentum in 2019. The new Mayor of Istanbul, Ekrem İmamoğlu, made it a priority during his campaign to improve life for Istanbul's young children and their caregivers, and since his election has pledged to open 150 new municipal childcare centres.

Istanbul95 continues to work in especially close partnership with the leaders of three districts – Sultanbeyli, Maltepe and Sarıyer – with a combined population of around 800,000. Each has included targets and budgets for early years services in their five-year strategic plans. The home visiting trial reported in these pages last year completed its pilot phase, and an initial evaluation showed improvements in indicators related to maternal depression. Our partners at Boğaziçi University will train more home visitors for the next phase in 2020.

Among many indications of growing interest in infants, toddlers and caregivers across the city:

- the Deputy Mayor of Sarıyer joined mothers participating in the home visiting programme on a 'stroller tour' of the Ayazağa neighbourhood, to discuss and experience first hand what improvements in infrastructure could make it easier to navigate the local streets.
- the Mayor of Maltepe joined residents in a 'tactical urbanism' intervention to calm traffic and provide shaded seating and low-cost play furniture in Zümrütevler Square, which was previously unsuitable for families as it was used for car parking and bin storage.
- staff at the city's Parks and Gardens Directorate attended training on child development and the design of public spaces by Boğaziçi University, the Nordic Playground Institute and architects SUPERPOOL, which last year published *Playground Ideas for 0–3 Years*, a guide book available in Turkish, English and Portuguese.²



Istanbul has inspired three more Turkish municipalities to explore Urban95 ideas: the capital, Ankara; the Mediterranean coastal resort of Izmir; and Gaziantep, close to the border with Syria. During 2019 the Foundation's team in Turkey engaged with various departments in these municipal administrations on mapping services for young children and developing training programmes.

² Playground Ideas for 0–3 Years can be accessed at: bernardvanleer.org/publications-reports/playground-ideas-for-0-3-years/

Walking route in Lima neighbourhood showcases Urban95 approach

In the hilly neighbourhood of Alto Perú, in Chorillos, Lima, many caregivers and young children routinely took a long and expensive journey to their local childcare centre by moto-taxi. They did not want to walk because, although the distance was much shorter, the footpath was dangerously steep, uneven and strewn with garbage. After an Urban95 intervention with local residents, the walking route is now safe and attractive – with handrails at adult and toddler height, and new rest areas with seating and greenery.

A short video³ of the intervention, showing how the rest areas encourage caregivers to stop and chat while their children play, was produced by the municipal government and has been widely shared on social media. Although it showcases only one among many neighbourhood-level interventions – including ten baby-friendly playgrounds now being constructed across the city – it illustrates clearly how changing elements in public space can change people's behaviours and improve the quality of adult-child interactions.

As noted in these pages last year, recently elected Mayor Jorge Muñoz has pledged to make Lima a 'childhood city'. As the 'Ciudad Infancia' policy was developed in 2019, Urban95 ideas gained high-level political traction. The municipality created La Escuela de Producción de Espacio Público 'Barrio y Niñez' (The 'Neighbourhood and Childhood' School for the Production of Public Space), which has conducted a certified training programme on early childhood and urban planning and management for staff at all levels.

The course was especially useful for coordinating experimental initiatives at district level – such as the walking route in Chorillos – with the appropriate departments in city-level government. Its most impactful output so far is a toolkit for designing playgrounds that are suitable for babies, engage communities and encourage interaction between children and caregivers.

More broadly, the school has helped to embed an appreciation that thinking from an Urban95 perspective can have an impact on living conditions for all residents, not only those with young children. The Director of the Public Spaces Programme at Proyecto Alto Perú has been hired by the municipal government as its Urban95 coordinator.



³ The video 'Tactical urbanism: creating a safe walking in hilly Lima' is available at: youtube.com/watch?v=MXMU2nC5Wlo

Case studies explore challenges and successes in scaling urban services for children

In 2019 we published the first four in a series of ten case studies exploring ways to take services for babies, toddlers and caregivers to scale. Conducted by Princeton University and RAND, these case studies examine varied aspects of our experience of making infants, toddlers and caregivers more central to the thinking of leaders in cities around the world.



Reducing inequality by focusing on the very young: Boa Vista, Brazil, deepens its investment in early childhood development, 2009–2016. The municipal government of Boa Vista made a priority of early childhood services long before it joined the Foundation's Urban95 programme. Some of its unique features include a data dashboard and alert system to ensure children will get help when they need it.

As the case explores, the Urban95 work in Boa Vista has in recent years faced challenges as Boa Vista struggles to assimilate an influx of refugees from neighbouring Venezuela. Ahead of elections in 2020 for which the present mayor, Teresa Surita, is term-limited, the Foundation's current focus is building public support for continuity of the work.

Governing from a child's perspective: Recife, Brazil, works to become family-friendly, 2017–2019.

Scientific evidence of the long-term impacts of investing in young children persuaded the Mayor of Recife, Geraldo Julio, to invest in early childhood development as strategy to address the city's problems with crime and economic inequality.

This case looks at how municipal departments were aligned – including parks, public works, health and education – and funding raised from private partners for pilot projects in two low-income neighbourhoods. In one neighbourhood, the Urban95 work was focused around an existing community centre, COMPAZ – a successful model which the city in 2019 made plans to replicate in its other districts.

Reconstructing a city in the interests of its children:

Tirana, Albania, 2015–2019. In a fast-growing city with high levels of pollution, a tight budget and deep public scepticism about the effectiveness of government, this case examines how during his first term Mayor Erion Veliaj won public trust and raised the resources to construct new infrastructure including parks, playgrounds, nurseries, schools and pedestrian spaces.

In 2019, Mayor Veliaj was an international advocate for Urban95 ideas – leading a conference on the subject at the London School of Economics – and moved to institutionalise the city's 'Born Thriving' policies into law.

City Hall embraces early childhood development: reaching an underserved population in Tel Aviv, 2016–2019.

In the early 2010s in Tel Aviv, parents with young children were mostly on their own when it came to finding services and support. Growing concern about the cost and quality of daycare led to protests, and in 2016 the city government began to respond. This case explores how early childhood development then, in three short years, rapidly rose up the agenda under Mayor Ron Huldai to become a priority at the heart of the government.

In 2019, new developments in the municipal organisational structure and budgets continued to demonstrate progress towards scale and sustainability – notably the appointment of a deputy mayor for early childhood and the establishment of a new unit for early childhood education. Work on mobility completed its mapping and research phase, with pilots due to start in 2020. And senior officials from across national government participated in developing guidelines to scale-up Urban95 across Israel.

A comparative analysis of the four case studies shows some commonalities: all four cities have unique leadership driving their transformation to benefit young children; they invested in training practitioners working in varied sectors at different levels of government; they showed willingness to pilot innovative design initiatives in public space; and they developed policies around early childhood which aim to ensure sustainability, though more clarity is needed on long-term funding mechanisms. We expect further case studies to be published in 2020.

Reports on the four studies discussed here can be accessed at: bernardvanleer.org/publications-reports/scaling-partnerships-case-studies/

Bogotá neighbourhood described as resembling ‘a giant kindergarten’

Colombian news outlet *El Tiempo* described the Bogotá neighbourhood of La Acacia as resembling ‘*un jardín infantil gigante*’ (a giant kindergarten) in a November 2019 report on the *Crezco con mi Barrio* (‘Growing with my neighbourhood’) pilot project introduced in these pages two years ago. The report described how young children now feel safe to play and explore outdoors.



Last year we received the results of an evaluation of the project, which introduced the concept of a ‘children’s priority zone’ – working with members of the local community to create more green space and improve the safety and attractiveness of walking routes used by caregivers and young children to get to services such as childcare, preschools and health centres.

The evaluation found impacts including a 30% increase in young children’s use of public spaces for playing, a 77% reduction in waste, and a 67% increase

in the community’s perception of safety. More than 500 children and caregivers benefited from the project, which created 1.5 km of safe walking routes and 1.1 km of bicycle tracks, reclaimed 300 m² of public space for green areas and constructed two toddler-friendly playgrounds.

The concept of the children’s priority zone has been incorporated into the strategic plan of the Department for the Defence of Public Space, which leads the steering committee of Urban95 in Bogotá.

Indian cities learn from each other

In July 2019 we launched the Urban95 peer cities learning network in India, for our two early-stage partner cities – Pune and Udaipur – and long-standing partner, Bhubaneswar, to share experiences and learn from each other. The first workshop was held in Udaipur and drew over 80 participants, with sessions on topics including behavioural science and the use of data. The second workshop is planned for early 2020 in Mumbai.



The Foundation has been building the capacity of staff in both Pune and Udaipur in 2019, as the two cities flesh out their plans to implement Urban95 activities. So far, work in Pune has included a baseline study on services for young children; upgrading part of a neighbourhood park to include visual, sound and sensory play for young children; creating a temporary 'tot-lot' in a large city park; piloting family-friendly traffic intersections; and reclaiming public space to create play areas outside a primary health centre and *anganwadi* (government preschool).

Udaipur, meanwhile, has piloted road safety measures, reclaimed public space in a neighbourhood to create space for young children to play and learn, upgraded a neighbourhood park, and completed a study on data, planning and policy guidelines. Bhubaneswar is continuing to implement initiatives including new parks and improved road crossings, and will be the subject of a case study in the series described on pages 36–37.

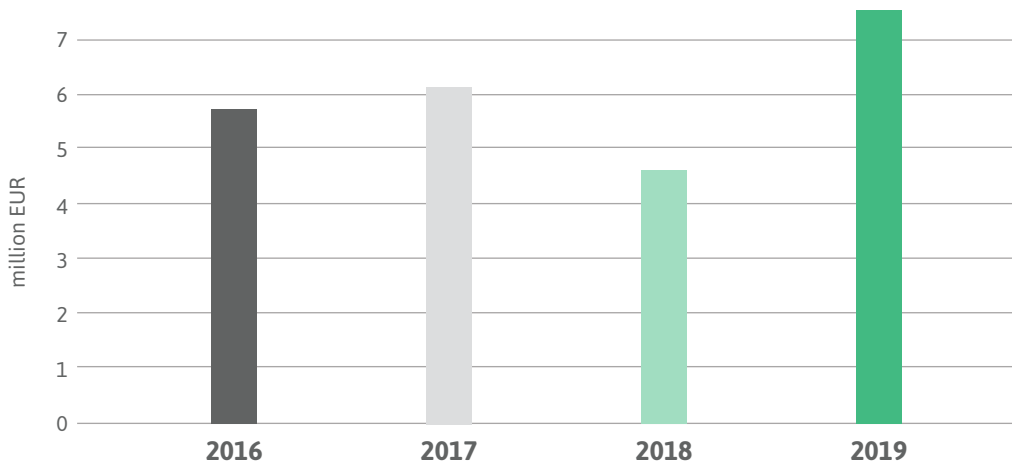
Working with the Ministry of Housing and Urban Affairs, the National Institute for Urban Affairs, and design firm BDP, along with other national and international experts, in spring 2019 we published a series of five publications under the heading of the Infant, Toddler, Caregiver-Friendly Neighbourhood (ITCN) Framework.⁴ The five publications – *Policy Framework*, *Design Guidelines*, *Policy Workbook*, *Evaluation & Monitoring Metrics*, and *Best Practices Compendium* – will form the basis of an ITCN-Urban95 competition in 2020, open to all cities in India and run by the World Resources Institute in collaboration with the India Smart Cities Mission and the Foundation.

⁴ The publications are available at: bernardvanleer.org/publications-reports/infant-toddler-caregiver-friendly-neighbourhood-itcn-framework-and-guidelines/ and videos of 'Young Explorers' in Pune and elsewhere can be viewed at: youtube.com/playlist?list=PL4SpbM0FrMP12-7N9IdeMZD26zrzWJEnD

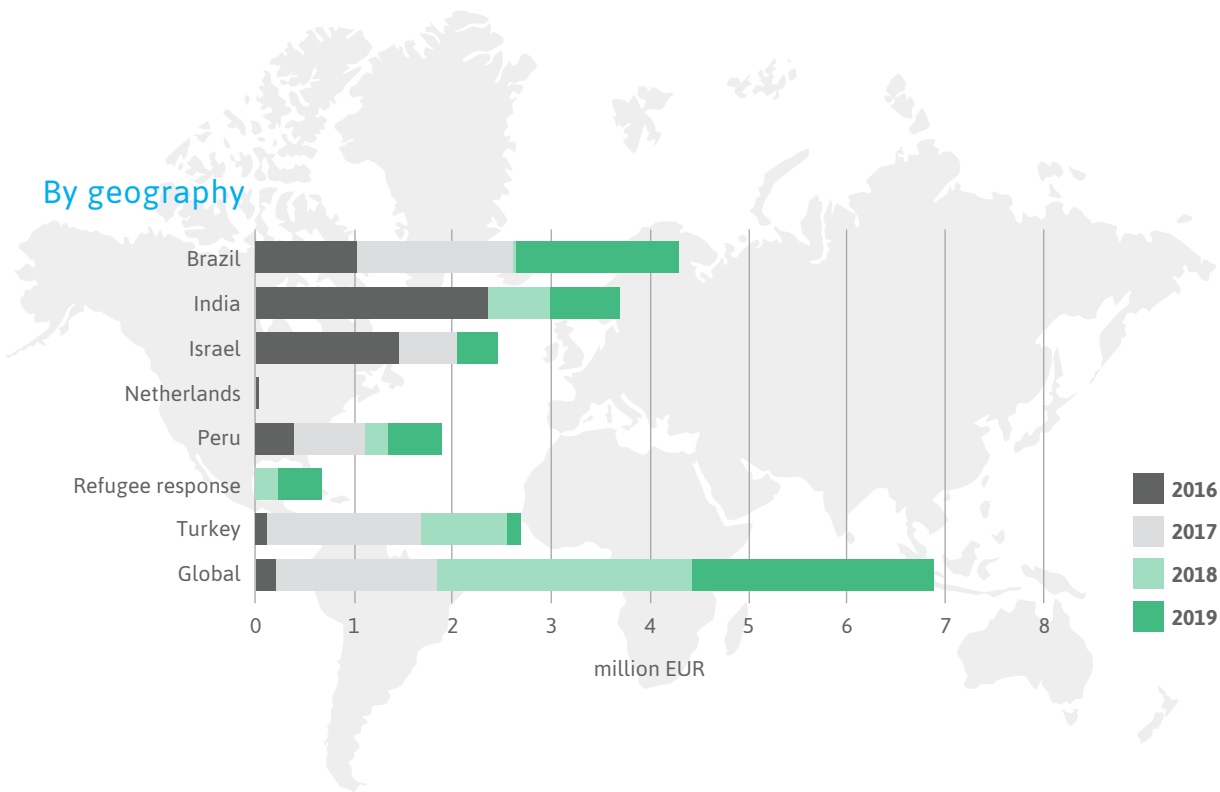
Urban95: summary of investment (2016–2019)

Summaries of total investment per year (top) and cumulative investment by country, broken down per year (bottom).

By year



By geography



Urban95: new investments approved in 2019

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
Fondazione AVSI	894,860	Scale-up Urban95 in Boa Vista by developing the city's database and systematising its work on parent coaching
Institute for Transportation and Development Policy	425,203	Integrate municipal strategies on mobility and public space into Recife's early childhood development policy
ARIES – Recife Agency for Innovation and Strategy	331,943	Work with Recife city government to scale-up its parent coaching programme and retrofit 20 public spaces
Total Brazil	1,652,006	

India		
India Resources Trust (World Resource Institute India)	1,283,983	Design and launch a challenge for Indian cities based on the Infant, Toddler, Caregiver-Friendly Neighbourhood Framework
National Institute of Urban Affairs	259,581	Build capacity in data analytics and management to support evidence-based decision making in India's smart cities
Institute for Transportation and Development Policy	201,967	Develop and implement plans to transform urban mobility for infants, toddlers and caregivers in Maharashtra and Pune
Multiple resource people	65,520	Expert support in advocacy and knowledge development
Pitchfork Partners Strategic Consulting LLP	46,634	Support communications around Urban95 and Parents+ work across India
Qendra Marrëdhënie (Relationship Center)	16,768	Develop guidelines on infant, toddler and caregiver-friendly neighbourhoods for smart cities in India
Total India	1,874,453	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Israel		
Multiple resource people	365,362	Expert support in advocacy and knowledge development
Urban Clinic, Hebrew University	50,466	Complete and document three pilot projects being implemented by the Urban95 Knowledge Networks programme with Hebrew University
Total Israel	415,828	

Peru		
Metropolitan Municipality of Lima	403,241	Scale-up Urban95 in Lima by supporting the municipality with intersectoral management, pilot projects and communications
Asociación Proyecto Alto Perú	131,726	Generate knowledge and build capacity as Urban95 work scales up in Lima, through staff training and toolkit development
Multiple resource people	2,491	Expert support in advocacy and knowledge development
Total Peru	537,458	

Refugee response		
Civic Ltd	441,754	Use the concept of children's priority zones to redevelop two Syrian refugee camps and Jordanian host communities
Total Refugee response	441,754	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Turkey		
Turkish Economic and Social Studies Foundation	47,545	Collect and analyse data on services for children and families in Izmir and Gaziantep
Tribeca Communications Consultancy	43,000	Develop a communication strategy to disseminate messages about early childhood in Sultanebeyli and Maltepe
Multiple resource people	45,299	Expert support in advocacy and knowledge development
Total Turkey	135,844	

Global		
Clean Air Fund	1,717,908	Develop and share knowledge and provide catalytic finance to advance improvements in air quality worldwide
Fundación Casa de la Infancia	333,371	Work with Bogotá city government to scale-up Urban95 through training and technical support for municipal staff
Multiple resource people	150,708	Expert support in advocacy and knowledge development
Apolitical Group Limited	98,375	Hold a convening to strengthen and grow the Urban95 stakeholder network and accelerate action
C40 Cities Climate Leadership Group	89,161	Sponsor the C40 World Mayors Summit, creating opportunities to highlight the importance of children and caregivers in cities
Gehl Architects	60,000	Study the role of the built environment in mitigating air pollution and related health impacts in young children
Walk21	10,703	Develop an advocacy brief on improving the urban walking experience for babies, toddlers and their caregivers
Arup	3,040	Build a new virtual reality experience for use at events, putting the user into the world of an urban 3 year old
Total Global	2,463,266	

Total Urban95 **7,520,609**



The Early Years

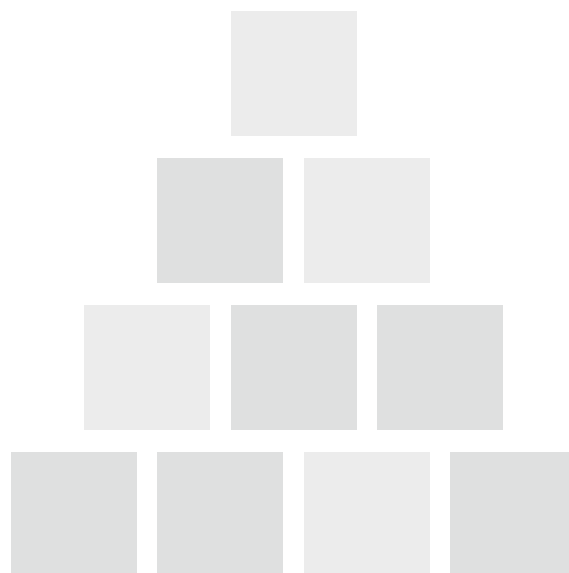
Promoting the science of nurturing care and sharing best practices in transitioning early childhood programmes to scale

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 the Early Years 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 with a larger group of stakeholders to include policymakers, funders and managers who come from very different fields of work but are willing to include early childhood development in their portfolio.

The pages that follow detail some of the ways we have approached this task in 2019.



Clean Air Fund

The Clean Air Fund launched during Climate Week in New York City in September 2019, with the Foundation among a range of organisations pledging a total of USD 50 million in support.⁵ We are interested in air pollution because children's developing lungs, hearts and brains make them especially vulnerable. Global outdoor air pollution is estimated to be responsible for the deaths of over four million people – including 300,000 children – every year, and around 90% of the world's population breathes unhealthy air.⁶

For toddlers in urban areas, the risks are exacerbated by being close to vehicle exhaust height when walking or being pushed in a stroller. The implications of air pollution on children's health were explored in three contributions to the 2019 issue of the Foundation's annual journal *Early Childhood Matters*⁷:

- The World Health Organization's Julia Gorman and Marie-Noël Bruné Drisse summarised recent research.
- Kate Hampton and colleagues at the Children's Investment Fund Foundation made the case that the effects of air pollution on child development could become an effective focal point for advocacy on climate change.
- The President of the United Nations General Assembly, María Fernanda Espinosa, called on governments to take action.

The Fund aims to increase the scale and impact of funding for tackling air pollution, by bringing



together organisations interested in a wide range of areas affected by air pollution – including child development, health, mobility and climate change. The Foundation's incoming Executive Director Cecilia Vaca Jones spoke at the launch of the Clean Air Fund alongside luminaries such as Christiana Figueres, who played a leading role in the historic 2015 Paris Agreement as Executive Secretary of the United Nations Framework Convention on Climate Change.

⁵ For more on the Clean Air Fund, visit: cleanairfund.org

Other partners in the Fund include the IKEA Foundation, Children's Investment Fund Foundation, Oak Foundation, Guy's and St Thomas' Charity and the FIA Foundation.

⁶ The Clean Air Fund report *Clearing the Air* is available online at: cleanairfund.org/assets/documents/Clean-Air-Fund-Report.pdf

⁷ *Early Childhood Matters* and its Spanish-language edition *Espacio para la Infancia* are available on our website at: earlychildhoodmatters.online/issues/early-childhood-matters-2019/

Expert convening supports knowledge and advocacy on caregivers' mental health

More than 40 policymakers, practitioners, researchers and campaigners gathered in Geneva in October 2019 for Caring for the Caregiving Mind, an expert convening organised by the Foundation in partnership with United for Global Mental Health and Apolitical. The idea emerged from the shared belief of the Foundation and United for Global Mental Health that through collaboration experts in mental health and child development can significantly strengthen each other's work.



We are keen to do more on mental health because it is well established that the way in which mothers, fathers and other caregivers care for children in the early years is among the most decisive factors in their development. Confident and capable caregivers can build children's resilience to stress. Babies and toddlers with a caregiver experiencing mental illness are at greater risk of developmental delays and mental health challenges later in life.

However, research in this area is still nascent – much more remains to be discovered about the most effective ways to support caregivers' mental health and, by extension, child development. The scale of the problem is significant: globally, around 13% of women who have recently given birth experience mental illness, particularly depression.⁸ Adolescent mothers are especially at risk. An estimated 15–23% of children worldwide live with a parent who suffers from mental illness.⁹

United for Global Mental Health carefully curated the attendees for the expert convening, which was scheduled to take place immediately after the World Health Organization's Mental Health Forum in Geneva. The aim was to build collective understanding of the current evidence base, review examples of what is working in different contexts, inject enthusiasm and create momentum. We will continue to explore ways to further knowledge and advocacy on caregiver mental health in 2020.

⁸ Information from the WHO on maternal mental health is available at: who.int/mental_health/maternal-child/maternal_mental_health/en/

⁹ See Reedtz et al. (2019) 'Promotion of Wellbeing for Children of Parents With Mental Illness: A Model Protocol for Research and Intervention', *Frontiers in Psychiatry*, available at: ncbi.nlm.nih.gov/pmc/articles/PMC6752481/

Advocacy mobilises greater support for the youngest refugees

Young refugee children are among the most vulnerable in the world for many reasons, including challenges to mental health: rates of depression for adolescent and adult refugees, for example, range up to 40%.¹⁰ That's why, as noted in these pages last year, in 2018 we helped to found the Moving Minds Alliance, a collaborative of funders working to improve and scale-up support for displaced and crisis-affected families to foster the resilience and well-being of their young children.



In 2019, we continued to mobilise support for the youngest refugees and their caregivers. In September, we made refugees the focus of our third annual Dart Center course for journalists in New York. The aim was to equip the participating journalists to produce more and higher-quality reports on the issues faced by displaced young children, which will contribute to raising awareness. Out of 250 applications we selected 28 participants from 12 countries, who all gave the workshop the highest possible overall rating on usefulness in the subsequent evaluation.

In the previous month, the Foundation organised a retreat for 22 leaders at the Rockefeller Foundation's Bellagio Center, in support of the Moving Minds Alliance's objectives. The retreat identified opportunities to strengthen and learn from work that is currently ongoing in Jordan, Bangladesh and Boa Vista. It also highlighted the need to strengthen the secretariat of the Moving Minds Alliance so it can capitalise more quickly on emerging opportunities. This resulted in the Foundation committing an additional EUR 300,000 to support the Alliance's work.

Throughout the second half of 2019, the Moving Minds Alliance continued work on developing a high-level advocacy narrative and strategy to engage stakeholders in a wide range of sectors. Together with several partners – including the United Nations High Commissioner for Refugees, the International Rescue Committee, Sesame and the LEGO Foundation – the Alliance presented a spotlight session on the early years at the Global Refugee Forum in Geneva in December, the first time this topic has been given a prominent place at a major global humanitarian forum.

¹⁰ See Turrini et al. (2017) 'Common mental disorders in asylum seekers and refugees: umbrella review of prevalence and intervention studies', International Journal of Mental Health Systems, available at: ncbi.nlm.nih.gov/pmc/articles/PMC5571637/

Urban95 Festival shares lessons and accelerates action

Three years into the Urban95 initiative, we brought together all the programme's city partners and the knowledge partners in one event for the first time. Dozens of city leaders, planners, designers and thinkers from around the world gathered in Rotterdam in December for a three-day Urban95 Festival.¹¹ The aims were to share lessons learned so far, strengthen and expand the network of Urban95 advocates and practitioners, and accelerate the pace and scale of action.

We explored different pathways to scale changes in two kinds of behaviour: caregiving behaviours, focusing on how communities make use of services provided by city governments, and urban policy and management behaviours – to improve the efficiency, reach and quality of those services. Sessions focused on topics as diverse as behavioural science, air pollution monitoring, communications, and choosing locations for pilot interventions.

Among the key insights were the importance of spreading awareness of the importance of the first 1000 days, regular and dedicated cross-sectoral meetings, combining data with empathy in public space design, keeping mass communications simple, and better targeting knowledge products. Among the priorities identified were reaching new geographies – with existing gaps in Africa and Asia in particular – and stepping up engagement with the private sector.

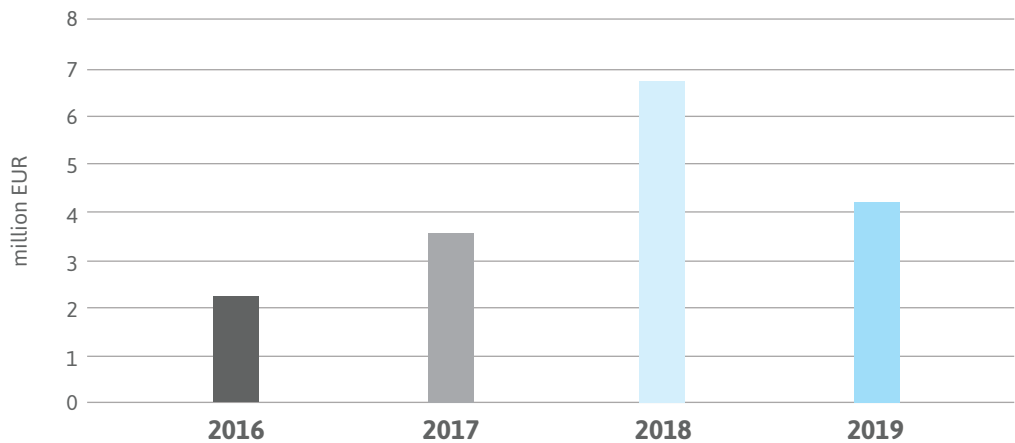


¹¹ A video about the Urban95 Festival is available at: youtube.com/watch?v=LGwSO3TMSkQ

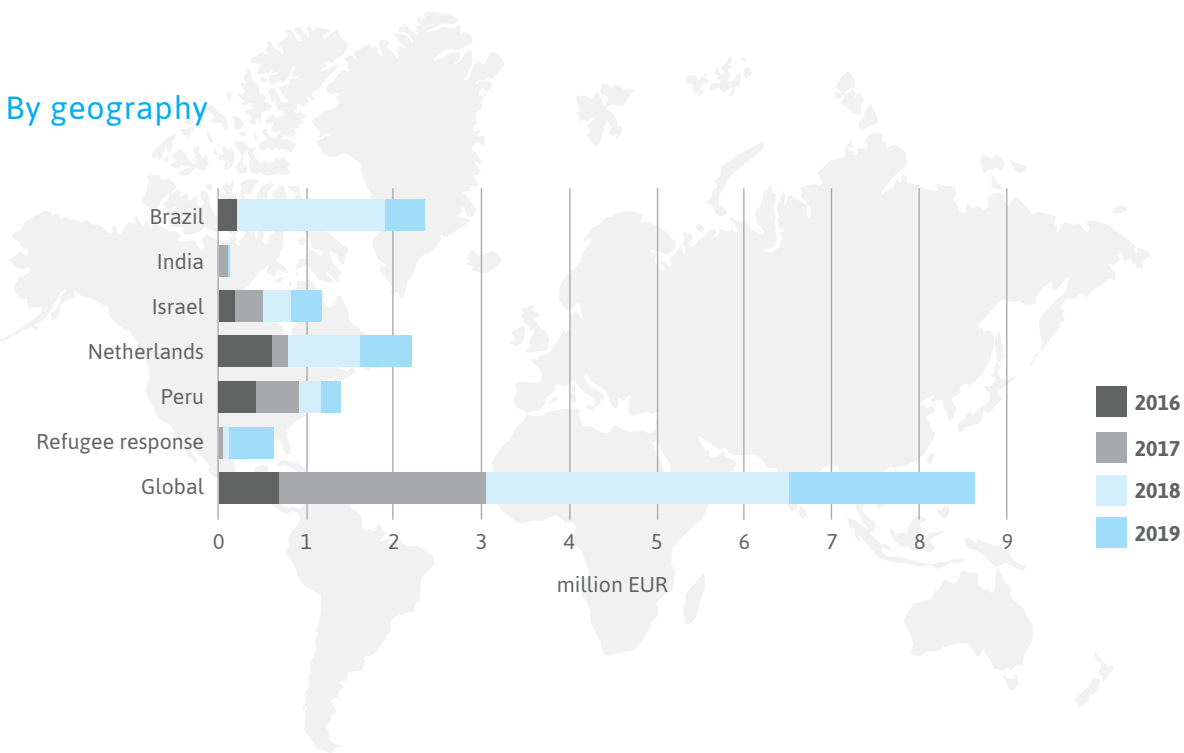
The Early Years: summary of investment (2016–2019)

Summaries of total investment per year (top) and cumulative investment by country, broken down per year (bottom).

By year



By geography



The Early Years: new investments approved in 2019

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
Agência de Notícias dos Direitos da Infância	241,457	Strengthen the existing advocacy coalition in Brazil to keep early childhood as a national priority
Promundo Brazil	91,721	Understand why few Brazilian fathers use their paternity leave entitlement and design behaviour change strategies
Associação Nacional das Universidades Particulares	91,608	Encourage universities to develop extension courses focused on early childhood in cities
Instituto Alana	8,616	Assess the needs, culture and interests of Venezuelan immigrant children who are currently living in shelters in Boa Vista
Total Brazil	433,402	
Israel		
Taub Center for Social Policy Studies in Israel	295,501	Understand environmental factors in early childhood to inform policy options to reduce poverty and inequality in Israel
ANU - Making Change	34,705	Organise a panel at The Marker Conference to influence the public debate and political party agendas on early childhood
Multiple resource people	1,240	Expert support in advocacy and knowledge development
Total Israel	311,446	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Netherlands		
Samenwerkende GezondheidsFondsen	350,000	Ensure a focus on the early years and behaviour change in the national Healthiest Generation 2040 initiative
Department of Public and Occupational Health, section Child Health & Care Research, VU University Medical Center	232,000	Develop guidelines for the Dutch Health Council on physical activity, sleep and screen use in the 0–4 age group
Total Netherlands	582,000	

Peru		
Dinámica	223,279	Influence early childhood policies in Peru through communication and training strategies
Total Peru	223,279	

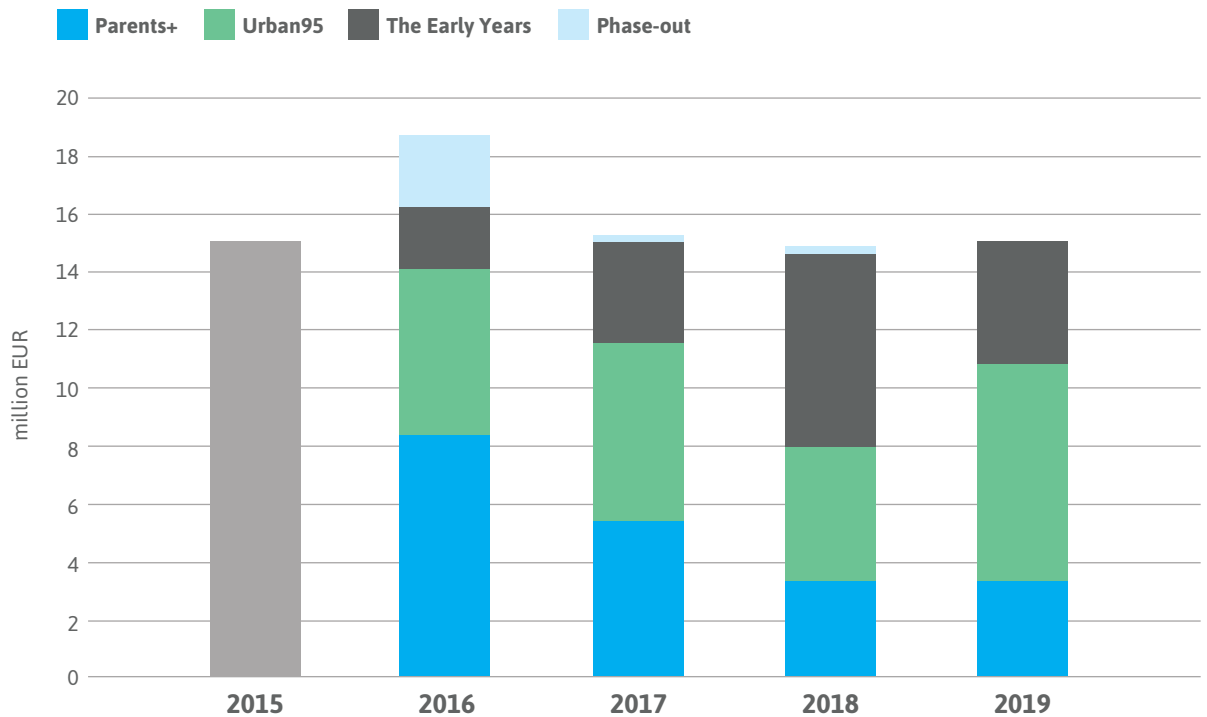
Refugee response		
PRISM The Gift Fund	455,497	Support Moving Minds Alliance to research and develop a shared advocacy strategy on supporting refugee families
Multiple resource people	47,403	Expert support in advocacy and knowledge development
Total Refugee response	502,900	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
World Health Organization	1,244,569	Enable field testing of the Global Scale of Early Development in Brazil, Côte d'Ivoire and the Netherlands
Harvard Kennedy School	298,265	Expand the coverage of the fifth year of the Executive Program on Leading and Scaling Early Childhood Initiatives
Multiple resource people	262,195	Expert support in advocacy and knowledge development
Johns Hopkins Center for Communication Programs	114,410	Support partner organisations in India to integrate ideas from behavioural science into their work
Quartz	134,419	Research and publish articles, videos and data visualisations on early childhood policy and practice
Columbia University Dart Center	63,283	Organise global and national workshops for journalists on early childhood development, trauma and resilience
Total Global	2,117,141	
<hr/>		
Total The Early Years	4,190,168	

A close-up photograph of two young children of African descent. The child in the foreground is in profile, looking intently at a grey wall. Their right hand is raised, with a small piece of white chalk or paint on their index finger, as if they have just finished drawing or are about to. They are wearing a bright teal t-shirt. In the background, another child is visible, also engaged in drawing on the wall, though they are out of focus. The background is a light-colored wall with some colorful, abstract markings.

Five-year investments overview (2015–2019)

Total investment by year (2015–2019)





Staff and
governance

Overview of the Foundation's team at 31 December 2019

UNIT	JOB TITLE	NAME
Management	Executive Director	Cecilia Vaca Jones
	Programme Director	Andrea Torres
	Knowledge for Policy Director	Patrin Watanatada
	Operations Director	Neil van der Meer
	Assistant to Director	Taissa de Mello Padua Bernardes
Programme	Brazil Representative	Claudia de Freitas Vidigal
	Brazil Programme Coordinator	Fernanda Rezende Vidigal
	India Representative	Rushda Majeed
	India Programme Manager Urban95, India	Preeti Prada
	India Programme Support Officer	Sana Mulla
	Israel Representative	Daniella Ben-Attar
	Israel Programme Support Officer	Avishag Hefer
	Netherlands Representative	Leontien Peeters
	Netherlands Programme Coordinator	Imke Verburg
	Latin America Senior Representative	Leonardo Yáñez
	Peru Programme Coordinator	Vanesa Lainez Nuñez
	Refugee Response Representative	Elvira Thissen
	Refugee Response Programme Coordinator	Kay Lankreijer
	Turkey Representative	Yiğit Aksakoğlu
	Turkey Programme Coordinator	Neslihan Öztürk
Knowledge for Policy	Communications and Knowledge Uptake Officer	Melissa van Well-Dijkshoorn
	Communications and Publishing Officer	Teresa Moreno García
	Early Childhood Development Specialist	Esther Goh
	Event and Administration Officer	Maria Elena Tabares
	Lead – Learning to scale	Irina Ivan
	Urban95 Coordinator	Ardan Kockelkoren
	Urban95 Coordinator	Julien Vincelot

UNIT	JOB TITLE	NAME
Operations	Administration Team Leader	Alicia Fernández
	Cleaner	Patricia Linares-Mahecha
	Data Analyst	Perry Verwer
	Financial Officer	Irene Menheere
	Human Resources Assistant	Mazlum Aktas
	Human Resources Officer	Agnes Buis
	Programme Administrator	Jolanda de Haan
	Programme Administrator	Claudia Forero
	Senior ICT Officer	Steffan Hoeke
	Travel and Events Officer	Inge Hanny-de Leau

Female/Male F: 29 M: 8

No. of team members 37

No. of nationalities 15

FTEs: 35.26

Compensation Policy

Compensation for employees of the Bernard van Leer Foundation is indexed against a remuneration benchmark conducted by an outside firm. We benchmark against the median of the general market in the Netherlands in line with our desire to recruit staff from the public, private and non-profit sectors. As we work internationally, we then adapt this benchmark to maintain a competitive position in the different markets where we recruit and employ team members.

In Memoriam



Jane Hartman who passed away in 2019 on the cusp of her intended retirement, was a pillar of the Van Leer community. Jane joined the Foundation as a Secretary in 1984, became Secretary to the Executive Director in 1989, and assumed the responsibilities of managing the office and preparing for meetings of the Board of Directors.

Her role at the Foundation was more than a job for Jane. She often said that, having no children of her own, she saw the Foundation as her way to support children all over the world. She brought to her work a deep sense of commitment, integrity, loyalty and faith. Jane will be sorely missed by all at the Foundation and the Van Leer Group.

The Van Leer Group

The Van Leer Group performs the holding function for all the Van Leer charitable activities and as such supervises its investment portfolio and the governance of its charitable activities. This includes overseeing the work of the Bernard van Leer Foundation to help all children get a good start in life; in addition, the Van Leer Group supports Van Leer Jerusalem Institute and the Jerusalem Film Centre, focused on strengthening democracy, equality and regional peace.

Note: The ANBI registered name for the Van Leer Group is Stichting Van Leer Group Foundation.

Van Leer Group Chief Executive

The Chief Executive Officer reports to the Board, leads the development of group strategy and oversees execution of all Van Leer Group activities. This includes the management of the Van Leer Group investment portfolio, the work of the Bernard van Leer Foundation, and Van Leer Group support to the Van Leer Jerusalem Institute and the Jerusalem Film Centre.

Van Leer Group Executive Office

JOB TITLE	NAME
Chief Executive Officer	Michael Feigelson
Assistant to CEO	Blanca Rey Ariza
Investment Manager	Bob Galesloot
Finance Manager	Tim Otto

Van Leer Group Board of Trustees

The Board of Trustees has fiduciary responsibility for all Van Leer Group activities. All Trustees also sit on the Board of the Bernard van Leer Foundation. The Board appoints its own members, who serve a maximum of three 3-year terms. It currently has eight members.

Members of the Board of Trustees

(in alphabetical order)

Yarom Ariav

Born 1954, Trustee since 2015 Yarom is a senior economist with expertise in macroeconomic policy. He served as Director General of the Ministry of Finance for three years until the end of 2009. He is the active chairman of Lavi Capital Ltd., Chairman of the Executive Committee of Ben-Gurion University of the Negev, Chairman of the Lod Foundation and Chairman of the investment committee of Jewish Agency pension funds.

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 Alpinvest Partners, a global private equity fund management firm. Prior to Alpinvest 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 service provider 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 Senior Rabbi of the West London Synagogue, Julia Neuberger is a cross-bench Peer in the UK House of Lords, former CEO of the King's Fund, Chair of University College Hospital NHS Foundation Trust, a founding Trustee of the Walter and Liesel Schwab charitable trust, and a Trustee of the Rayne Foundation and Independent Age. Her latest book, *Antisemitism*, was published in 2019.

Robert Swaak

Born 1960, Trustee since 2011 Former partner with PwC. In his last three years as partner with PwC (since July 2017) he served as a Global Relations Partner. Robert's 32 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.

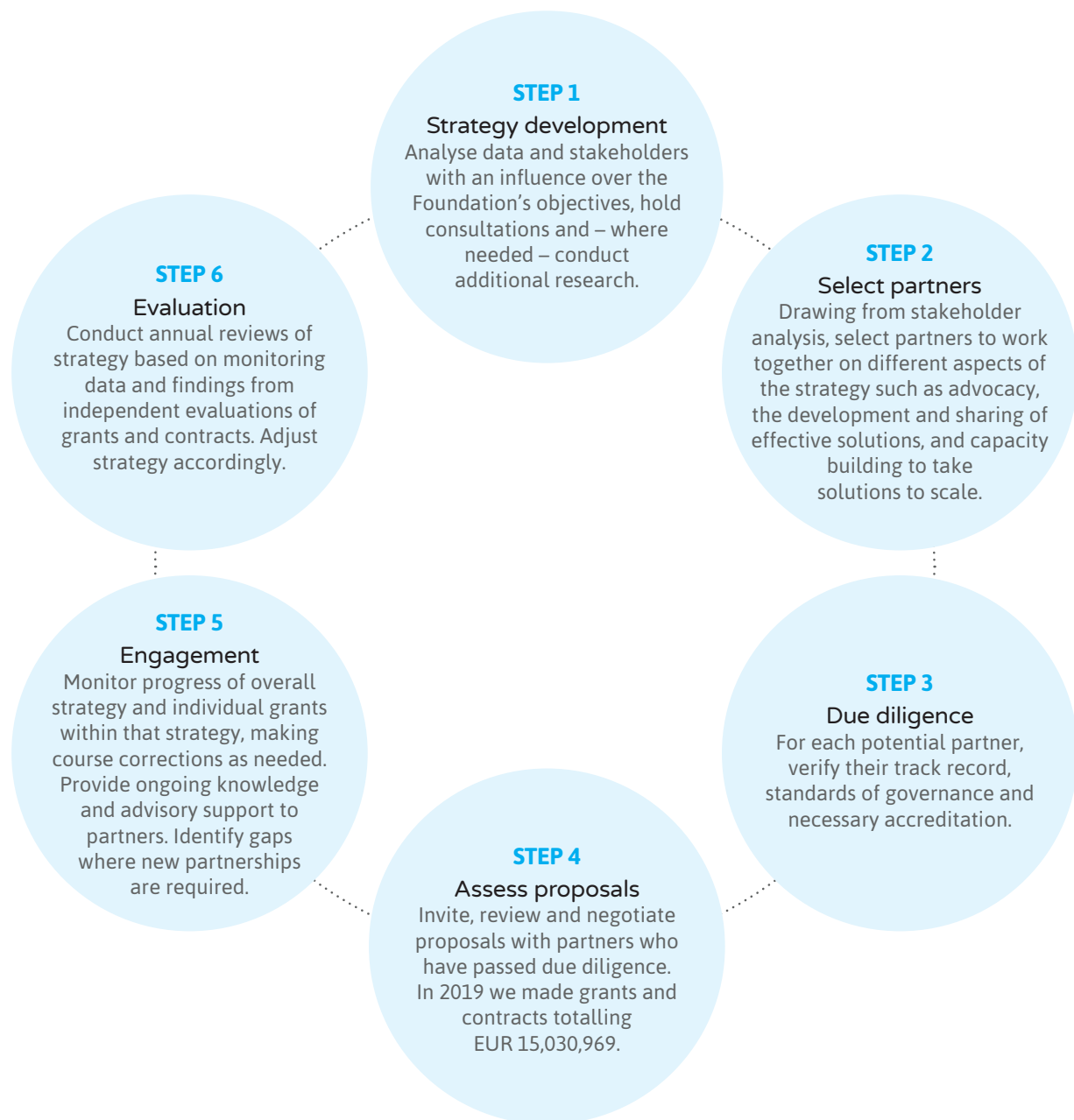
Jacqueline Tammenoms Bakker, Chair

Born 1953, Trustee since 2011 Currently a non-executive director at TomTom (NL), CNH Industrial (NL/UK), Groupe Wendel (FR), Royal Boskalis (NL), 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, Vice-Chair

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 decision-making cycle



Principles of Good Practice

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

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.

Code of conduct

The Bernard van Leer Foundation has a Code of Conduct that articulates how trustees, employees, contractors and partners are expected to contribute to creating an environment of dignity and respect, free from discrimination, harassment and abuse. It sets out internal and external procedures for raising and addressing grievances.

Management of financial risk

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 2019, the Foundation had a total of EUR 18,757,579 in outstanding commitments of which EUR 406,504 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.

This source of income is considered secure because the Van Leer Group Board of Trustees has fiduciary responsibility for all of the Van Leer Group activities including both the Van Leer Group Foundation and the Bernard van Leer Foundation. Moreover – 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.

Furthermore, the Van Leer Group Foundation has adopted an investment and spending policy that aims to prevent major, sudden reductions in budget. This is done by using the moving average over 3 years of the Net Asset Value (as opposed to only the current year) as the basis for calculating the level of resources available for charitable spending.

Finally, 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 Board 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 provide a minimum of six months of funding for operational expenses to allow time for an organised process of closure.





Overview for
readers around
the world

نظرة عامة

مقدمة موجزة للترجمة

مرحباً بكم في التقرير السنوي لمؤسسة برنارد فان لير 2019. مهمتنا هي تحسين الفرص المتاحة للأطفال الصغار الذين يكبرون في ظروف من الحرمان الاجتماعي والاقتصادي. دخلنا مستمداً من بيع أعمال التغليف التي بناها مؤسسنا، برنارد فان لير، في أوائل القرن العشرين. ولقد ركز نجل برنارد، أوسكار فان لير، عملنا على الأطفال في عام 1964.

ومنذ ذلك الحين، استثمرنا أكثر من نصف مليار يورو في شراكات أدت إلى الابتكار في طريقة تقديم الخدمات والتدريب، والتي تبنتها الحكومات والمنظمات غير الربحية على نطاق واسع؛ وولدت أفكار خلاقة غيرت الطريقة التي يفكر فيها الناس بما يتعلق بالسنوات الأولى من حياة الطفل؛ والسياسات العامة المستتيرة في أكثر من 25 دولة تمثل جميع مناطق العالم.

في هذا التقرير نوضح بالتفصيل كيف استثمرنا أكثر من 1.5 مليون يورو في المنح والمشاريع في عام 2019، وهي السنة الرابعة من خططنا الإستراتيجية الحالية. تركز تلك الخطة الخمسية على الانتقال إلى نطاق أوسع، والذي نعتقد أنه التحدي الرئيسي الحالي في تنمية الطفولة المبكرة. لقد أثبتت الكثير من الأفكار جدواها فيما يتعلق بتحسين صحة الأطفال الصغار وتغذيتهم وحمايتهم وتعليمهم. في المشروعات صغيرة النطاق - لكن كيف نصل بفعالية إلى مئات الآلاف أو ملايين الأطفال؟

تركز خططنا الاستراتيجية الحالية على سبع دول هي البرازيل والهند وإسرائيل وساحل العاج وهولندا وبيرو وتركيا. لدينا أيضاً مبادرة إقليمية لتحسين الدعم للعائلات السورية النازحة قسراً عبر الشرق الأوسط وأوروبا، وبرنامج عالمي. نعتقد أنه من خلال العمل في سياقات متنوعة، يمكننا المساعدة في اختبار الأهمية العالمية للأفكار والنهج ومشاركة ما نتعلمه عبر المناطق.

نحن ندعم شركائنا في الحلول الرائدة في مجالين:

• **الوالدين+:** الجمع بين أنشطة التدريب للوالدين وغيرهم من مقدمي الرعاية حول تنمية الطفولة المبكرة مع خدمة واحدة على الأقل مصممة لتلبية الاحتياجات الأساسية للطفل و / أو والديه.

• **ربان95:** دعم قادة المدن للنظر إلى البيئة الحضرية من ارتفاع 95 سم - وهو متوسط طول طفل يبلغ من العمر 3 سنوات - ودمج أفكارهم في التخطيط والتصميم والإدارة.

وبالتوازي مع ذلك، نواصل تتبع ورصد ومشاركة أحدث التطورات في السنوات الأولى، بهدف تعزيز الكتل البنية الأساسية التي يمكن أن ينمو فيها مجال العمل هذا ويزدهر في المستقبل.

مقدمة من رئيس مجلس أمناء مجموعة برنارد فان لير مواصلة الرحلة نحو توسيع النطاق والتأثير

في عام 2019، رفع المواطنون في مختلف أنحاء العالم أصواتهم احتجاجاً على المستويات المتزايدة من التفاوت وعدم المساواة وتغير المناخ. وفي الحاليتين، أعربوا عن مخاوف حقيقية بشأن المستقبل.

تؤكد هذه الأصوات ودعواتها إلى العمل على أهمية مهمة مؤسسة برنارد فان لير وعملها. إن تركيزنا على السنوات الأولى من حياة الطفل ليس فقط طريقاً لإنشاء مجتمعات يمكن للناس من خلالها تحقيق إمكاناتهم الكاملة - بل هي أيضاً طريقة لتقريب الناس من بعضهم اليوم. إن السعي لتحقيق مهمتنا يساعد الناس على رؤية أن القاسم المشترك بينهم أكبر مما كانوا يتصورون. والرحلة بحد ذاتها تساعد على بناء الثقة.

هذا مثال على عملنا مع شركاء مثل Criança Feliz (صفحة 24)، والتي حشدت الدعم من المجتمع البرازيلي؛ أما في إسطنبول، حيث التركيز على كيفية جعل المدن أماكن أفضل لتربية طفل هذا أدى لجمع الشركاء من مختلف الأطياف السياسية (صفحة 34)؛ ومع تحالف العقول المؤثرة (صفحة 48)، قد ساعد على التركيز على الجهود المبذولة في مرحلة الطفولة المبكرة لدعم كل من المجتمعات المضيفة وعائلات اللاجئين.

إنني ممتن بشدة للالتزام فريقنا وشركائنا وعملهم الجاد، كما يتضح من هذا التقرير السنوي. بدون هذه الدول فلن يكون أي من هذا ممكناً. وبينما أكتب هذه الكلمات، يتكيف هؤلاء بسرعة مع الظروف الجديدة التي جلبها وباء كوفيد-19. وأشرف باستمرارهم في مواصلة الرحلة نحو توسيع النطاق والتأثير في السنة المقبلة.

نتوجه بالشكر الخاص إلى سلفي روبرت سواك، الذي ترأس مؤسسة برنارد فان لير في الفترة من نوفمبر 2013 إلى يونيو 2019. والذي طبق دائماً أعلى المعايير على جميع جوانب عملنا، كما ألهم زملائه والآخرين بطموحه فيما يتعلق بما تستطيع أن تساهم به المؤسسة في عالم اليوم.

جاكлин تمنومس باكر
رئيس مجلس أمناء مجموعة فان لير

رسالة من الرئيس التنفيذي لمجموعة فان لير دائرة موسعة من الشركاء

مع اقتراب نهاية السنة الخامسة والأخيرة من عملي كمديرة تنفيذية في مؤسسة برنارد فان لير، وجدت نصاً كتبته مباشرة بعد أن بدأت العمل في هذا المنصب. فيه، حاولت أن أوضح كيف سيبدو النجاح بعد خمس سنوات. ولقد أكدت على أمرين.

أولاً، على الرغم من وجود العديد من الممارسات الجيدة وتزايد كمية الخطاب السياسي الإيجابي، إلا أننا في ذلك الوقت لم نشهد أمثلة كافية على تنفيذ الممارسات الجيدة وتوسيع نطاقها. أردت التأكيد من أننا نساعد في بناء بعض الأمثلة.

ثانياً، لكي يكون ذلك ممكناً، شعرت أننا بحاجة إلى إيجاد ودعم المزيد من القادة القادرين على اتخاذ إجراءات واسعة النطاق. الأهم من ذلك، أردنا التأكيد من أن هذه المجموعة من القادة جاءت من قطاعات وبلدان وخلفيات متزايدة التنوع.

اليوم، يسرني أن أرى تقدماً كبيراً نحو هذين الهدفين. يسلم هذا التقرير الضوء على العديد من الأمثلة على الشركاء الذين يحققون بالفعل توسيع النطاق أو على الطريق لتوسيع النطاق. بالإضافة إلى ذلك، إنني متحمس بشكل خاص لكيفية استمرار دائرة شركائنا في التوسع:

- منذ خمس سنوات، كان لدينا عدد قليل نسبياً من الشراكات المباشرة مع الحكومة. ونعمل الآن مع قادة في ثماني حكومات وطنية وأكثر من اثنتي عشرة مدينة.
- من خلال أوروبان 95 (صفحة 32)، اكتسبنا حلفاء في مجتمعات التخطيط والتصميم الحضري الذين علمونا طريقة جديدة تماماً لرؤية العالم.
- ومن خلال عملنا على السنوات المبكرة (صفحة 44)، تضافرت جهودنا مع دعاة حماية البيئة الذين يشاركوننا مخاوفنا بشأن تأثير الهواء الملوث على صحة الأطفال، ومع العاملين في المجال الإنساني الذين يرغبون في خدمة أفضل للأطفال الصغار الذين أجبروا على الفرار من ديارهم.

ولكن العمل لم ينتهي بعد. وإذا كنا قد تعلمنا أي شيء في السنوات القليلة الماضية، فإن تحقيق واستدامة توسيع النطاق يتطلب المثابرة والتكيف المستمر.

لهذا السبب كنت سعيداً جداً بتسليم دور المدير التنفيذي إلى سيسيليا فاكا جونز في نهاية العام الماضي. تقدم سيسيليا التجربة العملية لكونها وزيرة سابقة في بلدها الأم إكوادور. إلى جانب الفطنة السياسية والنزاهة والقدرة الاستثنائية على التحمل، وهذا يجعلها الشخص المثالي لقيادة فريقنا الرائع إلى المرحلة التالية من عملنا.

إنني أتطلع قدماً إلى دعمها، ودعم فريق المؤسسة وشركائنا في السنوات المقبلة.

مايكل فيجلسون
الرئيس التنفيذي لمجموعة فان لير

رسالة من المدير التنفيذي لمؤسسة برنارد فان لير تجميع الناس حول القضية الأفضل

أثناء تنفيذ خطتنا الإستراتيجية الحالية، التي بدأت في عام 2016 وتنتهي في عام 2020، كنا نعمل بشكل هادف لدعم نشر خدمات السنوات الأولى على نطاق واسع وأماكن آمنة وصحية ومحفزة لزيادة الفرص المتاحة للأطفال الرضع والأطفال الصغار وأسراهم.

تعد كل من الحكومات الوطنية والمحلية جهات استراتيجية فاعلة - وفي عام 2019 واصلنا معرفة المزيد حول كيفية التوسع والتكيف والمحافظة على الممارسات والبرامج والسياسات الجيدة لإحداث مزيد من التأثير.

على سبيل المثال: كيف نجد أنسب مزيج من التقنيات والرسائل والأنشطة التكميلية للترويج لتغيير السلوك الاجتماعي؟ لقد تعاملنا مع هذا التحدي المتمثل في العمل مع وزارة الصحة في الهند والمجلس الوطني للتغذية والغذاء وتنمية الطفولة المبكرة في ساحل العاج، كما يمكنك أن تقرأ الصفحات 26-27. من خلال العمل مع وزارة المواطنة في البرازيل ووزارة الصحة في إسرائيل، وفي الوقت نفسه (انظر إلى الصفحات 24-25)، ذكرتنا بقوة الاستثمار في قوى عاملة قوية. فزيادة أعداد العاملين الاجتماعيين والمرضات تتطلب اكتساب المهارات والقدرات المناسبة.

شاركنا مع حكومات البلديات من إسطنبول إلى ليما وبوغوتا (انظر إلى الصفحات 34-39) لاستكشاف إمكانية جمع البيانات ذات الصلة والمتكاملة لدعم صناعات السياسات لاتخاذ إجراءات لسد الفجوات الاجتماعية. يمكن لكل من البيانات النوعية والكمية تحسين فهم الجوانب الاجتماعية والاقتصادية والسياسية والمؤسسية المختلفة للنظم الإيكولوجية التي يتم فيها تنفيذ مبادرة أوربان95 الخاصة بنا. لتعميق معرفتنا بكيفية تأثير ذلك، قمنا لقد قمنا بتكليف إجراء دراسات للحالات حول المدن الشريكة في Urban95. نشرت الدراسات الأربع الأولى من دراسات الحالة هذه - عن بوا فيستا وريسيبي وتل أبيب وتيرانا - في العام الماضي (انظر إلى الصفحة 36).

أثبت العمل القوي لفريقنا المتفاني في عام 2019 أهمية دمج عمليات ومبادئ التوسع الأفقي والرأسي للوصول إلى المزيد من الأفراد والمساحات، والتأثير على مستويات الحكومة المختلفة وإشراك أكبر عدد ممكن من أصحاب المصلحة المتنوعين. نستمر في دعم مختلف أنشطة التواصل بين المدن والشركاء التقنيين وشركاء المعرفة للحفاظ على التواصل بين الناس حول ما نعتقد أنه أفضل سبب: لضمان بداية جيدة لجميع الأطفال.

سيسيليا فاكا جونز
المدير التنفيذي لمؤسسة برنارد فان لير

Overzicht

Samenvattende inleiding

Voor u ligt het Jaarverslag 2019 van de Bernard van Leer Foundation. Onze missie is het verbeteren van de kansen voor jonge kinderen die opgroeien met sociale en economische achterstanden. Onze financiering is afkomstig van de verkoop van het verpakkingsbedrijf van onze stichter, Bernard van Leer, aan het begin van de twintigste eeuw. In 1964 besloot Oscar van Leer, de zoon van Bernard, ons werk volledig te richten op de ontwikkeling van jonge kinderen.

Sinds die tijd hebben we meer dan een half miljard euro geïnvesteerd in projecten en samenwerkingen die hebben geleid tot innovaties in ondersteuning en coachingsactiviteiten, die op hun beurt breed zijn overgenomen door overheden en non-profit organisaties. Er zijn baanbrekende ideeën en kennis gegenereerd die de manier waarop mensen over de vroege jaren van het leven van een kind denken, hebben veranderd en overheidsbeleid is beïnvloed in meer dan 25 landen over de hele wereld.

In dit rapport zetten we uiteen hoe we in 2019 meer dan vijftien miljoen euro in financiering en projecten hebben geïnvesteerd, tijdens het vierde jaar van ons huidig strategisch plan. Dit vijfjarenplan is gericht op opschaling van wat werkt, volgens ons nu de grootste uitdaging op het gebied van de ontwikkeling van jonge kinderen. Veel ideeën om de gezondheid, voeding, bescherming en opvoeding van jonge kinderen te verbeteren hebben zich bewezen in kleinschalige projecten – maar hoe bereiken we effectief honderdduizenden of zelfs miljoenen kinderen?

Ons huidig strategisch plan richt zich op zeven landen - Brazilië, India, Israël, Ivoorkust, Nederland, Peru en Turkije. We hebben ook een regionaal initiatief ter verbetering van de steun aan Syrische families met jonge kinderen die zich gedwongen verspreid hebben over het Midden-Oosten en Europa, en een wereldwijd programma. Wij geloven dat door te werken in uiteenlopende contexten wij de wereldwijde relevantie van onze aanpak en ideeën kunnen testen. Datgene wat we leren, delen we wereldwijd.

We steunen onze partners bij het ontwikkelen van oplossingen op twee thema's:

- **Parents+:** het combineren van ondersteuning- en coachingsactiviteiten voor ouders en andere verzorgers over jonge kinderonwikkeling waarbij aandacht is voor de basisbehoeften van het kind en/of ouders
- **Urban95:** Stedelijke leiders ondersteunen om hun omgeving te bekijken vanaf een hoogte van 95cm - de gemiddelde lengte van een gezond driejarig kind - en die inzichten te betrekken in planning, ontwerp en bestuur van de stad.

Tegelijkertijd volgen, bundelen en delen we de laatste ontwikkelingen onder de noemer van **Early Years**, met als doel het versterken van de bouwstenen waarmee het veld van vroege kindontwikkeling kan blijven groeien en bloeien in de toekomst.

Voorwoord van de voorzitter Raad van Toezicht

Verder op de route naar opschaling en impact

In 2019 verhieven burgers over de hele wereld hun stem in protest tegen toenemende ongelijkheid en klimaatverandering. In beide gevallen uitten zij reële zorgen over de toekomst.

Deze stemmen en de roep om actie bevestigen het belang van de missie en het werk van de Bernard van Leer Foundation. Onze focus op de vroege jaren van het leven van een kind is niet alleen een route naar het creëren van gemeenschappen waar mensen hun volle potentieel kunnen ontwikkelen, het is ook een manier waarop we mensen bij elkaar kunnen brengen. Het nastreven van onze missie helpt mensen om zich ervan bewust te worden dat ze meer gemeenschappelijk hebben dan ze misschien denken. De reis zelf helpt om dat vertrouwen te scheppen.

Een voorbeeld hiervan is ons werk met partners zoals Criança Feliz (bladzijde 24), dat steun heeft gekregen uit alle hoeken van de Braziliaanse samenleving. Een ander voorbeeld is het werk in Istanbul waar partijen in de volle breedte van het politieke spectrum bij elkaar zijn gekomen door zich te richten op de vraag hoe van de stad een betere plek te maken om baby's groot te brengen (bladzijde 34). Een laatste voorbeeld is de Moving Minds Alliance (bladzijde 48) die geholpen heeft om zowel vluchtelingen families als ontvangende gemeenschappen te ondersteunen door die ondersteuning te bekijken door de lens van de ontwikkeling van jonge kinderen.

Ik ben ons team en onze partners ontzettend dankbaar voor hun toewijding en harde werk, zoals dat blijkt uit alle pagina's van dit jaarverslag. Zonder hen zou dit allemaal niet mogelijk zijn. Terwijl ik deze woorden schrijf, zijn zij druk bezig zich aan te passen aan de nieuwe werkelijkheid veroorzaakt door de Covid-19 pandemie. Ik heb zeer veel bewondering voor hun volharding om de weg te vervolgen naar opschaling en een groeiende impact in het komende jaar.

Nog een speciaal woord van dank voor mijn voorganger Robert Swaak, die de Bernard van Leer Foundation voorzat van november 2013 tot juni 2019. Hij paste altijd de hoogste standaarden toe op alle aspecten van ons werk en inspireerde zijn collega's en vele anderen met zijn ambitie voor wat de Foundation kan bijdragen aan de wereld van vandaag.

Jacqueline Tammenoms Bakker
Voorzitter Raad van Toezicht

Bericht van de Chief Executive van de Van Leer Group

Een uitgebreid netwerk van partners

Terwijl het einde naderde van mijn vijfde en laatste jaar als Executive Director van de Bernard van Leer Foundation, vond ik een tekst die ik had geschreven toen ik net in de rol was begonnen. Daarin trachtte ik te beschrijven hoe succes eruit zou zien over vijf jaar. Ik benadrukte twee zaken.

Ten eerste, hoewel er veel goede toepassingen waren en steeds meer positieve politieke retoriek rondom vroege kind ontwikkeling, zagen we in die tijd niet genoeg voorbeelden waarbij goede praktijken ook op schaal werden toegepast. Ik wilde er zeker van zijn dat wij betrokken waren bij voorbeelden van opschalen wat werkt. Ten tweede, om dit mogelijk te maken, leek het mij belangrijk om leiders die op dit terrein en op grote schaal actie konden ondernemen te vinden en te faciliteren. Daarbij wilden wij er zeker van zijn dat deze groep leiders afkomstig was van steeds meer diverse sectoren, landen en achtergronden.

Op dit moment ben ik blij met de zichtbare vooruitgang ten aanzien van beide zaken. Dit verslag staat stil bij uiteenlopende voorbeelden van partners die opgeschaald hebben of die op een goede weg zitten naar schaal. Bovendien ben ik bijzonder enthousiast over hoe ons netwerk van partners zich steeds verder uitbreidt:

- Vijf jaar geleden hadden we relatief weinig directe samenwerkingen met overheden. Nu werken we samen met leiders binnen acht nationale regeringen en meer dan een dozijn steden.
- Dankzij Urban95 (bladzijde 32) hebben we bondgenoten gevonden binnen de gemeenschap van ruimtelijke ordening en ontwerp die ons een heel nieuw referentiekader en manier van kijken hebben geleerd.
- En door ons werk met Early Years (bladzijde 44), hebben we de handen ineen geslagen met milieuactivisten die onze zorgen delen over de impact van vervuilde lucht op de gezondheid van kinderen en met humanitaire hulpverleners die jonge vluchtelingen kinderen beter willen ondersteunen.

Echter, ons werk is nog lang niet gedaan. Als we iets geleerd hebben over de afgelopen jaren, dan is het wel dat het bereiken en vasthouden van schaal, doorzettingsvermogen en voortdurende aanpassing vereist.

Daarom was ik zo blij dat ik eind vorig jaar de rol van Executive Director kon overdragen aan Cecilia Vaca Jones. Cecilia beschikt over de praktische ervaring van iemand die minister is geweest in haar eigen land, Ecuador. Gecombineerd met haar politieke inzicht, integriteit en uitzonderlijke volharding, maakt dit haar tot de perfecte persoon om ons fantastische team te leiden in de volgende fase van ons werk.

Ik kijk er naar uit om haar, het team van de Foundation en onze partners te ondersteunen in de komende jaren.

Michael Feigelson
Chief Executive, Van Leer Group

Bericht van de Executive Director

Mensen verbinden om het belangrijkste doel

Tijdens de uitvoering van ons huidig strategisch plan, dat begon in 2016 en afloopt in 2020, werken we doelgericht aan de ondersteuning van het leveren op grote schaal van diensten voor de vroege kindertijd en veilige, gezonde en stimulerende plekken om de kansen voor baby's, peuters en hun families te vergroten.

Zowel nationale als lokale overheden zijn strategische spelers. In de loop van 2019 leerden we meer over hoe zij goede praktijken, programma's en beleid kunnen uitbreiden, aanpassen en volhouden om meer impact te creëren.

Bijvoorbeeld: hoe vinden we de meest toepasselijke mix van technologieën, boodschappen en aanvullende activiteiten om sociale gedragsverandering te stimuleren? We gingen deze uitdaging aan met het Ministerie voor Volksgezondheid in India en de Nationale Raad voor Voeding, Voedsel en Ontwikkeling in de Vroege Kindertijd in Ivoorkust, zoals u kunt lezen op bladzijden 26–27. Door samen te werken met het Ministerie voor Burgerschap in Brazilië en het Ministerie voor Volksgezondheid in Israël (zie bladzijden 24–25), werden we herinnerd aan de kracht van het investeren in een robuuste beroepsbevolking. Opschalen vereist dat sociale hulpverleners en verplegers de juiste vaardigheden en capaciteiten hebben.

We gingen het gesprek aan met gemeentelijke overheden van Istanbul tot Lima en Bogotá (zie bladzijden 34–39). We wilde meer te weten te komen over de mogelijkheden van het verzamelen van relevant en geïntegreerde gegevens om beleidsmakers te ondersteunen bij acties om de sociale ongelijkheid terug te dringen. Zowel kwalitatieve als kwantitatieve data kunnen ons begrip vergroten van de verschillende sociale, economische, politieke en institutionele aspecten van de omgevingen waarin ons Urban95 initiatief wordt ingevoerd. Om onze kennis te verdiepen over hoe dit effect heeft, lieten we case studies uitvoeren in onze Urban95 partner steden. De eerste vier van deze onderzoeken, uit Boa Vista, Recife, Tel Aviv en Tirana, werden vorig jaar gepubliceerd (zie bladzijde 36)

Het doortastende werk van ons toegewijde team bewees in 2019 het belang van het integreren van zowel horizontale als verticale opschalings processen en beginselen om zo meer mensen en plekken te bereiken, verschillende overheidsniveaus te beïnvloeden en zoveel mogelijk en uiteenlopende belanghebbenden te betrekken. We gaan door met de ondersteuning van verschillende netwerkactiviteiten tussen steden, technische- én kennispartners om zo mensen te blijven verbinden rondom wat volgens ons het allerhoogste doel is: alle kinderen verzekeren van een goed begin.

Cecilia Vaca Jones
Executive Director

Aperçu

Résumé d'introduction

Bienvenue dans ce rapport annuel 2019 de la fondation Bernard van Leer. Notre mission est d'améliorer les opportunités de développement et l'égalité des chances pour les jeunes enfants grandissant dans des situations économiques et sociales difficiles. Nos revenus sont issus de la vente de l'entreprise d'emballage créée par notre fondateur, Bernard van Leer, au début du XX^{ème} siècle. Son fils, Oscar van Leer, a centré notre travail sur l'enfance dès 1964.

Depuis lors, nous avons investi plus de 500 millions d'euros dans différents partenariats qui ont conduit à des innovations dans la prestation de services et la formation, amplement adoptées par de nombreux gouvernements et organisations à but non lucratif. Ces partenariats ont également généré des idées révolutionnaires qui ont changé la façon dont sont définies les premières années de la vie d'un enfant ; ils ont enfin contribué à la création de politiques publiques de plus de 25 pays de toutes les régions du monde.

Nous présentons dans ce rapport nos investissements sous la forme de dotations et de projets pour plus de 15 millions d'euros en 2019, quatrième année de notre plan stratégique actuel. Ce plan quinquennal s'articule autour du déploiement à grande échelle, qui est à nos yeux le principal défi dans le secteur de la petite enfance. En effet, une multitude d'idées pour améliorer la santé, la nutrition, la protection et l'apprentissage des tout petits ont démontré leur valeur à petite échelle, mais comment faire désormais pour atteindre des centaines de milliers ou des millions d'enfants ?

Notre plan stratégique actuel est centré sur sept pays : le Brésil, l'Inde, Israël, la Côte d'Ivoire, les Pays-Bas, le Pérou et la Turquie. Nous avons aussi lancé une initiative régionale pour améliorer le soutien apporté aux familles syriennes contraintes à migrer au sein du Moyen-Orient et en Europe, ainsi qu'un programme mondial. Nous croyons que, grâce à notre travail dans différents contextes, nous pouvons aider à la mise à l'épreuve de nouvelles idées et approches, et ainsi partager les leçons que nous en tirons dans chacune de nos régions d'intervention.

Nous soutenons nos partenaires et leurs solutions innovatrices dans deux domaines :

- **Parents+:** combinaison d'activités de coaching pour les parents et autres aidants du développement de la petite enfance avec au moins un autre service se focalisant sur un besoin fondamental des enfants et/ou de leurs parents.
- **Urban95:** soutien apporté aux décideurs et dirigeants municipaux pour inclure une nouvelle perspective dans leurs processus de planification, de conception et de gestion urbaine, qui consiste à repenser la ville d'une hauteur de 95 cm (la taille moyenne d'un enfant de trois ans).

En parallèle, nous poursuivons notre travail de suivi, de conservation et de dissémination des dernières avancées dans le domaine des Premières Années (ou « Early Years » en anglais), afin de renforcer et développer les fondations du secteur et lui permettre de prospérer.

Avant-propos de la Présidente du Conseil d'administration

Poursuite du voyage vers un déploiement à grande échelle pour un plus grand impact

En 2019, des citoyens de tous les âges et de tous les pays ont élevé leurs voix pour protester contre l'augmentation des inégalités et pour réclamer un passage à l'action quant au changement climatique. Dans les deux cas, ils ont manifesté une grande inquiétude pour l'avenir.

Ces voix et leurs appels à l'action réaffirment l'importance de la mission et du travail de la fondation Bernard van Leer. Notre focalisation sur les premières années de la vie de l'enfant n'a pas seulement pour objectif de créer des sociétés futures où tout le monde peut atteindre son plein potentiel, c'est également un moyen de rassembler dès aujourd'hui les gens autour d'une cause. La poursuite de notre mission aide les gens à réaliser qu'ils ont plus en commun qu'ils ne l'avaient imaginé. Ce cheminement en lui-même crée la confiance.

Notre travail auprès de différents partenaires l'illustre, comme avec Criança Feliz (page 24), qui a mobilisé le soutien de l'ensemble de la société brésilienne. C'est aussi le cas à Istanbul, où l'accent a été mis sur la façon de d'améliorer la ville pour y élever un enfant, et ce faisant a rassemblé des acteurs issus de l'ensemble du spectre politique (page 34). Enfin, notre partenariat avec Moving Minds Alliance (page 48) en est un autre exemple. Ce dernier a contribué à intégrer la petite enfance comme un des sujets importants au sein des efforts déployés pour soutenir les communautés d'accueil et les familles de réfugiés.

Je suis profondément reconnaissante de l'engagement et du travail important fournis par notre équipe et nos partenaires, comme l'atteste le présent rapport. Sans eux, rien de tout cela ne serait possible. Alors que j'écris ces quelques mots, ils s'adaptent rapidement aux nouvelles circonstances soulevées par la pandémie du Covid-19. J'honore leur persévérance dans la voie menant vers un déploiement à plus grande échelle pour un impact encore plus significatif.

J'en profite pour glisser un remerciement particulier à mon prédécesseur, Robert Swaak, qui a présidé la Fondation Bernard van Leer de novembre 2013 à juin 2019. Il a toujours dédié le plus haut niveau de qualité et d'attention à tous les aspects de notre travail, et a inspiré ses collègues et nombreux autres par l'ambition qu'il avait d'ériger notre fondation en tant que contributeur au monde d'aujourd'hui.

Jacqueline Tammemoms Bakker
Présidente, conseil d'administration

Message du Directeur général du Groupe Van Leer

Un cercle de partenaires étendu

Alors que s’approchait la fin de ma cinquième année en tant que Directeur exécutif de la fondation Bernard van Leer, j’ai retrouvé un texte que j’avais écrit juste après avoir pris mes fonctions. Dans ce texte, je m’efforçais d’imaginer ce à quoi ressembleraient nos succès cinq ans plus tard. J’avais mis l’accent sur deux points.

Tout d’abord, alors même qu’il existait de nombreuses bonnes pratiques et un nombre croissant de discours politiques encourageants, il n’y avait pas à l’époque suffisamment d’exemples de bonnes pratiques déployées à grande échelle. Je voulais alors nous assurer que nous contribuerions à en construire quelques-uns.

Deuxièmement, pour rendre cela possible, il me paraissait nécessaire de trouver plus de leaders capables de mettre en œuvre des mesures à grande échelle, afin de leur apporter notre soutien. Il était particulièrement important pour nous de nous assurer que ces leaders proviennent de secteurs, de pays et d’horizons toujours plus divers.

Je suis heureux de voir aujourd’hui les énormes progrès que nous avons fait dans ces deux objectifs. Ce rapport met en lumière de nombreux exemples de partenaires qui ont d’ores et déjà réussi leur déploiement à grande échelle ou qui sont sur le point de le faire. Par ailleurs, je suis particulièrement enthousiaste quant à l’expansion continue de notre cercle de partenaires:

- Il y a cinq ans, nous n’avions que peu de partenariats directs avec des institutions gouvernementales. Nous travaillons désormais avec des leaders issus de huit gouvernements nationaux et de plus d’une douzaine de municipalités.
- À travers l’initiative Urban95 (page 32), nous avons obtenu le soutien d’alliés de poids dans la planification urbaine qui ont renouvelé notre conception du monde.
- Et par le biais de notre travail dans les Premières Années (page 44), nous avons uni nos forces avec les défenseurs de l’environnement qui partagent nos inquiétudes quant à l’impact de la pollution de l’air sur la santé des enfants, ainsi qu’avec des acteurs humanitaires désireux de mieux aider les enfants contraints de fuir leurs foyers.

Mais notre travail est loin d’être achevé. Si nous avons bien appris quelque chose ces dernières années, c’est que soutenir un déploiement à grande échelle exige de la constance et une adaptation permanente.

C’est pour cette raison que j’étais heureux de transmettre mon rôle de Directeur exécutif à Cecilia Vaca Jones à la fin de l’année dernière. Cecilia, qui a été ministre d’État dans son pays d’origine, l’Équateur, nous apporte son expérience pratique. À cela s’ajoute sa perspicacité et son intégrité politique ainsi que son endurance exceptionnelle, ce qui fait d’elle la personne idéale pour diriger notre merveilleuse équipe vers les prochaines étapes de notre travail.

J’ai hâte de lui apporter mon soutien ainsi qu’à l’équipe de la fondation et à nos partenaires pour les années à venir.

Michael Feigelson
Directeur général, Groupe Van Leer

Message de la Directrice exécutive

Rassembler autour de la meilleure des causes

Lors de la mise en oeuvre de notre plan stratégique actuel, qui a débuté en 2016 et s'achèvera en 2020, nous avons oeuvré délibérément au soutien d'initiatives de déploiement à grande échelle pour les premières années de la vie, et la création de lieux sûrs, sains et stimulants dédiés à l'amélioration des opportunités offertes aux bébés, aux tout petits et à leurs familles.

Les gouvernements nationaux et locaux sont tous deux des acteurs stratégiques. Ainsi, en 2019, nous avons continué à en apprendre plus sur la façon d'étendre, d'adapter et d'inscrire dans la durée les bonnes pratiques, programmes et politiques publiques pour un plus grand impact.

Par exemple : comment trouver la combinaison de technologies, de messages et d'activités la plus adaptée pour promouvoir un changement comportemental en lien avec le développement des tout petits ? Nous avons répondu à ce défi en travaillant avec le Ministère de la santé en Inde et le Conseil national pour la nutrition, l'alimentation et le développement de la petite enfance en Côte d'Ivoire, comme vous pouvez le lire en pages 26–27. Travailler avec le Ministère de la citoyenneté du Brésil et le Ministère de la santé en Israël (voir pages 24–25) nous a également rappelé le potentiel d'investir dans une main-d'œuvre robuste : le déploiement à grande échelle requiert que le personnel du secteur médical et du travail social dispose de compétences et capacités adaptées.

Nous nous sommes engagés auprès d'administrations municipales comme Istanbul, Lima ou Bogota (voir pages 34–39) pour explorer plus en détails le potentiel que représente la collecte de données qui soient à la fois intégrées au sein de leurs programmes actuels et pertinentes pour leurs actions dédiées à combler les écarts sociaux. En effet, des données qualitatives comme quantitatives peuvent améliorer notre compréhension des différents aspects sociaux, économiques, politiques et institutionnels qui sous-tendent les écosystèmes où l'initiative Urban95 est en cours de déploiement. Pour approfondir davantage notre compréhension de l'impact qui peut être attendu, nous avons commandé des études de cas portant sur nos villes partenaires. Les quatre premières études de cas (Boa Vista, Recife, Tel Aviv et Tirana) ont été publiées l'an passé (voir page 36).

Le travail sans relâche fourni par notre équipe a démontré en 2019 l'importance de l'intégration des processus horizontaux et verticaux de mise à l'échelle, nécessaire pour atteindre un nombre plus important de personnes et d'espaces, influencer différents niveaux de gouvernements et impliquer autant d'acteurs différents que possible. Nous continuons à soutenir diverses activités de réseau entre les municipalités, nos partenaires techniques et nos partenaires de recherche et développement pour rester rassemblés autour de ce que nous considérons la meilleure des causes : garantir un bon départ dans la vie à tous les enfants.

Cecilia Vaca Jones
Directrice exécutive

סקירה כללית

ברוכים הבאים לדו"ח השנתי של קרן ברנרד ון ליר לשנת 2019. משימתנו היא לשפר הזדמנויות עבור ילדים צעירים הגדלים בקרב אוכלוסיות מוחלשות מבחינה כלכלית וחברתית. הכנסות הקרן נובעות ממכירת מפעל לאריזה שהקים מייסד הקרן, ברנרד ון ליר, בתחילת המאה ה-20. בשנת 1964 החליט בנו של ברנרד, אוסקר ון ליר, למקד את עבודתה של הקרן בילדים.

מאז, השקיעה הקרן יותר מחצי מיליארד יורו בשותפויות שהובילו ליוזמות חדשניות במתן שירותים ובהכשרה, ואומצו על ידי ממשלות וארגונים רבים ללא כוונת רווח; בהעלאת רעיונות פורצי דרך ששינו את האופן שבו אנשים חושבים על השנים המוקדמות בחייו של ילד; ובעדכון מדיניות ציבורית ביותר מ-25 מדינות בכל רחבי העולם.

בדו"ח זה נפרט על השקעות הקרן, בסכום של יותר מ-15 מיליון יורו, במענקים ובפרויקטים שונים בשנת 2019 – השנה הרביעית בתוכנית האסטרטגית הנוכחית שלנו. השנה החמישית של התוכנית שלנו מתמקדת בהרחבת פרויקטים לקנה מידה רחב יותר – האתגר הגדול והחשוב ביותר כיום בהתפתחות ילדים בגיל הרך לדעתנו. רעיונות רבים לשיפור הבריאות, התזונה, ההגנה והלמידה של ילדים בגיל הרך כבר הוכיחו את עצמם בפרויקטים בקנה מידה קטן – אולם כיצד נגיע למאות אלפים ואפילו למיליוני ילדים באופן אפקטיבי?

התוכנית האסטרטגית הנוכחית שלנו מתמקדת בשבע מדינות – ברזיל, הודו, ישראל, חוף השנהב, הולנד, פרו וטורקיה. נוסף על כך אנו מפעילים יוזמה אזורית לשיפור התמיכה במשפחות מסוריה שנעקרו מביתן למקומות אחרים במזרח התיכון ובאירופה, וכן תוכנית גלובלית. אנו מאמינים כי באמצעות עבודה בהקשרים מגוונים נוכל לבחון את הרלוונטיות של רעיונות וגישות שונים בכל רחבי העולם, ולשתף את ממצאינו.

אנו תומכים בשותפינו במציאת פתרונות פורצי דרך בשני תחומים עיקריים:

- **Parents+:** שילוב בין פעילויות התומכות בהורים ובמטפלים אחרים בתחום התפתחות הילד, לבין שירות אחד לפחות שמטרתו לענות על הצרכים הבסיסיים של הילד ו/או של ההורה/המטפל.
- **Urban95:** עידוד מנהיגים עירוניים להתבונן בסביבה העירונית מגובה של 95 סנטימטר – גובהו הממוצע של ילד בן שלוש – ולשלב את התובנות שלהם בתכנון, בעיצוב ובניהול העיר.

במקביל אנו ממשיכים לעקוב, לאצור ולשתף בהתפתחויות האחרונות בתחום הגיל הרך, במטרה לחזק את אבני היסוד של תחום זה כדי שהוא יוכל לצמוח ולשגשג בעתיד.

הקדמה מאת יו"ר חבר הנאמנים של קבוצת ון ליר

ממשיכים את המסע לקראת התרחבות והשפעה

בשנת 2019, אזרחים בכל רחבי העולם הקימו קול צעקה במחאה נגד אי השוויון הגובר ושינויי האקלים. בשני המקרים הביעו האזרחים חששות בנוגע לעתיד.

קולות אלה וקריאותיהם לפעולה מאששים את חשיבות משימתה ועבודתה של קרן ברנרד ון ליר. התמקדותנו בשנות הגיל הרך בחיי הילד אינה רק דרך ליצירת חברות שבהן אנשים יוכלו לממש את מלוא הפוטנציאל שלהם – זו גם דרך לקרב ולחבר בין בני אדם בעולמנו כיום. החתירה למימוש משימתנו מסייעת לאנשים לראות שיש להם יותר מן המשותף עם אחרים ממה שאולי חשבו. המסע עצמו עוזר לבנות אמון.

נקודה זו באה לידי ביטוי בעבודתנו עם שותפים כגון ארגון Criança Feliz (עמ' 24), שזכה לתמיכה רחבה בחברה הברזילאית; בעבודתנו באיסטנבול, שבה התמקדנו בהפיכתן של ערים למקומות טובים יותר לגידול תינוקות ובתוך כך הצלחנו לחבר בין שותפים מכל גווני הקשת הפוליטית (עמ' 34); ובעבודתנו עם ארגון Moving Minds Alliance (עמ' 48), שסייע להוביל את ההתמקדות בגיל הרך לכדי תמיכה בקהילות מארחות ובקהילות פליטים.

אני אסירת תודה על המחויבות והעבודה הקשה של הצוות והשותפים שלנו, כפי שבאים לידי ביטוי בדו"ח השנתי שלפניכם. בלעדיהם, דבר לא היה אפשרי. בעודי כותבת מילים אלה, עובדינו ושותפינו מסתגלים במהירות רבה לנסיבות החדשות שנגרמו על ידי מגיפת הקורונה (Covid-19) הכלל-עולמית. אני מלאת הערכה לאופן שבו הם מתמידים בהמשך המסע לקראת התרחבות והשפעה גדולות אף יותר בשנה הקרובה.

תודה מיוחדת מגיעה לקודמי בתפקיד, רוברט סוואק, שכיהן כיו"ר חבר הנאמנים של קרן ברנרד ון ליר מנובמבר 2013 ועד יוני 2019. רוברט תמיד הקפיד על הסטנדרטים הגבוהים ביותר בכל היבט בעבודתנו, והיה למקור השראה לעמיתיו ולרבים אחרים בשאיפתו ליישם את תרומתה של הקרן בעולמנו אנו.

ז'קלין טמנוס בקר
יו"ר חבר הנאמנים של קבוצת ון ליר

מסר מהמנהל בפועל של קבוצת ון ליר

מעגל שותפים מורחב

לקראת סוף שנתי החמישית והאחרונה כמנהל הכללי בקרן ברנרד ון ליר, מצאתי טקסט שכתבתי מיד לאחר שנכנסתי לתפקיד ובו ניסיתי לנסח כיצד תיראה הצלחה בעוד חמש שנים. הדגשתי שני דברים.

ראשית, אף שהיו פרקטיקות טובות רבות ועלייה בהיקף הרטוריקה הפוליטית החיובית, לא ראינו בזמנו די דוגמאות לפרקטיקה טובה שהוטמעה באופן רחב היקף. רציתי לוודא שאנו אכן עוזרים ביצירה של כמה דוגמאות.

שנית, כדי לאפשר זאת, חשתי שעלינו למצוא ולתמוך במנהיגים נוספים המסוגלים לנקוט פעולה רחבת היקף. חשוב מכך, רצינו לוודא שקבוצת המנהיגים הזו משתייכת למגוון גדל והולך של מגזרים, מדינות ורקעים.

כיום, אני שמח לראות התקדמות אדירה אל עבר שני היעדים הללו. דו"ח זה מציין דוגמאות רבות של שותפים שכבר פועלים בקנה מידה רחב, או נמצאים על דרך המלך ליישום בקנה מידה רחב. נוסף על כך, אני נרגש במיוחד ממעגל השותפים שלנו, הממשיך להתרחב ללא הרף:

- לפני חמש שנים היו לנו מספר מועט של שותפויות ישירות עם ממשלות. כיום אנו עובדים עם מנהיגים בשמונה ממשלות וביותר מתריסר ערים.
- באמצעות תוכנית Urban95 (עמ' 32) זכינו בבעלי ברית בקהילות התכנון והעיצוב האורבני, שלימדו אותנו שפות ודרכים חדשות לגמרי להתבונן על העולם.
- ובאמצעות עבודתנו בתחום הגיל הרך (עמ' 44) שילבנו כוחות עם פעילים בנושאי איכות הסביבה שחולקים עימנו את החשש בנוגע להשפעת זיהום האוויר על בריאות הילדים, ועם פעילים הומניטריים שמבקשים לשפר את חייהם של ילדים שאולצו להימלט מבתיהם.
- אולם עבודתנו רחוקה מסיום. אם למדנו משהו בשנים האחרונות, הרי זה שבכדי לפעול בקנה מידה רחב, שהינו בר-השגה ובר-קיימא, יש צורך בהתמדה ובהסתגלות מתמדת.
- זו הסיבה שבזכותה כל כך שמחתי להעביר את תפקיד הניהול הכללי לעמיתתי, ססיליה וקה ג'ונס, בסוף השנה האחרונה. ססיליה מביאה עימה ניסיון מעשי לאחר שכינה כשרה בממשלת אקוודור, מולדתה. חריפותה הפוליטית, היושרה וכוח העמידה יוצא הדופן שלה הופכים אותה לאדם המתאים ביותר להוביל את הצוות הנפלא שלנו לקראת השלב הבא בעבודתנו.
- אני מצפה בקוצר רוח לתמוך בה, בצוות הקרן ובשותפינו בשנים הקרובות.

מייקל פייגלסון
מנהל בפועל, קבוצת ון ליר

מסר מהמנהלת בפועל של קרן ברנרד ון ליר

לחבר בין אנשים למען המטרה הטובה ביותר

במהלך יישום התוכנית האסטרטגית הנוכחית שלנו, שהחלה בשנת 2016 ועתידה להסתיים בשנת 2020, עבדנו באופן תכליתי כדי לתמוך בהרחבת ההיקף של השירותים לגיל הרך, ושל מקומות בטוחים, בריאים ומותאמים לשיפור ההזדמנויות של תינוקות, פעוטות ובני משפחותיהם.

הן הממשלות הארציות והן הממשלות המקומיות הן שחקניות אסטרטגיות – ובשנת 2019 המשכנו ללמוד עוד יותר על האופן שבו הן יוכלו להרחיב, להתאים ולשמר פרקטיקות טובות, תוכניות וכללי מדיניות ליצירת השפעה גדולה יותר.

לדוגמה: כיצד נוכל למצוא את השילוב המתאים ביותר של טכנולוגיות, מסרים ופעילויות משלימות שיעודדו שינוי התנהגותי חברתי? התמודדנו עם האתגר הזה בעבודה עם משרד הבריאות בהודו, ועם המועצה לתזונה, מזון והתפתחות בגיל הרך בחוף השנהב, כפי שתוכלו לקרוא בעמודים 26–27. בו בזמן, העבודה עם משרד הפנים בברזיל ועם משרד הבריאות בישראל (ראו עמודים 24–25) הזכירה לנו את הכוח הטמון בהשקעה בכוח עבודה איתן: הרחבת הפרויקטים דורשת שעובדים סוציאליים ואחיות יהיו בעלי המיומנויות והכישורים הנכונים.

יצרנו קשרים עם ממשלות מקומיות מאיסטנבול ועד לימה ובוגוטה (ראו עמודים 34–39), במטרה להעמיק ולחקור אודות הפוטנציאל של איסוף נתונים רלוונטיים, כדי לתמוך בקובעי המדיניות כך שינקטו פעולה למען צמצום הפערים החברתיים. הנתונים האיכותניים והכמותניים כאחד יכולים לשפר את ההבנה שלנו אודות ההיבטים החברתיים, הכלכליים, הפוליטיים והמוסדיים השונים במערכות האקולוגיות שבהן מיושמת יוזמתנו Urban95. כדי להעמיק את הלמידה ולגלות עוד יותר איך ומה מוביל להשפעה, הזמנו מקרי-בוחן לבחינת תוכנית Urban95 בערים שעמן יצרנו שיתוף פעולה. ארבעת מקרי-הבוחן הראשונים – שנערכו בבואה ויסטה, ברסיפה שבברזיל, בתל אביב ובטירנה שבאלבניה – פורסמו בשנה החולפת (ראו עמ' 36).

העבודה הנמרצת של הצוות המסור שלנו הוכיחה בשנת 2019 את חשיבותם הגדולה של שילוב עקרונות ותהליכי הרחבה אופקיים ואנכיים כדי להגיע לאנשים רבים יותר ולמרחבים רבים יותר, כדי להשפיע על רמות שונות בממשל ולערב מחזיקי עניין רבים ומגוונים ככל האפשר. אנו ממשיכים לתמוך בפיתוח רשת קשרים מגוונות בקרב הערים השונות ובקרב שותפים מקצועיים כדי להמשיך ולחבר בין אנשים סביב המטרה החשובה ביותר לדעתנו: להבטיח התחלה טובה למען כל הילדים בעולם.

ססיליה וקה ג'ונס

מנהלת בפועל, קרן ברנרד ון ליר

Apresentação

Resumo introdutório

Bem-vindos ao Relatório Anual de 2019 da Fundação Bernard van Leer. Nossa missão é melhorar as oportunidades das crianças que crescem em condições sociais e econômicas desfavorecidas. A origem de nossa receita foi a venda do negócio de embalagens construído por nosso fundador, Bernard van Leer, no começo do século 20. O filho de Bernard, Oscar van Leer, focou nosso trabalho em crianças em 1964.

Desde então, investimos mais de meio bilhão de euros em parcerias que produziram inovações na entrega de serviços e na formação de profissionais que foram amplamente adotadas por governos e organizações sem fins lucrativos, ideias exitosas que mudaram o modo das pessoas pensarem sobre os primeiros anos da vida de uma criança, e que embasaram políticas públicas de mais de 25 países de todas as regiões do mundo.

Neste relatório, detalhamos como investimos mais de 15 milhões de euros em projetos durante 2019, o quarto ano de nosso plano estratégico atual. Este plano de cinco anos foca na transição à larga escala, o que acreditamos ser o maior desafio da atualidade no desenvolvimento da primeira infância. Inúmeras ideias para aprimorar a saúde, a nutrição, a segurança e o aprendizado das crianças mais jovens provaram sua eficácia em projetos de pequena escala – mas como alcançar, com eficácia, centenas de milhares, ou a milhões, de crianças?

Nosso plano estratégico atual se concentra em sete países – Brasil, Índia, Israel, Costa do Marfim, Holanda, Peru e Turquia. Nós também temos uma iniciativa regional para melhorar o apoio a famílias sírias deslocadas a força pelo Oriente Médio e Europa, e um programa global. Acreditamos que trabalhando em diversos contextos podemos ajudar a testar a relevância global de ideias e abordagens e compartilhar o que aprendemos em distintas regiões.

Apoiamos nossos parceiros para gerar soluções pioneiras em duas áreas:

- **Parents+:** Combinando atividades de treinamento para pais e outros cuidadores sobre desenvolvimento durante a primeira infância com ao menos um serviço criado para atender as necessidades básicas da criança ou de seus pais.
- **Urban95:** Incentivando que líderes de cidades olhem para o ambiente urbano desde uma altura de 95 centímetros – a altura média de uma criança de três anos de idade – e incorporem suas percepções ao planejamento, design e gestão.

Em paralelo, continuamos a acompanhar, realizar curadoria e compartilhar os últimos avanços em Primeira Infância, com o objetivo de fortalecer a construção de blocos em que este campo de trabalho possa crescer e prosperar no futuro.

Prefácio da presidente do Conselho de Administração

Continuando a jornada em direção à larga-escala e ao impacto

Em 2019, cidadãos de todas as idades de países ao redor do mundo aumentaram o volume de suas vozes em protesto contra o aumento da desigualdade e contra a mudança climática. Em ambos os casos, eles expressaram reais preocupações acerca do futuro.

Estas vozes e suas chamadas à ação reafirmam a importância da missão e do trabalho da Fundação Bernard van Leer. Nosso foco nos primeiros anos de vida da criança não é apenas um caminho para a criação de sociedades onde as pessoas possam alcançar todo seu potencial – também é uma forma de unir as pessoas atualmente. A busca de nossa missão ajuda pessoas a verem que elas têm mais em comum entre si do que poderiam imaginar. A própria jornada ajuda a ganhar confiança.

Isto se exemplifica em nosso trabalho com parceiros como o Criança Feliz (página 24), que cresceu rapidamente, envolvendo diversos atores da sociedade brasileira; em Istambul, onde o foco em como tornar cidades lugares melhores para criar bebês reuniu parceiros de todo o espectro político (página 34); e com a Moving Minds Alliance (página 48), que ajudou a fomentar uma perspectiva voltada à primeira infância em iniciativas de apoio tanto às comunidades acolhedoras quanto às famílias de refugiados.

Sou profundamente grata pelo trabalho e comprometimento de nossa equipe e de nossos parceiros, conforme podemos ver ao longo desse relatório anual. Sem eles, nada disso seria possível. Ao escrever essas linhas, todos estão se ajustando rapidamente a essa nova circunstância trazida pela pandemia do Covid-19. Eu honro a persistência de todos em continuar a jornada em direção à maior escala e mais amplo impacto no próximo ano.

Um agradecimento especial a meu predecessor, Robert Swaak, que presidiu a Fundação Bernard van Leer de novembro de 2013 a junho de 2019. Ele sempre aplicou os padrões mais elevados a todos os aspectos de nosso trabalho, e inspirou seus colegas e muitos outros com suas pretensões de como a Fundação pode contribuir com o mundo atual.

Jacqueline Tammenoms Bakker
Presidente, Conselho de Administração

Mensagem do diretor executivo do Grupo Van Leer

Um círculo expandido de parceiros

Ao chegar no final de minha quinta década de vida e a meu último ano como Diretor Executivo da Fundação Bernard van Leer, encontrei um texto que escrevi logo depois de começar a desempenhar esta função. Nele, tentei ressaltar o que seria considerado um mandato de sucesso cinco anos mais tarde. Enfatizei duas coisas.

Primeiro, embora houvessem muitas boas práticas e um aumento crescente na quantidade de retóricas políticas positivas, naquela época não víamos exemplos suficientes de boas práticas sendo realizadas e implementadas em larga escala. Eu queria ter certeza de que estávamos ajudando a construir alguns exemplos de projetos de larga escala.

Segundo, para que isto fosse possível, tinha a impressão de que precisávamos encontrar e apoiar mais líderes capazes de atuar em larga escala. Destacadamente, queríamos ter certeza de que este grupo de líderes viesse de setores, países e experiências cada vez mais diversos.

Atualmente, fico satisfeito ao ver um grande progresso em direção a ambos objetivos. Este relatório destaca muitos exemplos de parceiros que já estão alcançando a larga-escala ou estão em um caminho consolidado para alcançá-la. Além disso, estou especialmente animado com como nosso círculo de parceiros continua se expandindo:

- Cinco anos atrás, tínhamos relativamente poucas parceiras diretas com o governo. Agora trabalhamos com líderes de oito governos federais e com mais de uma dúzia de cidades.
- Através da Urban95 (página 32), ganhamos aliados das comunidades de planejamento e design urbano que nos ensinaram um jargão e uma forma de ver o mundo inteiramente novos.
- E por meio de nosso trabalho na Early Years (página 44), unimos forças com ambientalistas que compartilham nossas preocupações com o impacto do ar poluído na saúde das crianças, e com pessoas socialmente engajadas que querem atender melhor crianças pequenas forçadas a fugir de casa.

Mas o trabalho está longe de estar terminado. Se aprendemos alguma coisa nos últimos anos, foi que alcançar e manter uma ação de larga escala requer persistência e adaptação constante. Por isso fiquei tão contente ao passar o cargo de diretor executivo à Cecília Vaca Jones no final do ano passado. Cecília traz a experiência prática de ter sido ministra do governo em seu país natal, o Equador. Isto, em combinação com sua perspicácia política, sua integridade e sua resistência excepcional, a torna a pessoa perfeita para liderar nossa maravilhosa equipe durante a próxima fase de trabalho.

Espero ansiosamente poder apoiar Cecília, a equipe da Fundação e nossos parceiros nos próximos anos.

Michael Feigelson

Diretor Executivo, Grupo Van Leer

Mensagem do diretor executivo

Conectando pessoas ao redor da melhor causa

Durante a implementação de nosso plano estratégico atual, que começou em 2016 e termina em 2020, trabalhamos propositadamente para apoiar a expansão em larga escala de serviços voltados à primeira infância, e de lugares saudáveis, motivadores e seguros que aumentem as oportunidades de bebês, crianças pequenas e suas famílias.

Tanto os governos nacionais quanto locais são atores estratégicos – e em 2019 nós continuamos aprendendo mais sobre como exatamente eles podem expandir, adaptar e manter boas práticas, programas e políticas que gerem um maior impacto.

Por exemplo: como encontramos a combinação mais apropriada de tecnologias, mensagens e atividades complementares para promover mudanças de comportamento social? Abordamos este desafio trabalhando com o Ministério de Saúde da Índia e com o Conselho Nacional de Nutrição, Alimento e Desenvolvimento da Primeira Infância da Costa do Marfim, como pode-se ver nas páginas 26–27. Por outro lado, trabalhar com o Ministério da Cidadania do Brasil e com o Ministério da Saúde de Israel (ver páginas 24–25), nos fez lembrar do poder de investir em uma força de trabalho sólida: ampliar a escala de um projeto requer que trabalhadores sociais e de saúde tenham as habilidades e capacidades certas.

Envolvemos os governos municipais desde Istambul até Lima e Bogotá (ver páginas 34–39) para explorar mais a fundo o potencial da coleta de dados relevantes e integrados para apoiar a ação de elaboradores de políticas na eliminação de lacunas sociais. Tanto dados qualitativos quanto quantitativos podem incrementar o entendimento dos diferentes aspectos sociais, econômicos, políticos e institucionais dos ecossistemas em que nossa iniciativa Urban95 está sendo implementada. Para aprofundar nosso aprendizado de como isso produz impacto, solicitamos estudos de caso nas cidades parceiras da Urban95. Os quatro primeiros destes estudos de caso – em Boa Vista, Recife, Tel Aviv e Tirana – foram publicados no ano passado (veja página 36).

Em 2019, o trabalho vigoroso da nossa dedicada equipe provou a importância da integração horizontal e vertical dos processos e princípios de ampliação para alcançar mais pessoas e mais espaços, influenciar diferentes níveis do governo e para envolver a maior diversidade de investidores possível. Seguimos apoiando diversas redes de atividades entre cidades, e entre parceiros técnicos e de conhecimento para continuar conectando pessoas ao redor do que acreditamos ser a melhor causa: garantir um bom começo para todas as crianças.

Cecilia Vaca Jones
Diretora Executiva

Visión general

Resumen introductorio

Bienvenidos al Informe Anual 2019 de la Fundación Bernard van Leer. Nuestra misión es mejorar las oportunidades de los niños pequeños que crecen en situaciones sociales y económicas adversas. Nuestros ingresos provienen de la venta del negocio de empackado de nuestro fundador, Bernard van Leer, a principios del siglo XX. El hijo de Bernard, Oscar van Leer, enfocó nuestro trabajo en los niños en 1964.

Desde entonces, hemos invertido más de quinientos millones de euros en alianzas que han supuesto innovaciones en la prestación de servicios y capacitación, ampliamente adoptadas por gobiernos y organizaciones sin fines de lucro; han generado ideas novedosas que han cambiado la forma de pensar de la gente en cuanto a los primeros años de la vida de los niños y han contribuido a la creación de políticas públicas en más de 25 países en todas las regiones del mundo.

En este informe detallamos cómo invertimos más de 15 millones de euros en subvenciones y proyectos en 2019, cuarto año de nuestro plan estratégico vigente. Este plan de cinco años se enfoca en la transición hacia la implementación de acciones a gran escala para el desarrollo de la primera infancia, que consideramos como el mayor desafío al que nos enfrentamos en la actualidad. Numerosísimas ideas para mejorar la salud, la protección y el aprendizaje de los más pequeños han demostrado su valor a pequeña escala, pero ¿cómo implementarlas de forma eficiente para alcanzar a cientos de miles o millones de niños?

Nuestro plan estratégico actual está enfocado en siete países: Brasil, India, Israel, Costa de Marfil, Países Bajos, Perú y Turquía. También contamos con una iniciativa regional para mejorar el apoyo a las familias sirias desplazadas forzosamente en Medio Oriente y Europa, y con un programa global. Creemos que trabajando en diferentes contextos podemos ayudar a probar la importancia de las ideas y los enfoques y compartir de esta forma lo que aprendemos en cada región.

Brindamos apoyo a nuestros contrapartes para emprender soluciones innovadoras en dos áreas:

- **Parents+:** combinación de actividades de coaching para padres y otros cuidadores sobre la primera infancia con por lo menos un servicio diseñado para satisfacer una necesidad básica de los niños y/o de sus padres.
- **Urban95:** apoyo brindado a los líderes de las ciudades para un desarrollo urbano concebido desde una altura de 95 cm (la estatura media de un niño de tres años) e inclusión de su perspectiva en la planificación, el diseño y la gestión de las ciudades.

En paralelo, seguimos monitoreando, reuniendo y compartiendo los últimos progresos realizados en cuanto a los primeros años, con la finalidad de reforzar los elementos básicos sobre los cuales esta área de trabajo puede asentarse para crecer y prosperar en el futuro.

Prólogo de la Presidenta del Consejo de administración

Hacia una implementación a gran escala con mayor impacto

En 2019, los ciudadanos en todo el mundo levantaron su voz en señal de protesta contra el incremento de las desigualdades y el cambio climático. Su protesta expresó una verdadera preocupación por lo que nos depara el futuro.

Estas voces y sus llamadas de atención reafirman la importancia de la misión y del trabajo de la Fundación Bernard van Leer. Nuestro enfoque en los primeros años de la vida de los niños no es solamente una vía para crear sociedades en que la gente pueda realizarse plenamente, sino que es también una forma de reunir a la gente hoy. Al cumplir con nuestra misión ayudamos a la gente a darse cuenta de que tienen mucho más en común de lo que imaginaban. Es el trayecto en sí lo que ayuda a crear la confianza.

Esto se ilustra en nuestro trabajo con socios como Criança Feliz (página 24), que ha conseguido el apoyo de toda la sociedad brasileña; en Estambul, donde el enfoque el interés para hacer que las ciudades sean mejores lugares para criar a un bebé ha reunido a socios de todo el espectro político (página 34); y con la Alianza Moving Minds (página 48), que ha ayudado a dar una perspectiva de primera infancia a los esfuerzos para apoyar tanto a las comunidades de acogida como a las familias refugiadas.

Estoy profundamente agradecida por el compromiso y trabajo incansable de nuestro equipo y nuestros contrapartes como lo atestigua este informe anual. Nada de esto habría sido posible sin ellos. Mientras escribo estas líneas, ellos se adaptan rápidamente a las nuevas circunstancias ocasionadas por la pandemia de Covid-19. Honro su perseverancia en este viaje hacia una implementación a mayor escala con mayor impacto en el año venidero.

Quiero agradecer de forma especial a mi antecesor, Robert Swaak, que presidió la Fundación Bernard van Leer de noviembre de 2013 a junio de 2019. Siempre aplicó los más altos estándares a todos los aspectos de nuestro trabajo e inspiró a sus colegas y a muchas otras personas con su ambición de elevar a nuestra fundación como contribuidora del mundo actual.

Jacqueline Tammenoms Bakker
Presidenta, Consejo de administración

Mensaje del Director general del Grupo Van Leer

Un círculo de aliados extendido

Me estaba acercando al final de mi quinto y último año como director ejecutivo de la Fundación Bernard van Leer cuando encontré un texto que había escrito poco después de entrar en funciones. En él, trataba de expresar cómo se materializarían nuestros éxitos cinco años después. Destacaba dos puntos.

Primero, aunque ya existían numerosas buenas prácticas y una cantidad creciente de discursos políticos positivos, no había en ese momento suficientes ejemplos de buenas prácticas implementadas a gran escala. Quería asegurarme de que ayudáramos a construir algunos ejemplos de ello.

Segundo, para que esto fuera posible, sentí que necesitábamos encontrar más líderes capaces de poner en práctica medidas a gran escala para apoyarlos. Era importante para nosotros asegurarnos de que este grupo de líderes procediera de sectores, países y contextos cada vez más variados.

Hoy me complace ver los progresos realizados en estas dos metas. Este informe destaca muchos ejemplos de aliados que ya lograron la implementación a gran escala o están muy cerca de hacerlo. Además, me emociona de especial manera ver cómo sigue expandiéndose nuestro círculo de aliados:

- Hace cinco años teníamos relativamente pocas alianzas directas con gobiernos. Ahora trabajamos con ocho gobiernos nacionales y más de una docena de ciudades.
- A través de la iniciativa Urban95 (página 32), hemos ganado el apoyo de socios en la planificación urbana y el diseño de comunidades que nos han enseñado una forma característica de ver el mundo completamente nueva.
- Y con nuestro trabajo en los Primeros años (página 44), hemos unido nuestros esfuerzos con defensores del medio ambiente que comparten nuestra preocupación por el impacto del aire contaminado sobre la salud de los niños, y con actores humanitarios deseosos de ayudar a aquéllos que fueron obligados a huir de sus hogares..

Sin embargo, nuestro trabajo está lejos de haber terminado. Si hay algo que hemos aprendido en los últimos años, es que una implementación sostenida a gran escala exige constancia y adaptación permanente. Por ello me alegró mucho transmitir mis funciones de director ejecutivo a Cecilia Vaca Jones a fines del pasado año. Cecilia aporta su experiencia práctica de haber sido ministra en su país de origen, Ecuador. Lo cual, sumado a su perspicacia política, su integridad y su resistencia excepcional, la convierte en la persona más idónea para dirigir nuestro maravilloso equipo en la próxima fase de nuestro trabajo.

Estoy ansioso de brindarle todo mi apoyo, así como al equipo de la fundación y a nuestros aliados en los años futuros.

Michael Feigelson
Director general, Grupo Van Leer

Mensaje de la Directora ejecutiva

Reuniendo a la gente alrededor de la mejor causa

Durante la implementación de nuestro plan estratégico, que empezó en 2016 y concluirá en 2020, hemos trabajado deliberadamente en el apoyo de iniciativas a gran escala en los primeros años de vida y la creación de lugares seguros, sanos y estimulantes para incrementar las oportunidades ofrecidas a los bebés, los niños pequeños y sus familias.

Los gobiernos nacionales y locales son actores estratégicos. En 2019, seguimos aprendiendo más sobre cómo expandir, adaptar y sostener las buenas prácticas, los programas y políticas para suscitar un mayor impacto.

Por ejemplo: ¿cómo encontramos la combinación más adecuada de tecnologías, mensajes y actividades complementarias para promover un cambio social de los comportamientos? Hemos respondido a este desafío con el Ministro de Salud de la India y el consejo nacional para la nutrición, la alimentación y el desarrollo de la primera infancia en Costa de Marfil, como podrá leer en páginas 26–27. Trabajar al mismo tiempo con el Ministerio de Ciudadanía de Brasil y el Ministerio de Salud de Israel (ver páginas 24–25) nos recordó el poder de la inversión en una mano de obra robusta: la implementación a gran escala exige que los trabajadores sociales y enfermeros tengan competencias y capacidades apropiadas.

Nos hemos comprometido con gobiernos municipales, como los de Estambul, Lima o Bogotá (ver páginas 34–39) a explorar el potencial de la recolección de datos integrados relevantes para apoyar a los responsables políticos en la adopción de medidas para reducir las brechas sociales. Los datos cualitativos y cuantitativos permiten mejorar la comprensión de los diferentes aspectos sociales, económicos, políticos e institucionales de los ecosistemas en que nuestra iniciativa Urban95 está en fase de implementación. Para profundizar nuestro conocimiento del impacto que se puede esperar, hemos encargado la elaboración de estudios de casos en nuestras ciudades aliadas de Urban95. Los cuatro primeros estudios de casos (Boa Vista, Recife, Tel Aviv y Tirana) se publicaron el año pasado (ver página 36).

El trabajo incansable de nuestro equipo comprometido demostró en 2019 la importancia de integrar los procesos y principios horizontales y verticales de implementación a escala para alcanzar la mayor cantidad posible de personas y de espacios, para influir en diferentes niveles de gobierno e involucrar a tantos actores como sea posible. Seguimos brindando apoyo a diferentes actividades de interconexión entre las ciudades, nuestros aliados técnicos y de generación de conocimientos para que la gente siga unida alrededor de lo que consideramos es la mejor causa: garantizar un buen inicio en la vida a todos los niños.

Cecilia Vaca Jones
Directora ejecutiva

Genel bakış

Kısa giriş

Bernard van Leer Vakfı'nın 2019 Faaliyet Raporu'na hoş geldiniz. Misyonumuzu, sosyal ve ekonomik olarak dezavantajlı koşullarda büyüyen küçük çocuklar için fırsatlar geliştirilmesi oluşturuyor. Gelirimiz, kurucumuz Bernard van Leer'in 20. yüzyılın başında kurduğu paketleme şirketinin yürüttüğü faaliyetlerinden geliyor. Bernard'ın oğlu Oscar van Leer, 1964 yılında çocuklar ile birlikte çalışmaya odaklandı.

O zamandan bu yana, hizmet sunumu ve eğitim alanlarında hükümetler ve kar amacı gütmeyen kuruluşlarla birlikte yaygın kabul gören girişimleri ortaya çıkaran iş birliklerine yarım milyar Euronun üzerinde yatırım yaptık; insanların çocuğun hayatının ilk yıllarına dair düşünce biçimini değiştiren, çığır açan fikirler geliştirdik; ve dünyanın tüm bölgelerini temsil eden, 25'i aşkın ülkede kamu politikalarına bilgi sağladık.

Bu raporda, mevcut stratejik planımızın dördüncü yılı olan 2019'da hibe ve projelere yaptığımız 15 milyon Euroyu aşkın yatırımı detayları ile anlatıyoruz. Bu beş yıllık plan, halen erken çocuklukta gelişimin önündeki en büyük zorluk olduğuna inandığımız yaygınlaştırmaya geçişe odaklanıyor. En küçük çocukların sağlığı, beslenmesi, bakımı ve öğrenimini iyileştirmeye yönelik çok sayıda fikrin değeri, küçük ölçekli projelerde kanıtlandı; peki, binlerce veya milyonlarca çocuğa nasıl etkin şekilde ulaşabiliriz?

Mevcut stratejik planımız, Brezilya, Hindistan, İsrail, Fildişi Sahili, Hollanda, Peru ve Türkiye olmak üzere, yedi ülkeye odaklanıyor. Aynı zamanda, Ortadoğu ve Avrupa'da yerinden edilmiş Suriyeli ailelere verilen desteği iyileştirmeye yönelik, bölgesel bir inisiyatifimiz ve global bir programımız da bulunuyor. Çeşitli alanlarda çalışarak, fikir ve yaklaşımların global düzeydeki ilgisini test edebileceğimize ve öğrendiklerimizi bölgeler arasında paylaşabileceğimize inanıyoruz.

Ortaklarımızı, iki alandaki çözümlere öncülük edecek şekilde destekliyoruz:

- **Parents+:** ebeveynler ve diğer bakımverenler için erken çocukluk gelişimi konusundaki koçluk faaliyetlerinin, çocuğun ve/veya ebeveynlerinin temel ihtiyaçlarını karşılamak üzere tasarlanmış en az bir hizmet ile bir araya getirilmesi
- **Urban95:** kentin yöneticilerinin kent ortamına 3 yaşındaki bir çocuğun ortalama boyu olan 95cm yükseklikten bakmaya, planlama, tasarım ve yönetime dahil etmeye teşvik edilmesi.

Buna paralel olarak, bu çalışma alanının üzerinde büyüüp gelecekte zenginleşebileceği yapı taşlarını güçlendirmek amacıyla, İlk Yıllara dair en son ilerlemeleri takip etmeye, düzenlemeye ve paylaşmaya devam ediyoruz.

Mütevelli Heyeti Başkanı – Önsöz

Yaygınlaştırma ve etki yolculuğunun devam etmesi

2019 yılında, dünyanın dört bir yanından vatandaşlar, artan eşitsizliği ve iklim değişikliğini protesto etmek amacıyla sesini yükseltti. Her iki alanda da geleceğe dair somut endişelerini dile getirdiler.

Bu sesler ve harekete geçme çağrıları, Bernard van Leer Vakfı'nın misyonu ve çalışmalarının önemini bir defa daha teyit ediyor. Çocukların yaşamdaki ilk yıllarına odaklanmamız sadece insanların potansiyelini tam olarak gerçekleştirebileceği toplumlar yaratmaya giden bir yol sunmakla kalmıyor, aynı zamanda, bugün insanları bir araya getirmenin bir yolunu da sunuyor. Misyonumuzun peşinden gitmek, insanların sandıklarından da fazla ortak yönümüz olduğunu görmesine yardımcı oluyor. Yolculuğun kendisi, güven inşa edilmesini sağlıyor.

Buna örnek olarak bazı örnekler gösterebiliriz. Bunlardan biri Brezilya toplumunun genelinden destek alan Criança Feliz (sayfa 24) gibi ortaklarımız ile birlikte yürüttüğümüz çalışmalar. Bir diğer çalışma da şehirlerin nasıl bebek yetiştirmeye daha uygun yerler haline getirileceğine dair konuların, siyasi yelpazede ortakları bir araya getirdiği İstanbul'daki faaliyetlerimiz olarak gösterilebilir (sayfa 34); Ya da Hareketli Zihinler İttifakı sayfa (sayfa 48) isimli çalışmamız gibi hem ev sahibi toplumları hem de mülteci aileleri desteklemeye yönelik projelere erken çocukluk bakış açısı kattığını düşündüğümüz girişimleri örnek olarak gösterebiliriz.

Bu faaliyet raporunun genelinde ortaya konulduğu üzere, ekibimize ve ortaklarımıza adanmışlıkları ve yoğun çalışmalarından ötürü minnettarım. Onlarsız, bunların hiçbiri mümkün olmazdı. Ben bu kelimeleri kaleme alırken, onlar da Covid-19 pandemisinin ortaya çıkardığı yeni koşullara hızla uyum sağlıyorlar. Önümüzdeki yıl, yaygınlaştırma ve etkiyi artırma yolculuğumuza devam etme konusunda sergiledikleri kararlılığa şapka çıkarıyorum.

Bernard van Leer Vakfı'nın Mütevelli Heyeti Başkanlığı görevini Kasım 2013 - Haziran 2019 tarihleri arasında yürüten selefim Robert Swaak'a özellikle teşekkür ederim. Kendisi, çalışmalarımıza her açıdan en yüksek standartları uyguladığı gibi, Vakfın günümüz dünyasına yapabileceği katkılar konusundaki tutkusu ile hem çalışma arkadaşlarına hem de pek çok insana ilham kaynağı da oldu.

Jacqueline Tammenoms Bakker
Mütevelli Heyeti Başkanı

Van Leer Grubu İcra Başkanının mesajı

Daha geniş bir ortak çevresi

Bernard van Leer Vakfı'nın İcra Başkanı olarak beşinci ve son yılımın sonuna yaklaşırken, göreve geldikten hemen sonra yazdığım bir metne rastladım. Burada, beş yıl sonra başarının nasıl tamamlanması gerektiğine dair düşüncelerimi dile getirmişim. İki hususa vurgu yapmışım.

İlk olarak, her ne kadar o sıralarda birçok iyi uygulama ve artan sayıda olumlu siyasi söylem olsa da, başarılı uygulamaların başka yerlere taşındığı ve daha yaygın olarak uygulandığı örnekleri yeterince göremiyorduk. Bu yolda bir takım iyi örnekler oluşturulmasına yardımcı olduğumuzdan emin olmak istiyordum.

İkinci olarak, bunun mümkün olabilmesi için, büyük ölçekli aksiyonlar alabilme yeteneğine sahip daha fazla lideri bulup desteklememiz gerektiğini hissediyordum. Bir o kadar önemlisi, bu liderler grubunun çok daha farklı sektör, ülke ve çevrelerden gelmesini sağlamayı da istiyorduk.

Bugün, her iki hedefte de ciddi ilerleme kaydetmiş olmaktan memnuniyet duyuyorum. Bu rapor, halihazırda belirli ölçüde yaygınlaşan veya yaygınlaşma yolunda emin adımlarla ilerleyen ortaklarımızın örneklerine vurgu yapıyor. Ayrıca, ortak çevremizin genişleyişi beni özellikle heyecanlandırıyor.

- Beş yıl önce, hükümetler ile nispeten az doğrudan ortaklığa sahiptik. Şimdi ise, sekiz ulusal hükümetin ve bir düzineyi aşkın şehrin liderleri ile birlikte çalışıyoruz.
- Urban95 ile (sayfa 32), kentsel planlama ve tasarım çalışmalarında kazandığımız müttefikler, bize tamamen yeni bir dil ve dünyaya bakma şeklini öğretti.
- İlk Yıllar konusundaki çalışmalarımız ile (sayfa 44), kirli havanın çocukların sağlığı üzerindeki endişelerimizi paylaşan çevreciler ve evlerini terk etmek zorunda bırakılan küçük çocuklara daha iyi hizmet sunmak isteyen yardımseverler ile güçlerimizi birleştirdik.

Ancak, işimizin bittiğini söylemek için henüz çok erken. Son birkaç yılda bir şey öğrenmişsek, o da yaygınlaştırmanın sağlanması ve sürdürülmesinin sabır ve sürekli adaptasyon sağlamayı gerektirdiğidir. İşte bu yüzden, bu yılın sonu itibarıyla İcra Direktörlüğü görevini Cecilia Vaca Jones'a devretmekten büyük bir mutluluk duydum. Cecilia, memleketi Ekvator'da bulunduğu bakanlık görevinin sağladığı pratik deneyimi de beraberinde getiriyor. Kendisinin siyasi zekası, dürüstlüğü ve istisnai dayanıklılığı ile bir araya geldiğinde, bu onu çalışmalarımızın bir sonraki aşamasında harika ekibimize liderlik edecek mükemmel kişi yapıyor.

Önümüzdeki yıllarda kendisine, Vakıf ekibine ve ortaklarımıza destek vermek için sabırsızlanıyorum.

Michael Feigelson
İcra Direktörü, Van Leer Grubu

İcra Direktörünün mesajı

İnsanları en iyi dava etrafında birleştirmek

2016 yılında başlayıp 2020’de sona erecek olan mevcut stratejik planımızın uygulanması kapsamında, özellikle bebeklerin, yürümeye yeni başlayan çocukların ve ailelerinin önündeki fırsatları artırmak için, erken çocukluk hizmetleri ve güvenli, sağlıklı ve ilham veren mekanların yaygın olarak hizmete sokulmasını desteklemek için çalışıyoruz.

Gerek ulusal gerekse yerel yönetimler stratejik ortaklar —ve 2019’da, daha fazla etki yaratmak için iyi uygulama, program ve politikaları tam olarak nasıl genişletebilecekleri, hayata geçirebilecekleri ve sürdürebilecekleri hakkında daha fazla bilgi edinmeye devam ettik.

Örneğin, sosyal davranış değişikliğini desteklemek için, teknoloji, mesaj ve tamamlayıcı faaliyetlerden oluşan en uygun karışımı nasıl buluruz? 26–27 sayfalarda da okuyacağınız üzere, Hindistan’da Sağlık Bakanlığı ve Fildişi Sahili’nde Ulusal Beslenme, Gıda ve Erken Çocukluk Gelişimi Konseyi ile birlikte çalışarak bu zorluğun üstesinden geldik. Aynı zamanda, Brezilya’da Vatandaşlık Bakanlığı ve İsrail’de Sağlık Bakanlığı ile birlikte gerçekleştirdiğimiz çalışmalar (bakınız 24–25 sayfalar), bize sağlam bir işgücüne yatırım yapmanın gücünü hatırlattı: yaygınlaştırma, sosyal çalışmacıların ve hemşirelerin doğru becerilere ve yeteneğe sahip olmasını gerektiriyor.

Siyaset yapıcılara sosyal uçurumları kapatmak için harekete geçmelerinde destek vermek amacıyla, ilgili ve entegre veriler toplama potansiyelini daha da iyi keşfetmek üzere, İstanbul’dan Lima ve Bogota’ya kadar her yerde belediyeler ile birlikte çalıştık (bakınız 34–39 sayfalar). Hem kalitatif hem de kantitatif veriler, Urban95 girişiminin içinde uygulandığı ekosistemlerin farklı sosyal, ekonomik, siyasi ve kurumsal yönlerine dair anlayışı geliştirebilir. Bunun yaratacağı etkiye dair bilgimizi derinleştirmek için, Urban95 ortak şehirlerimiz hakkında vaka çalışmaları hazırlattık. Bunların ilk dördünü oluşturan Boa Vista, Recife, Tel Aviv ve Tiran vaka çalışmaları geçen yıl yayımlandı (bakınız sayfa 36).

2019 yılında özel ekibimizin titizlikle yürüttüğü çalışmalar, yatay ve dikey yaygınlaştırma süreç ve ilkelerinin, daha fazla insan ve mekana ulaşılması, farklı yönetim düzeylerinin etkileneceği ve mümkün olduğunca fazla ve farklı paydaşın dahil edilmesinde oynadığı rolün önemini kanıtladı. Şehirler, teknik ve bilgi ortakları arasındaki çeşitli ağ oluşturma faaliyetlerine destek vermeyi sürdürerek insanları en iyi olduğuna inandığımız şey etrafında birleştirmeye devam ediyoruz: tüm çocuklara hayatta iyi bir başlangıç sağlamak.

Cecilia Vaca Jones
İcra Direktörü



Our financial
outlook for 2020

Overview budget and actual (in EUR)

	BUDGET 2019	ACTUAL 2019	BUDGET 2020
Income			
Van Leer Group Foundation	18,739,540	18,739,540	18,616,376
Interest	0	14,353	0
Total income	18,739,540	18,753,893	18,616,376
Expenditure			
Total grants and Foundation-managed projects	15,700,000	15,670,961	14,928,898
Returned project funds	0	(56,542)	0
Currency difference	0	60,494	0
Cancellation previous years	0	(376,282)	0
Operating expenses	4,526,261	4,576,551	4,566,557
Impairment of financial assets	0	(4,614)	0
Total expenditure	20,226,261	19,870,568	19,495,455
Capital and reserves			
Foundation capital	453,780	453,780	453,780
General reserve	509,033	879,079	0
Total capital and reserves	962,813	1,332,859	453,780

Notes 2020

The total approved income from the Van Leer Group Foundation in 2020 amounts to EUR 18,616,376 with total capital reserves of EUR 1,332,859. The operating expenses are considered by management to be in a phase of stability considering the activities being undertaken and the costs associated with achieving the strategy.

The evolving Covid-19 pandemic is impacting our mission, team, partners and projects, and will continue to do so. We have applied short-term measures to address immediate risks on all fronts. As the situation evolves, we will assess the longer-term impact and make adjustments as required in the way in which we support our team and partners going forward.

In 2020, after almost 30 years of activity in Peru and Turkey, the Foundation intends to complete phase-out activities.

The Foundation will continue to tighten control of key business processes relating to impact, reputation, finance and operational risk. The 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.

Analysis 2019

In 2019, the Van Leer Group appointed a Chief Executive responsible for leading the development of group strategy and overseeing execution of all Van Leer Group activities. This includes the management of the Van Leer Group investment portfolio, the work of the Bernard van Leer Foundation, and Van Leer Group support to the Van Leer Jerusalem Institute and the Jerusalem Film Centre.

In 2015, the Van Leer Group Foundation approved a one-time EUR 5,000,000 for strategy transition. At the end of 2018, the full amount had been committed. In 2018, the Foundation called EUR 2,000,000 from the EUR 5,000,000. The remainder of the funds will be drawn down according to the instalment schedule for grantmaking.

The Foundation generated positive cash flows from operating activities in 2019 and capital reserves are positive as at 31 December 2019. The Foundation is solvent, and the liquidity position is good.

Financial Statement for the year ended 31 December 2019

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Balance sheet as at 31 December 2019 (in EUR)

AFTER APPROPRIATION OF OPERATING RESULT	NOTES	2019	2018
Assets			
Fixed assets			
Intangible fixed assets	(1)	70,326	51,638
Tangible fixed assets	(2)	39,441	74,796
		109,767	126,434
Financial fixed assets			
Loan	(3)	0	0
		0	0
Current assets			
Current account Van Leer Group Foundation	(4)	17,379,635	17,361,370
Other receivables	(5)	104,948	53,270
		17,484,583	17,414,640
Cash and cash equivalents			
Cash and bank	(6)	2,960,950	5,827,248
		2,960,950	5,827,248
Total assets		20,555,300	23,368,322
Capital and reserves			
Foundation capital	(7)	453,780	453,780
General reserve	(8)	879,079	1,995,754
		1,332,859	2,449,534
Liabilities			
Non-current liabilities			
Grants payable and Foundation-managed projects	(9)	4,367,229	4,146,723
Current liabilities			
Grants payable and Foundation-managed projects	(9)	14,390,350	16,209,876
Creditors	(10)	270,901	168,262
Current account refugee coalition	(11)	26,949	108,343
Accrued liabilities	(12)	167,012	285,584
		19,222,441	20,918,788
Total equity and liabilities		20,555,300	23,368,322

Statement of income and expenditure for the year 2019 (in EUR)

	NOTES	BUDGET 2019	ACTUAL 2019	ACTUAL 2018
Income				
Van Leer Group Foundation	(A)	18,739,540	18,739,540	18,739,540
Interest	(B)	0	14,353	15,562
Total income		18,739,540	18,753,893	18,755,102
Expenditure				
Grants	(C)	15,700,000	12,733,766	9,692,040
Grants cancelled	(C)	0	(376,282)	(1,565,896)
Foundation-managed projects*	(D)	0	2,997,689	5,763,090
Returned project funds	(E)	0	(56,542)	(33,412)
Total activities		15,700,000	15,298,631	13,855,822
Personnel operating expenses	(F)	3,386,712	3,429,459	3,067,163
Depreciation	(F)	68,490	81,139	75,259
Other operating expenses	(F)	1,071,059	1,065,953	1,165,670
Total organisation		4,526,261	4,576,551	4,308,092
Impairment of financial assets	(G)	0	(4,614)	0
Total impairment of financial assets		0	(4,614)	0
Result		(1,816,335)	(1,116,675)	591,188
Appropriation of result:				
Added to/(deducted from) General reserve	(H)		(1,116,675)	591,188
Total			(1,116,675)	591,188

*Foundation-managed projects are by nature difficult to predict and are thus incorporated into the 2019 budget for Grants.

Cash flow statement for the year 2019 (in EUR)

	2019	2018
Cash flow from operating activities		
Operating result	(1,116,675)	591,188
Adjustments for:		
Depreciation of tangible fixed assets	39,306	42,223
Depreciation of intangible fixed assets	41,833	33,036
Impairment of financial assets	0	0
Interest income	(14,353)	(15,562)
Changes in working capital:		
Change in non-current liabilities	220,506	(699,177)
Change in current liabilities	(1,916,853)	16,222
Change in 'Interest to be received'	(399)	(362)
Change in current assets	(69,943)	1,980,219
	<u>1,766,689</u>	<u>1,296,902</u>
Received interest	<u>14,752</u>	<u>15,925</u>
Cash flow from operating activities (A)	<u>(2,801,826)</u>	<u>1,963,712</u>
Cash flow from investment activities		
Purchases of fixed assets	<u>(64,472)</u>	<u>(66,721)</u>
Cash flow from investment activities (B)	<u>(64,472)</u>	<u>(66,721)</u>
Cash flow from financing activities		
Loan	<u>0</u>	<u>0</u>
Cash flow from financing activities (C)	<u>0</u>	<u>0</u>
Change in Cash and Bank (A+B)	<u>(2,866,298)</u>	<u>1,896,991</u>
Balance Cash and Bank 1 January	5,827,248	3,930,257
Balance Cash and Bank 31 December	<u>2,960,950</u>	<u>5,827,248</u>
	<u>(2,866,298)</u>	<u>1,896,991</u>

Notes to the financial statements

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, 2511 CW.

Activities

The mission of the Bernard van Leer Foundation is to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. We see this both as a valuable end in itself and as a long-term means to 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'.

Going concern

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

Accounting policies

General

The financial statements are presented in euros ('EUR'), which is the Foundation's functional currency. All amounts have been 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 stated at acquisition or construction cost, less accumulated amortisation and impairment losses.

Expenditures made after the initial recognition of an acquired or constructed intangible fixed asset are included 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 stated at cost, less accumulated depreciation and impairment losses. The cost consists of the price of acquisition, plus other costs that are necessary to get the assets to their location and condition for their intended use. Expenditure is only capitalised when it extends the useful life of the asset. Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each item of the tangible fixed assets. Depreciation starts as soon as the asset is available for its intended use, and ends at decommissioning or divestment.

The following rates of depreciation are applied:

(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 profit and loss account and reflected in an allowance account against loans and receivables.

Impairment

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

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 uncollectable debts. These provisions are determined by individual assessment of the receivables.

Cash and cash equivalents

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

Long-term and current liabilities and other financial commitments

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

Contribution Van Leer Group Foundation

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

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 profit and loss 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 112 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 3-12-2018	Cumulative depreciation 31-12-2018	Book value 31-12-2018	Purchase 2019	Depreciation 2019	Book value 31-12-2019
Software	92,613	(40,975)	51,638	60,521	(41,833)	70,326
	92,613	(40,975)	51,638	60,521	(41,833)	70,326

	Software
Cumulative purchase 31-12-2019	153,134
Cumulative depreciation 31-12-2019	(82,808)
Book value 31-12-2019	70,326

2 Tangible fixed assets

	Cumulative purchase 3-12-2018	Cumulative depreciation 31-12-2018	Book value 31-12-2018	Purchase 2019	Depreciation 2019	Book value 31-12-2019
Furniture and equipment	26,010	(14,865)	11,145	0	(4,717)	6,428
Hardware	119,422	(55,771)	63,651	3,951	(34,589)	33,013
	145,432	(70,636)	74,796	3,951	(39,306)	39,441

	Furniture and equipment	Hardware	Total
Cumulative purchase 31-12-2019	26,010	123,373	149,383
Cumulative depreciation 31-12-2019	(19,582)	(90,360)	(109,942)
Book value 31-12-2019	6,428	33,013	39,441

3 Financial fixed assets

	Book value 31-12-2018	Redemption 2019	Book value 31-12-2019
Loan 1	0	0	0
	0	0	0

In 2016, the Foundation issued a loan to a partner (for the amount of EUR 325,000). In 2017, this loan was fully impaired due to liquidity issue. In 2019 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 started in August 2019. There is insufficient evidence of future earnings to motivate a reversal of the impairment.

4 Current account Van Leer Group Foundation

	2019	2018
Balance 1 January	17,361,370	19,352,567
Amount of preliminary allocation to the Foundation	18,739,540	18,739,540
Disbursements of preliminary allocation to the Foundation	(18,739,540)	(20,739,540)
Other settlements	18,265	8,803
Balance 31 December	17,379,635	17,361,370

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 and loss. In 2015, the Van Leer Group Foundation approved a one-time amount of EUR 5,000,000 for strategy transition. This amount has been fully committed and is held in the current account of the Van Leer Group Foundation, available for drawdown according to the instalment schedule. The Bernard van Leer Foundation can call parts of these funds with at least a 90-day notice prior to the start of the next quarter.

5 Other receivables

	2019	2018
Prepayments	87,157	47,481
Other receivables	17,791	5,789
	104,948	53,270

The prepayments were primarily made up of IT licences, rent for offices and HR payroll software implementation cost for payment in 2020.

6 Cash and bank

	2019	2018
Bank	2,960,950	5,827,248

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

	2019	2018
Foundation capital	453,780	453,780

8 General reserve

	2019	2018
Balance 1 January	1,995,754	1,404,566
Operating result	(1,116,675)	591,188
Balance 31 December	879,079	1,995,754

There are no restrictions on the General reserve.

9 Grants and Foundation-managed projects

	2019	2018
Balance 1 January	20,356,599	21,170,939
Grants/ FMP contracts approved*	14,924,936	14,666,635
Grants/ FMP contracts cancelled**	(376,282)	(1,565,896)
Rate of exchange	60,494	52,770
Grant payments	(16,208,168)	(13,967,849)
Balance 31 December	18,757,579	20,356,599

* 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 2019, the Foundation cancelled a number of Grants and FMP contracts, to the amount of EUR 376,282. The largest cancellation refers to a project with IPA – Israeli Planning Administration – in Israel in the amount of EUR 201,800.

Specification commitment Bernard van Leer Foundation

	Total	2020	2021	2022	2023
Definition/Year					
Grants	16,230,180	11,882,902	3,544,651	625,355	177,272
Foundation-managed projects	2,527,399	2,507,448	19,951	0	0
Total	18,757,579	14,390,350	3,564,602	625,355	177,272

The amount payable for the year 2020 is shown on the balance sheet as a current liability of EUR 14,390,350.

The amounts payable after the year 2020 are shown on the balance sheet as a non-current liability of the years 2021, 2022 and >2023 to the amount of EUR 4,367,229.

10 Creditors

	2019	2018
Accounts payable	270,901	168,262

The accounts payable are due within one year. There are a number of invoices in payment process in December 2019 but finalised in January 2020. The increase in accounts payable compared to 2018 is primarily related to the Urban95 festival which took place in December 2019.

11 Current account: Moving Minds Alliance

	2019	2018
Balance 1 January	108,343	30,014
Disbursements of contribution to the refugee coalition	89,175	208,258
Disbursements on behalf of the refugee coalition	(170,569)	(129,929)
Balance 31 December	26,949	108,343

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 ongoing refugee crisis in the area.

12 Accrued liabilities

	2019	2018
Holiday allowances	70,617	70,511
Wage tax	0	126,842
Other liabilities	96,395	88,231
	167,012	285,584

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. The wage tax was prepaid in December.

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 the Bernard van Leer Foundation are with the Van Leer Group Foundation. Given the financial position of the 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. In 2020 all balance amounts above EUR 2,500,000 will incur negative interest tied to the rate the ECB charges banks for deposit surpluses. This rate is currently -0.55% .

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 the 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 21 November 2019 the budget for 2020 of EUR 18,616,376.

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

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:

2020	EUR 119,149
2021	EUR 119,149
2022	EUR 119,149
2023	EUR 9,929
Total	EUR 367,376

India office obligations

A rental agreement was signed commencing 15 August 2018 and ending 14 August 2023. The remaining disbursements schedule for the coming years can be specified as follows:

2020	EUR 31,549
2021	EUR 33,127
2022	EUR 34,783
2023	EUR 23,949
Total	EUR 123,408

Israel office obligations

A rental agreement was signed commencing 1 February 2018 and ending 31 January 2021. The remaining disbursements schedule for the coming years can be specified as follows:

2020	EUR 15,415
2021	EUR 1,285
Total	EUR 16,700

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:

2020	EUR 4,369
2021	EUR 4,369
2022	EUR 364
Total	EUR 9,102

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

A Van Leer Group Foundation and other income

	Budget 2019	Actual 2019	Actual 2018
Income	18,739,540	18,739,540	18,739,540
	18,739,540	18,739,540	18,739,540

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

For more information regarding the Van Leer Group Foundation, please refer to its website www.vanleergroupfoundation.nl. The annual report 2019 of the Van Leer Group Foundation will be published in June 2020.

B Interest

	Budget 2019	Actual 2019	Actual 2018
Bank and deposit accounts	0	1,384	2,562
Other interest	0	12,969	13,000
	0	14,353	15,562

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

C Grants

	Budget 2019	Actual 2019	Actual 2018
Grants approved	15,700,000	12,673,272	9,639,270
Grants cancelled	0	(376,282)	(1,565,896)
Currency differences	0	60,494	52,770
	15,700,000	12,357,484	8,126,144

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 2019, the Foundation cancelled nine grants to the amount of EUR 376,282. The largest cancellation relates to a project with IPA – Israeli Planning Administration – in Israel in the amount of EUR 201,800.

The Grants budget 2019 includes both Grants and Foundation-managed projects where the actual 2019 expenditure is EUR 15,670,961 in line with the Grants approved budget 2019.

D Foundation-managed projects

	Actual 2019	Actual 2018
Programme contracts	2,251,665	5,027,365
Communications	334,808	278,595
Foundation sector	38,132	27,100
Network development	373,084	430,030
	<u>2,997,689</u>	<u>5,763,090</u>

E Returned project funds

	Budget 2019	Actual 2019	Actual 2018
Grants	0	(56,542)	(33,412)
	<u>0</u>	<u>(56,542)</u>	<u>(33,412)</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 2019 was due to a project from Pontifícia Universidade Católica do Rio Grande do Sul from 2013 in the amount of EUR 36,020 and Henrietta Szold Institute from 2012 in the amount of EUR 18,991.

F Operating expenses

	Budget 2019	Actual 2019	Actual 2018
Board of Trustees	35,000	30,667	46,671
Personnel			
(a) salaries	2,748,863	2,784,639	2,461,324
(b) social charges	264,000	285,096	272,103
(c) pension	198,614	214,475	196,482
(d) general staff costs	70,235	42,672	64,519
(e) recruitment	10,000	6,704	19,428
(f) staff development	70,000	59,484	53,306
(g) temporary personnel	25,000	36,389	0
	<u>3,386,712</u>	<u>3,429,459</u>	<u>3,067,162</u>

	Budget 2019	Actual 2019	Actual 2018
Consultants	70,000	164,420	185,196
Staff travel/hospitality	400,000	399,895	414,008
Premises	204,149	175,619	156,351
Office equipment/expenses	265,510	189,774	247,348
Depreciation	68,490	81,139	75,259
Telecommunications	27,500	10,984	32,901
External auditors	48,400	48,400	61,831
General costs	20,500	46,194	21,365
Total	4,526,261	4,576,551	4,308,092

The increase in operating expenses can be attributed to a general increase in salaries and staff turnover.

G Impairment of financial assets

In 2016, the Foundation issued a loan to a partner (for the amount of EUR 325,000). In 2017, this loan was fully impaired due to a liquidity issue. In 2019 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 started in August 2019. An amount of EUR 4,614 was repaid in 2019, and has been accounted for as an impairment reversal.

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 1,116,675 has been deducted from the General reserve. The negative result is due to fewer cancellations compared to 2018.

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 2019 financial year, the average number of team members employed by the Foundation, converted into full-time equivalents, amounted to 38.21 FTE of whom 11.38 FTE were contracted outside the Netherlands; for 2018 this number was 37.25 FTE of whom 10.63 FTE were contracted outside the Netherlands.

Subsequent events

There were no subsequent events.

Legal address: The Hague, 26 March 2020

Bernard van Leer Foundation Executive Director: Cecilia Vaca Jones

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

Independent auditor's report

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

Report on the accompanying financial statements

Our opinion

We have audited the financial statements 2019 of Stichting Bernard van Leer Foundation, based in The Hague, the Netherlands.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Stichting Bernard van Leer Foundation as at 31 December 2019, and of its result for the year 2019 in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2019;
2. the statement of income and expenditure for the year 2019; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

We are independent of Stichting 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 the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Report on the other information included in the annual report

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

- director's report;
- message from the Chief Executive and message from the Executive Director;
- other information;

Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements;

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

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is less than the scope of those performed in our audit of the financial statements.

Management is responsible for the preparation of the other information, including the director's report.

Description of the responsibilities for the financial statements

Responsibilities of management and the Board of Trustees for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements 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 financial statements that are free from material misstatement, whether due to errors or fraud.

As part of the preparation of the financial statements, 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 financial statements 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 financial statements.

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

Our responsibilities for the audit of the financial statements

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

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

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

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

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by 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 financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company ceasing to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with 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, 26 March 2020
KPMG Accountants N.V.
J.J.A. van Nek RA

Photography

- Cover** Mother holding her baby in Mumbai, India. Photo: Courtesy of Dhiraj Singh.
- Page 6** 13-month-old Mokshada and her father enjoy a drink together on the streets of their home city, Pune, India. Photo: Jacob Krupnick/Bernard van Leer Foundation.
- Page 8** A child playing outside at Azraq refugee camp, in Jordan. Photo: Courtesy of CIVIC.
- Page 10** A woman and baby during a home visit in Istanbul, Turkey. Photo: Courtesy of Cihan Özdamar.
- Page 12** Four-year-old Vasad reading with his father at home in Pune, India. Photo: Jon Spaul/ Bernard van Leer Foundation.
- Page 15** Bernard van Leer and his son Oscar in the early 1930s. Photo: Van Leer Group Foundation.
- Page 17** Bernard van Leer Foundation's first grant in Jamaica, 1965. Photo: Van Leer Group Foundation.
- Page 19** Four-year-old Ze exploring his home city of Recife, Brazil, with his father. Photo: Wild Combination/ Bernard van Leer Foundation.
- Page 22** A baby playing at an indoor playground in Tel Aviv, Israel. Photo: Courtesy of Ilan Spira.
- Page 24** A woman and young child during a home visit in rural Brazil. Photo: Courtesy of Mauro Vieira/ Criança Feliz.
- Page 25** Participants in a workshop held by Lotem Strategies Group in Tel Aviv, Israel. Photo: Courtesy of Sivan Tzadok – Boutique Photography and Design.
- Page 26** Cecilia Vaca Jones, Executive Director of the Bernard van Leer Foundation, speaking at the launch of the Consultation on Early Childhood Development in New Delhi, India.
- Page 27** Children playing outside in rural Côte d'Ivoire. Photo: Thibaut Monnier (Ayoukit)/Bernard van Leer Foundation.
- Page 31** A toddler playing with building blocks in Bogotá, Colombia. Photo: Jon Spaul/ Bernard van Leer Foundation.
- Page 32** Children playing outside in Tel Aviv, Israel. Photo: Courtesy of Shani Halevy.
- Page 34** Two young children paint the street as part of Maltepe Municipality's efforts to improve public spaces for children to play in. Istanbul, Turkey. Photo: Courtesy of Pinar Gediközer.
- Page 35** A mother carrying her toddler up a steep series of steps in Lima, Peru. Photo: Courtesy of Asociación Proyecto Alto Perú.
- Page 36** Cecilia Vaca Jones, Executive Director of the Bernard van Leer Foundation, and J. Leonardo Yáñez, Senior Representative Latin America, on a site visit in Boa Vista, Brazil. Photo: Courtesy of Claudvania Silva Ferreira.
- Page 38** A child draws with chalk as part of an outdoor play initiative by Casa de la Infancia, Colombia. Photo: Courtesy of Casa de la Infancia.
- Page 39** Street view of clean, playful, and child-friendly community space in Udaipur, India. Photo: Courtesy of ICLEI South Asia.
- Page 44** Two children draw on a caregiver's face at a daycare centre in Turkey. Photo: Courtesy of Cihan Özdamar.
- Page 46** Launch of the Clean Air Fund at the United Nations Climate Change Summit, New York, USA. Photo: Courtesy of the Clean Air Fund.
- Page 47** Participants of the Caregiving Mind expert convening, Geneva, Switzerland. Photo: Courtesy of Patrin Watanatada.
- Page 48** Workshop focused on the state of young children in the refugee crisis, Amman, Jordan. Photo: Courtesy of the Dart Center, Columbia School of Journalism.
- Page 49** Group photo at the Urban95 Festival, Rotterdam, Netherlands. Photo: Lege Fles/Bernard van Leer Foundation.

- Page 54** Toddlers drawing with chalk at a daycare centre in Pune, India. Photo: Jon Spaul/ Bernard van Leer Foundation.
- Page 56** A toddler walking with his mother in the city of Pune, India. Photo: Wild Combination/ Bernard van Leer Foundation.
- Page 65** A father and son at their home in Mumbai, India. Photo: Courtesy of Dhiraj Singh.
- Page 66** Two young children walking across the road with their caregiver in their hometown of Recife, Brazil. Photo: Wild Combination/ Bernard van Leer Foundation.
- Page 94** A young child explores the streets of Recife, Brazil with her caregiver. Photo: Wild Combination/ Bernard van Leer Foundation.



Bernard
van Leer
FOUNDATION

A good start
for all children