



Annual Report 2020

A good start for all children



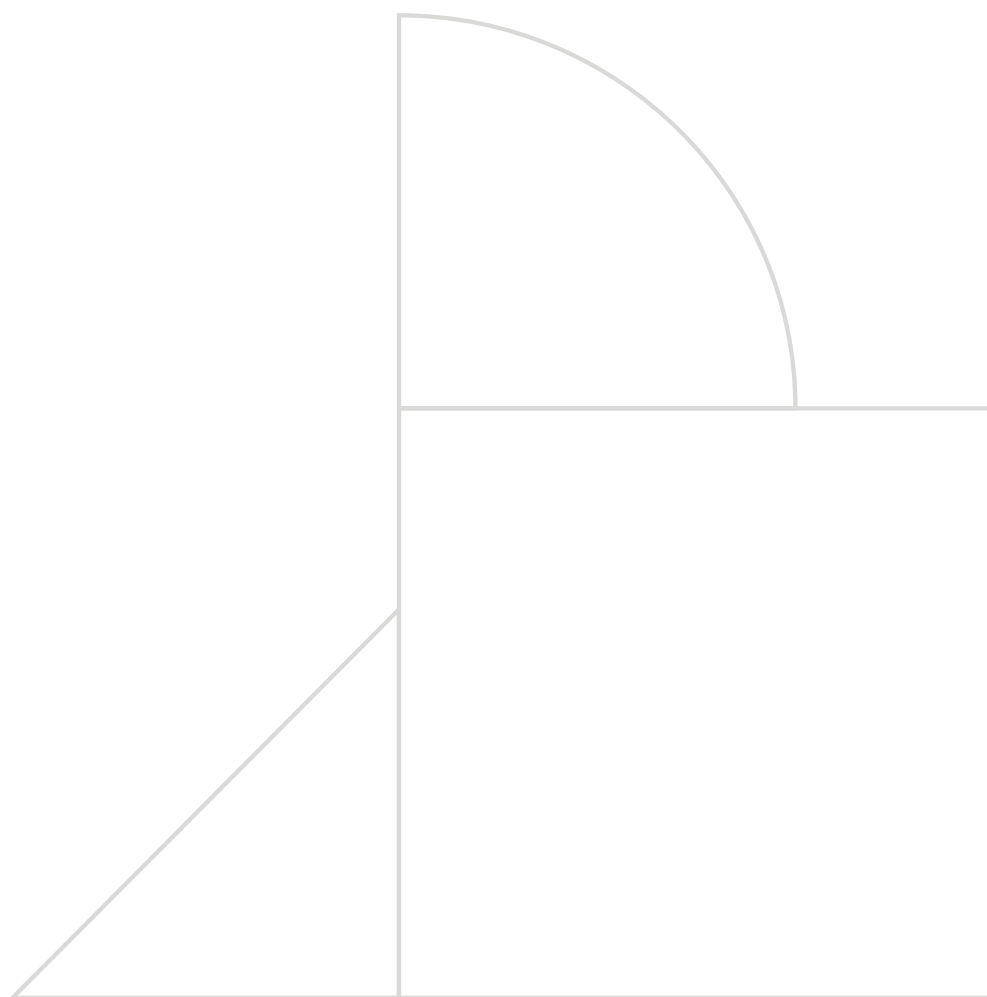
"All children should be able to achieve the greatest possible realisation of their innate, intellectual potential."

– Oscar van Leer

Annual Report 2020

Bernard van Leer Foundation

March 2021



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**Foreword by the Chair of
the Board of Trustees and
the Chief Executive Officer
of the Van Leer Group**

Bridging divides: a path to recovery with children and families at the centre

In 2020, we saw our mission, strategy and operations through the prism of Covid-19. This prism helped us to see and celebrate human resilience and innovation.

The Board decided early in the crisis not to change strategy, but to strengthen existing areas of work and approve grants that could help advance our mission in spite of this new reality. There are many examples in this report, from pivoting to virtual parent coaching in Jordan and Israel to efforts to create healthier, safer neighbourhoods across expanding networks of cities in India and Brazil.

The Board also devoted much of its attention to our operations, which included having all four of the annual Board meetings in a virtual setting for the first time. This was a particular challenge in a year where we had a change in Board Chair and welcomed a new cohort of Trustees. Despite this, the Board and the team found new ways to come together and while we experienced some delays in implementation, progress was very strong.

While we take energy from all that was achieved in 2020, we are concerned about what will come next. Just as the Covid prism helped us see hope, it also provided a very clear picture of existing inequalities. Today, it is easy to see the disparities in the race to deploy vaccines. What may be harder to see is how these disparities are also widening gaps in other areas such as access to maternal and child health, nutrition, and countries' ability to reopen schools or use technology to support parents and children to continue learning at home.

The path to recovery could be a path that helps close these gaps. It could be an opportunity to bridge divides and to work together across countries, as well as across ideological and political differences. If we want this kind of recovery, we believe the best way to start is to look at challenges in front of us through the eyes of children and families. This kind of perspective can help remind us of what we have in common rather than what divides us, and keep us focused on making practical change for those that need it the most.

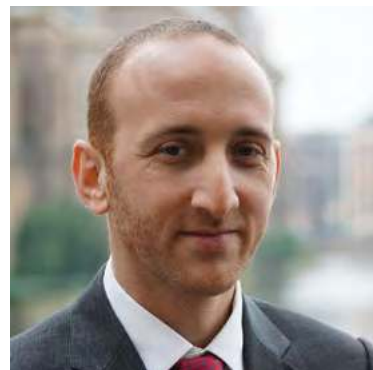
We are deeply grateful for the hard work of the team and partners of the Bernard van Leer Foundation. They exemplify the potential to bridge divides that emerges when we put children and families at the centre of the conversation about the society we want. We hope this is the kind of conversation that gets louder in the coming year.

Finally, we would like to thank our colleagues Jacqueline Tammenoms Bakker and Robert Swaak, who stepped down from the Board at the end of their terms, and to welcome Ngaire Woods, Fay Twersky and Ory Okolloh, who joined the Board in June of last year.

The Hague, 25 March 2021



Nanno Kleiterp
Chair, Board of Trustees



Michael Feigelson
Chief Executive Officer,
Van Leer Group

"Just as the Covid prism helped us see hope, it also provided a very clear picture of existing inequalities."



Message from the Executive Director of the Bernard van Leer Foundation

Our updated strategy: towards a truly global impact

In 2020 the pandemic laid bare the serious inequalities within and between countries across the world, showing us the importance of investing in structural changes to make the world more just and resilient. The last year has reaffirmed our commitment to bring people together to deliver more powerful joint actions toward the wellbeing of babies, toddlers and their caregivers.

Our updated strategy, covering 2020 to 2023, sets out how we will use the relationships we have built and lessons we have learned to chart a scaling trajectory that allows for truly global impact across our areas of focus: Parents+, Urban95 and Early Years Thought Leadership. This report highlights important stories from our work in 2020 that we hope will inspire others to take action.

For example, our work in the Netherlands (page 38) illustrates how collective action by stakeholders can inform policy change and help to improve legislation on parental leave and childcare. Supporting advocacy coalitions has allowed us to promote a “surround sound” of strategic messages to make babies, parents and caregiving more salient.

Our Nurturing Neighbourhoods Challenge in India (page 51) and our Urban95 Network in Brazil (page 52) are concrete examples of operating systematically with diverse cities to capture good practices and make them available to others. Through our work in all Urban95 cities around the world, we realise that there is an urgent need to rethink and transform cities to become more resilient, inclusive and sustainable. More than a billion children live in cities, which poses challenges to their wellbeing from lack of nature and safe spaces to play to air pollution and social isolation.

It is important to find opportunities to identify shared values with stakeholders from the private sector and help them understand how babies and toddlers intersect with their agendas. Israel's Magic Moments campaign (page 40) is an excellent example.

Through 2020 our team responded to the pandemic (page 25) by supporting work to limit the impact on babies and toddlers. The worst of the impact is yet to come, and we now need to focus on enabling our partners to face the challenges of the future. We will continue to learn and share evidence and lessons that can translate into lasting, structural change for young children and their families.

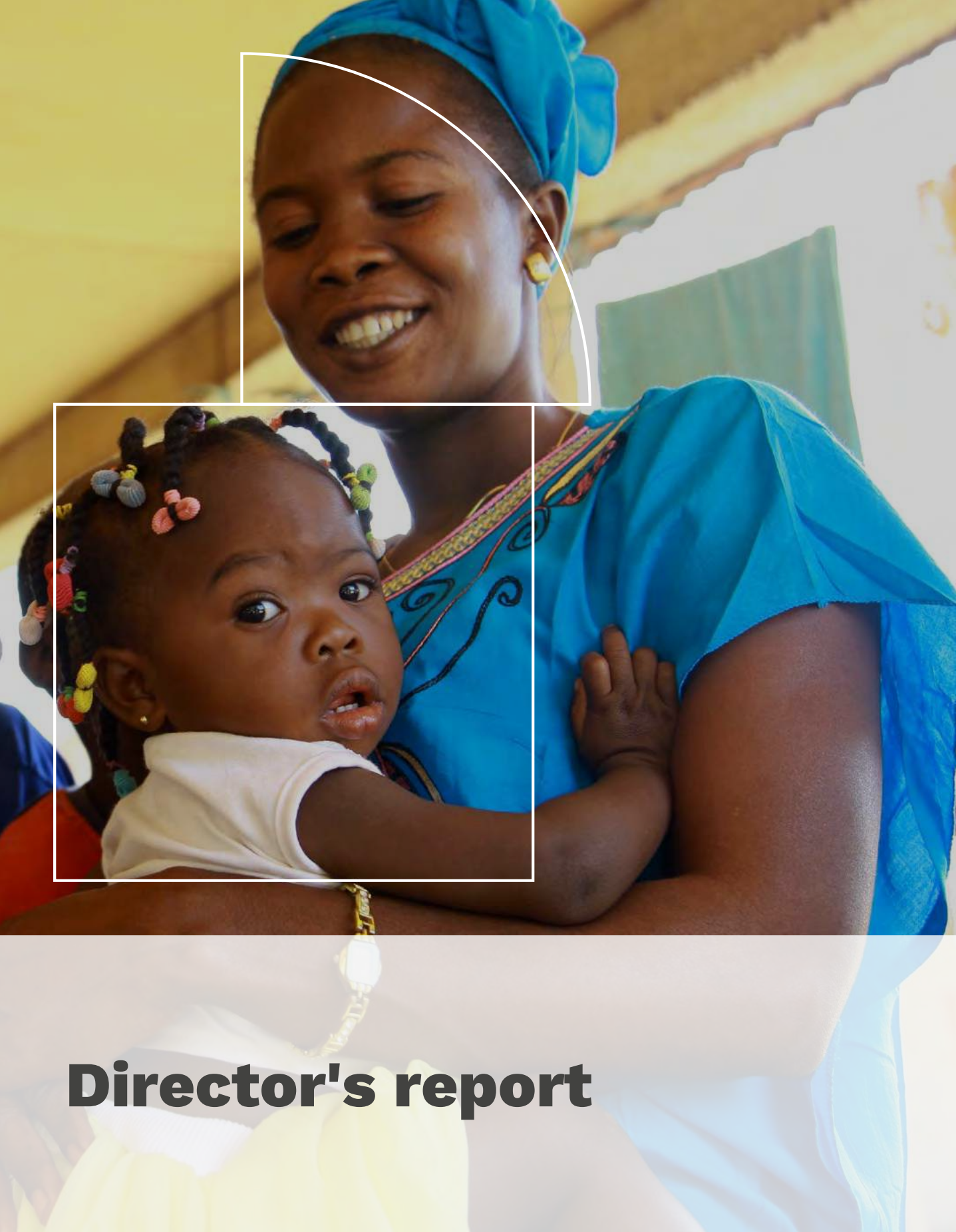
The commitment and dedication of our team and partners are the driving forces of our work. We are grateful to have such a strong network of allies to ensure continuous action to promote access to all opportunities that help young children thrive.

The Hague, 25 March 2021



Cecilia Vaca Jones
Executive Director,
Bernard van Leer Foundation

"We will continue to learn and share evidence and lessons that can translate into lasting, structural change for young children and their families."



Director's report

A good start for all children

The Bernard van Leer Foundation's mission is to improve opportunities for young children and the people who care for them – especially for those 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 USA, 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: you can read more [here](#) and [here](#). 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- to 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 (2020–2023): investing to scale

Last year marked the end of the 2016–2020 strategic plan described in previous editions of the Annual Report. In 2020 we refined our focus for the coming period. Between now and 2023 we will continue to invest in scalable programmes and policies:

- **Parents+** – combining caregiving training for parents with at least one service that meets families' basic needs. This can be an efficient way to achieve scale and improve the effectiveness of both the coaching activities and the underlying service with which the coaching is combined.
- **Urban95** – bringing a focus on babies, toddlers and caregivers into the cross-sectoral planning, design and management of cities to improve access to quality services, sustainable mobility, and good public space.

Cutting across and going beyond these areas, we have redefined our third focus area:

- **Early Years Thought Leadership** – offering knowledge and support to individuals working to serve babies, toddlers and their caregivers, by sharing research, promoting inspirational ideas on how to scale-up initiatives, and bringing people together to build a network of leaders and champions.

In all these areas of work we provide funding and support for a diverse range of partners to implement promising solutions in practice. We aim for system-level change, strengthening the leadership, skills, capacity and will needed to mobilise action at scale. We believe in universal policies and programmes that cater to all young children, while also going the extra mile to ensure that the most disadvantaged get the support they need.

We are continuing to work in four of the countries we have prioritised over the last five years – Brazil, India, Israel and the Netherlands – while phasing out Peru and Turkey, adding Jordan as a core country, and continuing our learning partnership with Côte d'Ivoire. We are also expanding our work outside our portfolio countries through learning partners and investing in refugee response. By learning and sharing knowledge across borders to replicate and scale-up the best early childhood programmes, we can truly grow the impact of our work and reach many more children globally.

Our fundamental aim remains the same: a good start for all babies and toddlers, putting them on the path to realising their full potential and, collectively, setting the foundation for a healthy, creative and peaceful society.

On the following pages, after a geographic overview of our work, we report on progress against our 2020–2023 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 and learning partnerships that span multiple countries, in some cases extending beyond our core 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.



Parents+



Urban95



**Early Years Thought
Leadership**



Brazil



Ecuador



Peru



● Core countries

● Learning partnerships

Refugee response

P+ E|Y

Global

P+ U95 E|Y

Netherlands

P+ E|Y

Jordan

P+ U95 E|Y

Turkey

P+ U95 E|Y

India

P+ U95 E|Y

Israel

P+ U95 E|Y

Côte d'Ivoire

P+ E|Y

Ethiopia

P+ E|Y





Progress in 2020

Key moments in 2020



FEBRUARY India

With over 37 million children under age 5 in India, the [Nurturing Neighbourhoods Challenge](#) was launched to support Indian cities to adopt an early childhood lens in designing neighbourhood-level improvements to promote child and caregiver health and wellbeing.



37 million
children under
age 5 in India



APRIL Netherlands

The Ministry of Health announced that 275 of 355 municipalities received financial support to form a cross-sectoral local coalition to improve reach and quality of early years services.



275
of 355 municipalities
received financial support



JULY Brazil

11 new cities joined Recife, Boa Vista and São Paulo in the Urban95 Brazil Network (now 14 cities) in partnership with [Instituto Cidades Sustentáveis](#).



11
new
cities
joined



JUNE MHPSS

We consolidated our approach on Mental Health and Psychosocial Support (MHPSS), which will influence our strategic investments across our focus countries and global learning partnerships with EUR 500,000 set aside for 2021.



EUR 500,000
set aside for 2021



AUGUST Refugee response

Driven by the shared aspiration of 20+ organisations, the [Moving Minds Alliance](#) joint advocacy strategy aims to drive coordinated action aimed at mobilising support for the youngest children and their caregivers in crisis contexts.



20+
organisations



AUGUST Côte d'Ivoire

We approved the scaling-up of three parenting education models, through the collaboration of [Transforming Education in Cocoa Communities \(TRECC\)](#) programme implementers, cocoa companies and the government.



3
parenting
education
models



SEPTEMBER Peru

With our support, Lima launched [Lima Te Cuida](#) as part of their Covid-19 response strategy. The digital data platform has helped the city to prioritise service provision and care for over 3 million vulnerable residents affected by the pandemic.



3 million
vulnerable families supported



AUGUST Turkey

Istanbul's Mayor pledged that in the future "all of Istanbul's children have equal opportunities" through a home visiting programme for 1,300 families every year, improving existing public green spaces, building playgrounds, and establishing a strategic Plan for Play document.



1,300
families



OCTOBER Ethiopia

A new learning partnership with the city of Addis Ababa and [Big Win Philanthropy](#) will support the city in its efforts to prioritise early education as well as family-friendly urban planning.



NOVEMBER Early Childhood Matters

We celebrated the digital launch of [Early Childhood Matters](#) with 328 participants. As one of the Foundation's flagship publications, *ECM* reaches over 5,000 global policymakers, practitioners, researchers and funders.

Funders

Global policymakers



Researchers

Practitioners



DECEMBER Urban95 Convening

We gathered online with over 100 Urban95 stakeholders in 30 cities for the 2020 Convening, which focused on urban inequalities and its impact on young children through the lens of data.



100+
participants



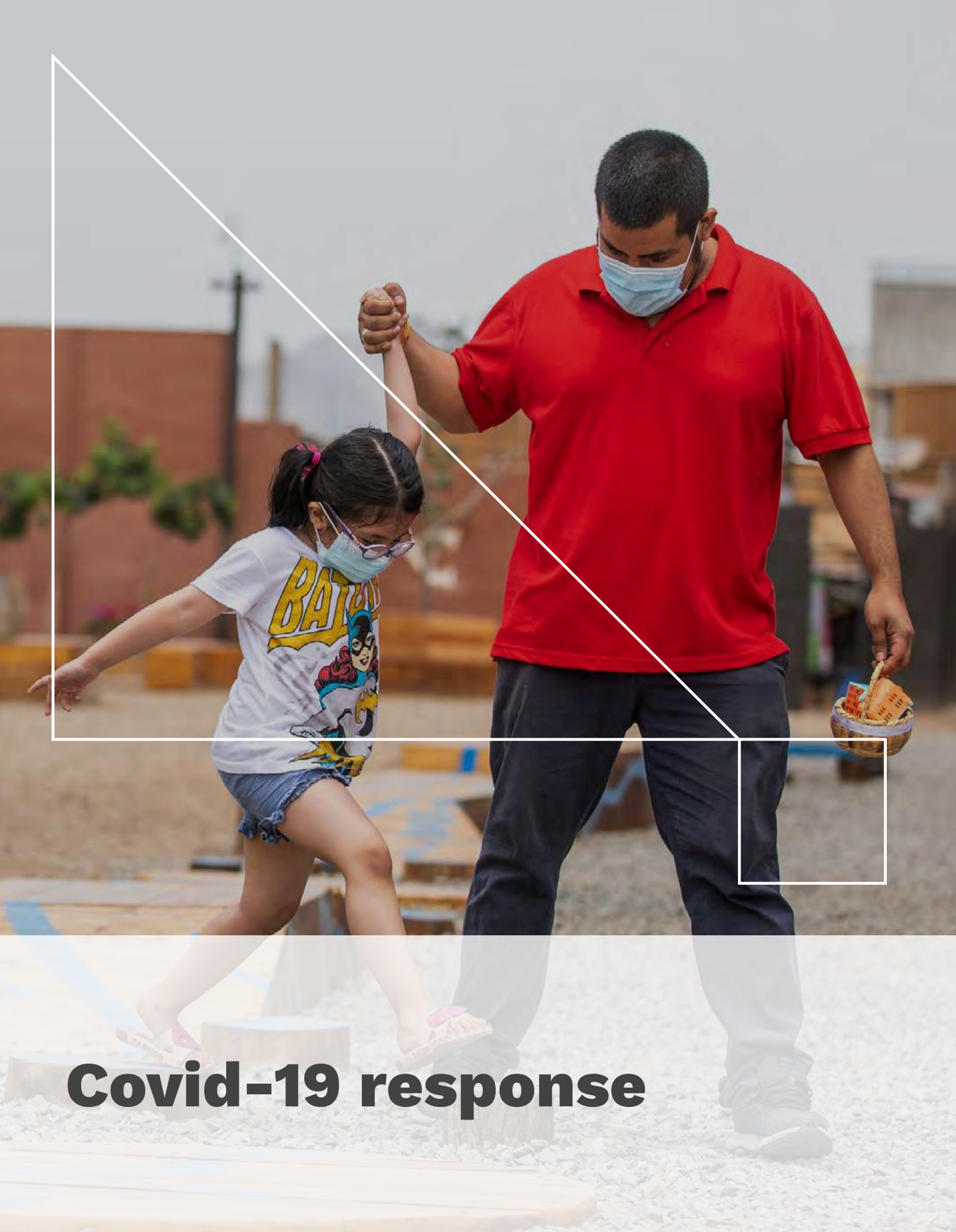
DECEMBER Israel

The Ministry of Health's [Tipat Chalav](#) training engaged 35 "nurse champions" and 30 supervisors and coordinators in co-creating new online tools to coach parents to support their children's development and their own wellbeing.



35
"nurse
champions"

30
supervisors
and
coordinators



Covid-19 response

The health and wellbeing of babies and toddlers were severely impacted in 2020 by measures taken to control the spread of Covid-19. Lockdowns put caregivers under stress from loss of income and social isolation, increased the prevalence of domestic violence, and deprived children of outdoor play and interaction with others. Services, from vaccinations to home visiting, have been interrupted.

As a result, many young children around the world did not get the healthcare, nutrition, play and love they need to thrive. Children living in poverty, without documentation, or with special needs or health conditions have been especially affected.

Throughout the pandemic, we supported our partners to respond quickly and flexibly to changing circumstances by providing knowledge and resources. This did not involve a change in our strategy, but built on existing work to adapt to emerging needs. The stories in the pages that follow are a snapshot of our partners' dedicated work over the past year to minimise the disruption of critical services for young children and their caregivers.

Looking forwards, there is a risk that governments facing the need to repair public finances may consider early years services as targets for spending cuts. However, the lockdowns also strengthened arguments to invest more in the early years. Many people have gained a new appreciation of how important childcare is to a functioning society and economy.

Instructions to stay local and avoid indoor gatherings saw an unprecedented rise in the number of people spending time in neighbourhood parks and other open spaces. Urban residents around the world have developed a new appreciation of the importance of bringing nature into cities through green and blue infrastructure, as well as discovering what cities are like with cleaner air and fewer cars. And responses to Covid-19 show how communities step up to support and care for each other, how rapidly behaviours can change, and how nimbly governments can experiment and adapt when they are convinced of the need.

The investments and highlighted stories in this section share how we met the unexpected needs of our partners and stakeholders due to the pandemic. In addition to these, all of our initiatives and investments throughout 2020 have been adapted to support Covid-19 response and recovery.

"Responses to Covid-19 show how communities step up to support and care for each other."

Support for partners in India to respond to Covid-19

As our partners in India in government and civil society pivoted quickly to respond to the unprecedented challenges of the pandemic, we also adapted by approving grants to provide emergency support.

Our work with [Aide et Action](#) in India supports the young children of migrant workers, who were especially hard hit by the lockdown. Often unable either to work or to travel back to their home villages, many families struggled to afford food. Support included emergency food supplies for children who had migrated with their families and children of migrant workers left behind in villages, along with health services for children and expectant mothers, engaging with workplace owners to ensure wages continued to be paid, and facilitating village committees to address stigma around Covid-19 when the migrant workers were able to return.

Another grant enabled the Confederation of Indian Industries (CII) to support our partner city Pune in purchasing essential supplies for healthcare workers at the city's largest maternity hospital, and supporting pregnant women and mothers with newborns who were in the hospital during the pandemic. Through the Bernard van Leer Foundation, CII also supported partner city Udaipur in distributing essential food supplies across all the city's wards to nearly 3,500 of the most vulnerable and migrant families, who were not linked to any government support programme.

Finally, we supported the Aga Khan Foundation to adapt their parent support programme to the new situation, disseminating a series of messages to offer guidance on supporting young children during shutdowns of services and ensuring regular check-ins with parents through WhatsApp messages, voice calls and home visits.

"Support included emergency food supplies for children who had migrated with their families and children of migrant workers left behind in villages."



Ministry of Health partnership on target for scaling up across Israel

In [last year's Annual Report](#), we introduced our partnership with Israel's Ministry of Health to train an initial cadre of nurses who work at Tipat Chalav – parent and child health centres – in the Family Partnership Model, building their capacity to coach parents to support their children's development and their own wellbeing. After impressive progress in 2020, the Ministry will begin in 2021 to roll out the training across all the centres in Israel.

The Tipat Chalav platform reaches 97% of Israel's parents, so this programme has the potential to transform how parents support the development of almost all of the country's children.

Despite the extremely challenging circumstances of the pandemic, the Ministry [continued to invest](#) an impressive amount of time and human resources in the programme. Over the past year the programme trained and engaged 35 “nurse champions” and 30 supervisors and coordinators in co-creating new tools and services that will now be rolled out nationally.

These include enhanced parent support in routine visits, online services for parents, and eight “lab products” – two practical tools in support of each of four priority areas: parent wellbeing, influencing parent behaviour to encourage storytelling and literacy, play, and emotional regulation.

Evaluation showed that 93% of trainees found the training effective, and 76% believed that they would now have a bigger impact on the families they work with. One nurse explains something she does differently after the training:

“Now I can find myself asking mothers: what have you been doing for yourself this week? Although you came here for your child, I would like to ask you: how are you feeling today?”

The programme is a partnership with the Yad Hanadiv Foundation as well as the Ministry. In 2021, the scaling plan will be implemented by our partners Lotem Strategies Group and Goshen Community Child Health & Well Being, an NGO specialising in parenting and child development. In a teacher training approach, the nurse champions and supervisors trained in 2020 will ultimately reach all the nurses in the service. The tools the programme has developed will be rolled out as part of a new Ministry standard to support parents, including through clinics, online and a new home-visiting service.

Meanwhile, the physical design of Tipat Chalav centres will also be considered in 2021 through [Between the Drops](#), an international design competition for young architects. In collaboration with the Ministry of Health and the Department of Architecture at Bezalel Academy of Arts and Design, entrants will be challenged to reimagine the centres in ways that enrich interactions between caregivers and their babies and toddlers and create a welcoming focal point for the community.



The programme trained...

35

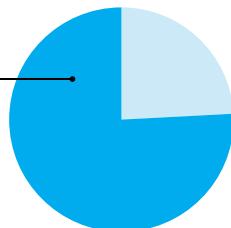
nurse champions and

30

supervisors and coordinators

76%

of those trained believed they would now have a bigger impact



Support for refugee families adapts and thrives in lockdown

Our partnership with Civic to improve conditions for infants, toddlers and caregivers in Azraq refugee camp and informal settlements is based on seeing refugees as “active citizens” rather than beneficiaries.

The Covid-19 lockdown dramatically showed how important it is for refugee support services to be owned by communities: with humanitarian workers banned from entering the camps, residents with whom Civic had started working prior to the lockdown assumed full responsibility for activities. In many cases they not only continued but expanded and improved.

With schools, playgrounds and the usual early years services forced to close, we relied on remotely facilitating peer-to-peer support among caregivers. Through a new “Parenting Lab” initiative, Civic’s team gave virtual support to small groups of caregivers who came together to design and build projects such as outdoor seating and small, localised spaces for young children. Remotely mentored entrepreneurs made products such as baby carriers created in fabric.



100,000

People reached
with virtual campaign

The team distributed activity kits for children and packages for caregivers, including toys, masks, soap and vegetable seeds. Within days of lockdown, the team produced digital content such as the “14-day video challenge” – a virtual campaign challenging caregivers to create and share videos of themselves pursuing different singing, exercise, learning and play activities with their children. The challenge scaled rapidly as people shared their videos with friends, ultimately reaching over 100,000 people.

“My children and I enjoyed being part of the challenges,” says Safaa, a mother of five in Azraq camp. “They now play more with me and each other, and they stopped hitting each other when they are bored now they learned to play together.” Luma, mother of a baby in the camp, stated: “It was very nice that I made new friends inside the camp who shared my struggles during these stressful times.”

"The team distributed activity kits for children and packages for caregivers, including toys, masks, soap and vegetable seeds."

Mitigating the impact of Covid-19 on women's and children's health services

As governments focused attention on the Covid-19 response, multiple reports quickly indicated that resources were being diverted from health services for women and children. But how serious and widespread was this problem, and how could it be mitigated?



We [funded](#) the Universities of Tulane (USA) and Santiago (Chile) to carry out real-time quantitative and qualitative research in 25 Latin American and Caribbean countries.

In all the countries, the researchers found, the stress of the pandemic weakened health systems and services in ways that will have lasting effects on health outcomes for young children – from cutbacks in antenatal care to interruptions in routine immunisation programmes and services that support new parents and prevent domestic violence.

The extent of the damage will depend on how these countries respond. The researchers' interviews and online surveys identified innovative ways of adapting services that could be more widely adopted. The

researchers are currently developing concrete recommendations for the short and medium term. During 2021 we will focus on disseminating the results, in partnership with Every Woman Every Child, including through an online course for frontline workers. To stay updated, visit islaccovid.org.

"The researchers' interviews and online surveys identified innovative ways of adapting services that could be more widely adopted."

Covid-19 spurs action to integrate data in Lima

When the city of Lima faced the need to deliver emergency food and medicines to vulnerable households during lockdown, it encountered a problem common to many cities: Lima's data is scattered across multiple departments and agencies, which typically spend little time coordinating.

As the Urban95 programme already worked with different parts of the city government, the Urban95 coordinator was tasked with leading the city's response, Lima Te Cuida (Lima Takes Care of You).

Rapid work to consolidate existing databases allowed for the [mapping](#) of needs and vulnerabilities to Covid-19 at neighbourhood level. Initially the focus was on identifying elderly people and others at heightened risk from the pandemic, but as the impacts of lockdown policies became clear in areas such as domestic violence and access to health services, Lima Te Cuida also moved to identify and support families with young children.

Lima Te Cuida took advantage of any opportunity to verify and augment its existing data. Given the difficulties of going door to door during lockdown, it instead engaged community leaders to identify (for example) households with pregnant women. When residents interacted with services such as vaccinations, the field team sought to update data about the household.

The programme has made clear the value of a culture of integrated data management, intersectoral leadership, and coordination among municipal departments in efficiently and effectively fighting poverty and promoting social cohesion in the city's most vulnerable areas. It now needs to be consolidated – by standardising protocols for training and tools for data gathering and analysis – to further support the Urban95 programme's work to make Lima a better place for its infants, toddlers and caregivers.

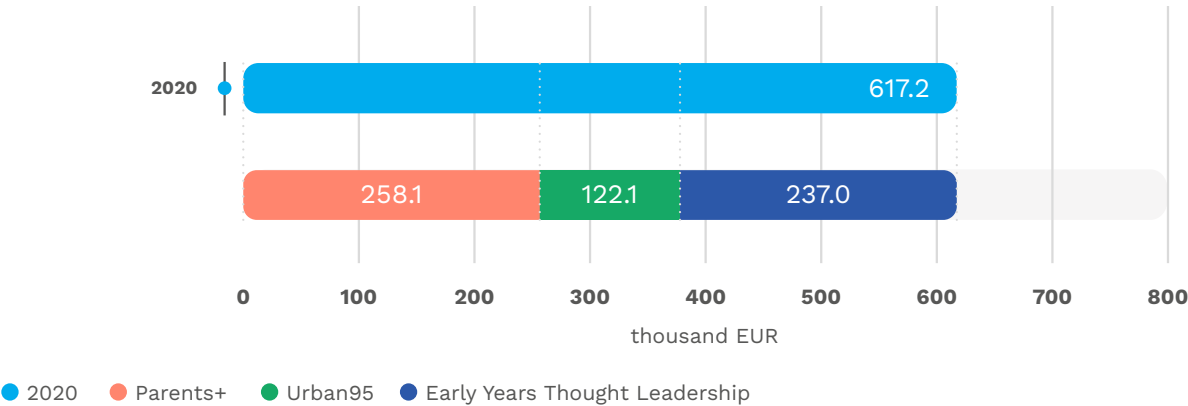


"When residents interacted with services such as vaccinations, the field team sought to update data about the household."

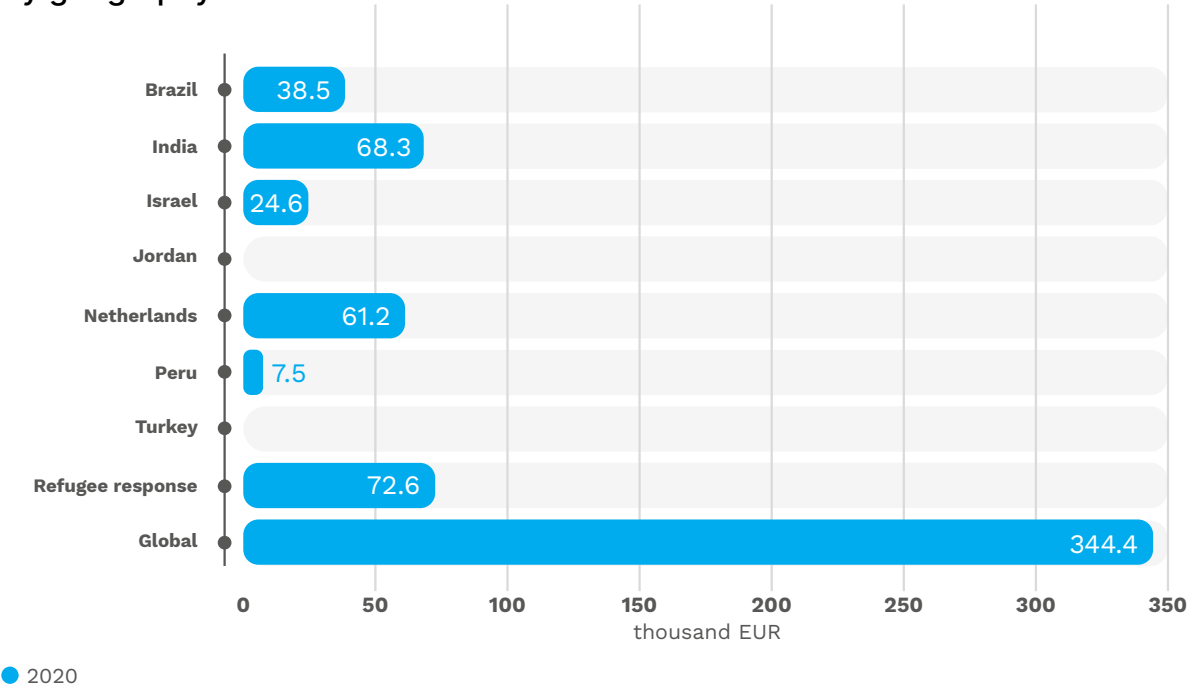


Covid-19 response: summary of investments (2020)

By year



By geography



Covid-19 response: new investments approved in 2020

Parents+

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
Usina de Imaginação – Shine a Light	5,600	Develop communication material for the São Gabriel indigenous community on preventing the spread of Covid-19
Ponte a Ponte, Empreendedorismo Social Ltda ME	32,913	Develop innovative strategies to support caregivers as Covid-19 related shutdowns prevented home visits
India		
Dalberg Development Advisors Private Ltd	68,295	Conduct surveys during and after Covid-19 to find evidence on how the crisis impacted babies, toddlers and caregivers
Netherlands		
Stichting Dr Hilda Verwey-Jonker Instituut	29,046	Provide an overview of the weaknesses and strengths of systems in the Netherlands in response to the Covid-19 crisis
Peru		
Edel Consultores	7,477	Call for ideas for innovative technology-based solutions to promote early childhood development post Covid-19
Refugee response		
Queen Rania Foundation for Education and Development	72,642	Provide an improved virtual parenting programme in response to the Covid-19 pandemic using Facebook and WhatsApp

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
United for Global Mental Health	39,895	Conduct a study on the mental health of the youngest children and their caregivers during and post Covid-19 to inform policy advocacy
Multiple resource people	2,182	Draw attention to the needs of Venezuelan families displaced by the economic and health crisis caused by the Covid-19 pandemic

Urban95

Israel		
Tel Aviv Yafo Foundation	24,636	Provide emergency support for asylum-seeker and refugee families in Israel in response to Covid-19

Global		
Gehl Architects	92,500	Gather data on how families with young children use public spaces to inform a pandemic response and recovery plan
Fundación Casa de la Infancia	4,960	Expand data collection from behavioural economics research in Bogotá to adapt to Covid-19 restrictions

Early Years Thought Leadership

Netherlands		
Erasmus MC- Sophia Children's Hospital, Generation R Study Group	32,200	Increase awareness about the impact of Covid-19 and the policy response on pregnant women and young children

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
International Step by Step Association (ISSA)	19,709	Protecting, supporting and strengthening the early childhood workforce during and after the Covid-19 crisis
Tulane University	132,527	Research the impact of the Covid-19 pandemic on young children in 25 Latin American and Caribbean countries
Universidad de Santiago de Chile	52,600	Monitor how the Covid-19 response evolves during 2021 and disseminate knowledge on its impact on young children
Total Covid-19 response		617,182



Parents+

Combining coaching for parents and other caregivers 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 wellbeing. 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' wellbeing is an essential part of babies' and toddlers' healthy development.

Parents+ combines caregiving training with at least one service that meets families' basic needs. This joint provision could occur within government-led services, or in conjunction with our civil society partners. We advocate for this approach because we believe the bundling of services is an effective way to reach parents and 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.

Parents+

"Caregiver wellbeing is an essential part of babies' and toddlers' healthy development."

Netherlands' expansion of paternity leave sets stage for childcare reform

The Netherlands implemented a new law on 1 July 2020 enabling fathers or partners to spend more time with their newborns by expanding paid paternity/partner leave from five days to six weeks. The Bernard van Leer Foundation supported this policy change, along with partners Rutgers Foundation and Women Inc. The [lessons learned](#) from this achievement are now informing work towards policy change on childcare.

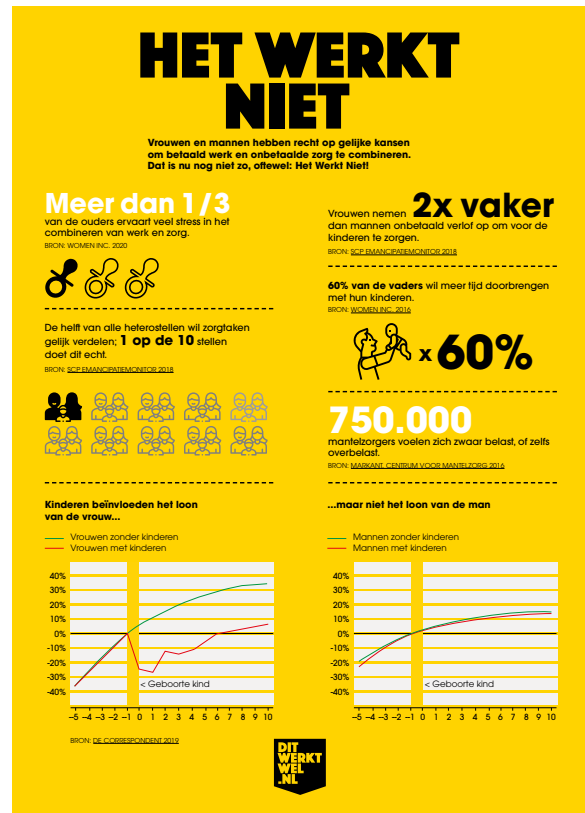
During 2020, Covid-19 closures of schools and childcare providers made very visible how vital childcare is for children's development, caregivers' mental health, and economic productivity. Public and political demand for reform of the childcare system increased further when a scandal over false accusations of benefits fraud led to the resignation of the Dutch government.

Ahead of elections in March 2021, all political parties addressed the issue of childcare in varying ways. A December 2020 report by the Ministries of Education and Social Affairs set out four possible paths forward, including highly subsidised childcare for working parents, several days per week of free childcare for all parents, and better integration of childcare with schools.

Our partner Women Inc. [makes the case](#) that public investments in childcare can pay for themselves, in part by increasing economic productivity: an [opinion poll](#) showed that parents across the income range in the Netherlands would work more if childcare were free for two or three days a week and affordable for the remaining days.

In the longer term, universal access would create a more equal society as high-quality childcare has added benefits for children who are growing up in more vulnerable situations: having experienced childcare, children from families with lower socioeconomic status are less likely to start primary school with delays in development, and less likely to have to repeat a year of schooling.

We will continue in 2021 to support our partners to push for more generous paternity/partner leave – the new policy still pays only 70% of income in the additional five weeks – and create momentum for childcare reform. There is potential for a triple win: improving labour market participation and caregiver mental health, while avoiding segregation of children from an early age.



"We will continue in 2021 to support our partners to push for more generous paternity/partner leave and create momentum for childcare reform."

Odisha government institutionalises mother tongue-based early learning

The government of the Indian state of Odisha is institutionalising and scaling-up the Mother Tongue-Based Multilingual Education and Parents+ (MTELP+) programme. A [final evaluation](#) of the programme – a four-year partnership between the state's Department of Women & Child Development, Mission Shakti and the Bernard van Leer Foundation – found highly positive results.

The literacy rate in Odisha's tribal communities has long been significantly lower than for the state as a whole. Tribal children grow up speaking a tribal language at home, but when they start primary school they are expected to learn in the state language, Odia. Struggling to comprehend what their teacher is saying, many fall behind and drop out.

The idea of mother tongue-based early learning is that children start to learn in their first language at *anganwadis*, government-run childcare centres. Once familiar with a classroom setting, they are gradually introduced to the state language. Research shows that mother tongue-based early learning leads to better outcomes when children embark on their school career.

MTELP+ chose ten languages to prioritise among the 72 spoken by the state's tribes. The programme developed curricula and sourced educational content, such as stories and lullabies, to create teaching and learning materials. It then trained workers at 7,202 *anganwadis* – reaching 180,000 children across 12 of the state's 30 tribal districts – along with 1,200 supervisors, more than 200 master trainers, and child development officers from all 30 districts.

The evaluation found significant improvements: for example, nearly four-fifths of the trained *anganwadi* workers reported engaging children by using songs and stories from their cultural background. Attendance was higher, learning environments were richer, children and community members were more engaged, and children



were more proficient in Odia and better able to settle into primary schooling.

The state government has now taken over the programme: it is institutionalising mother tongue-based early learning across its training courses for *anganwadi* workers and supervisors, and developing curricula in another five tribal languages. The government intends to scale-up the programme to all 72,587 *anganwadis* across the state. The evaluation made suggestions for enhancement, such as constant refresher training, training for *anganwadi* helpers, and strategies for *anganwadis* where the helper and the worker speak different languages.

Learn more about the programme in [Early Childhood Matters 2020](#), and [this video](#).



7,202
Anganwadis



12
Districts



180,000
Children

Magic Moments campaign launches in Arabic and gains private sector partners

Customers of Israel's largest milk company, Tnuva, found in August 2020 that the packaging contained suggestions and step-by-step instructions for fun activities that caregivers could do with their young children after they had finished drinking the milk – such as turning the empty carton into a plant pot, a bus, a house, a robot or a pencil holder.

Tnuva's partnership with the Magic Moments campaign resulted in the distribution of around 9 million milk cartons. Public feedback has been positive: Yael Peretz, a 37-year-old mother of three from Tel Aviv, mentioned how her 5-year-old son Rani searches in the supermarket to find cartons suggesting activities that he has not yet seen.

The Magic Moments campaign is a collaboration with Hop!, Israel's leading media group for preschoolers, aimed at turning routine daily activities into opportunities for meaningful interaction between parents and their young children. The [campaign's video materials](#) – a short-form docu-drama series, interviews with experts, and ideas for activities – have now been viewed over 7.8 million times across Hop!'s television and social media channels.

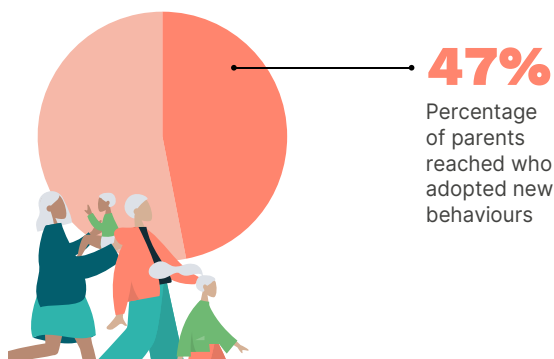
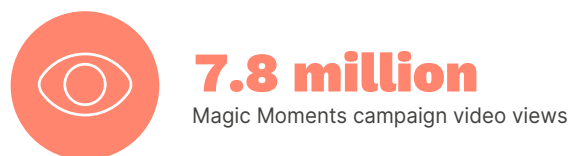
An evaluation found that that 47% of parents have adopted new behaviours as a result of the campaign – from playing imaginative games with their young children to finding ways to involve them in activities such as shopping, cooking and household chores. One parent told evaluators: “Magic Moments gave me ideas that I'd never thought of. It creates a connection to the child's world.” Among the learning insights from the evaluation was that new content needs to be developed to sustain interest over a long campaign: by the end of the 18 months, the target audience had become familiar with all the video materials. We are now investing in new content as a result.

The campaign's success has brought a wide and growing range of partners on board, from the national Ministry of Education to daycare providers and local municipalities that have installed signage in playgrounds with QR codes linking to videos that suggest activities.

In another example, the leading low-cost supermarket chain Rami Levi – with 52 stores nationwide – decided in 2020 to integrate Magic Moments into its national

campaign on healthy living, involving the distribution of booklets developed with Hop! and in-store signage suggesting ways for parents to turn shopping with their young children into a fun experience – such as signs by the freezer section prompting them to remember a time they were in freezing weather together.

The Magic Moments campaign was originally produced in Hebrew. In 2020 we [reimagined](#) it for the country's Arab population, after conducting research to understand differences in the cultural context and media habits. This resulted in new content such as involving a popular “momma blogger” in the expert videos, and partnering with a well-known comedian to produce [Facebook](#) diaries of a “confused dad”. The Arabic campaign materials have already accumulated over 500,000 extended video views across a range of social media channels.



Research leads to change in messaging about parenting in Côte d'Ivoire

The Covid-19 pandemic demonstrated more clearly than ever before the importance of human behaviours – and that just telling people what to do is rarely enough to change those behaviours. The same is true of parenting practices, as [research](#) funded by the Bernard van Leer Foundation in Côte d'Ivoire revealed in 2020.

The researchers found that virtually all parents had already heard messages from the government and NGOs about the importance of not using violent discipline – but many continued to do so. Why? Their reasons included belief that “Western” concepts are not suited to Ivorian children, fear that others in the community would lose respect for them if they did not forcefully discipline their children, and an assumption that “violence” must mean something different from their own disciplinary practices, such as hitting, slapping or spanking.

Many early years programmes assume that if parents do not practise positive caring behaviours, it is because they lack knowledge – but this research shows that simply continuing to put out the same messages would be highly unlikely to lead to change. Behavioural science tells us that the most important barriers are often not lack of knowledge but other things, such as cultural beliefs, habits, social norms, personal motivation, self-efficacy and time poverty.

We are now working with partners across our programming to take a more evidence-based approach to changing behaviours: understanding the barriers to change, testing different interventions to address those barriers, and scaling-up the most effective.

“We are taking a step back to ask, ‘How do parents make the many decisions regarding what is best for their infants and small children?’”, says Anna McCartney-Melstad of the Johns Hopkins Center for Communication Programs – one of our partners in this work, alongside Busara Center for Behavioral Economics. This can, for example, “help us understand why some programmes work to promote breastfeeding or proper nutrition and others do not”.

"The researchers found that virtually all parents had already heard messages from the government and NGOs about the importance of not using violent discipline – but many continued to do so."

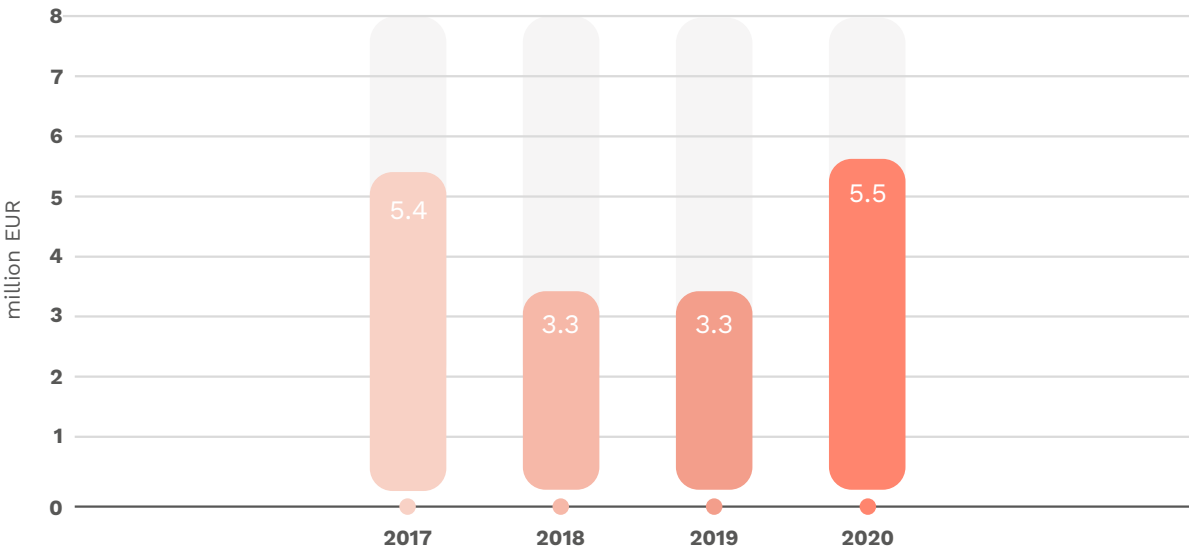
We are providing technical support to our partners in Côte d'Ivoire to test alternative interventions, such as SMS or WhatsApp reminders designed to shift social norms, revising messages so that they refer to specific practices rather than vague terms such as “violence”, and engaging with grandmothers, who are highly influential in caregiving practices.

The research has fed into support Busara has been providing to the country's National Nutrition Programme over the last two years. It is also part of our broader strategy on using behavioural science, which is changing how we define our goals and what we measure – for example, instead of aiming to build a certain number of parks or playgrounds, we would aim to increase the number of hours per week that caregivers with babies and toddlers actually spend in parks or playgrounds.

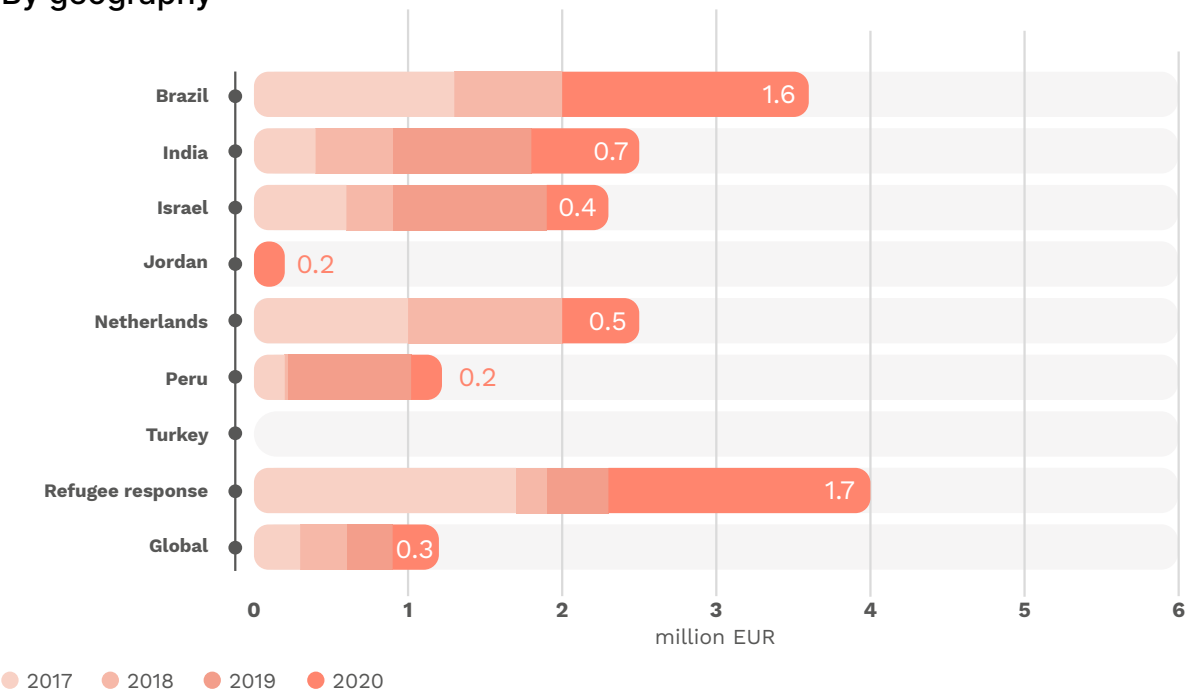
As well as in Côte d'Ivoire, we are working with partners on behavioural science-based interventions in Brazil, Colombia, Ecuador, Israel, India, Jordan, the Netherlands and Peru.

Parents+: summary of investments (2017–2020)

By year



By geography



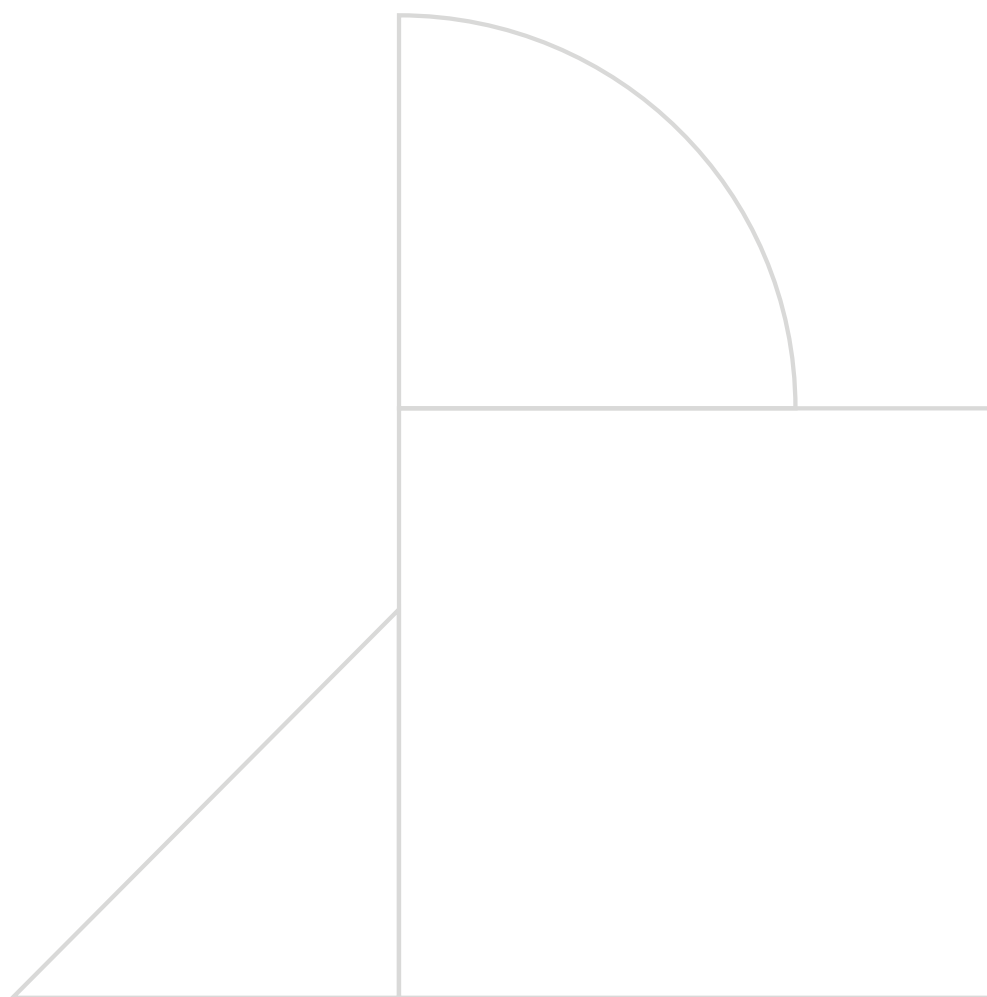
Parents+: new investments approved in 2020

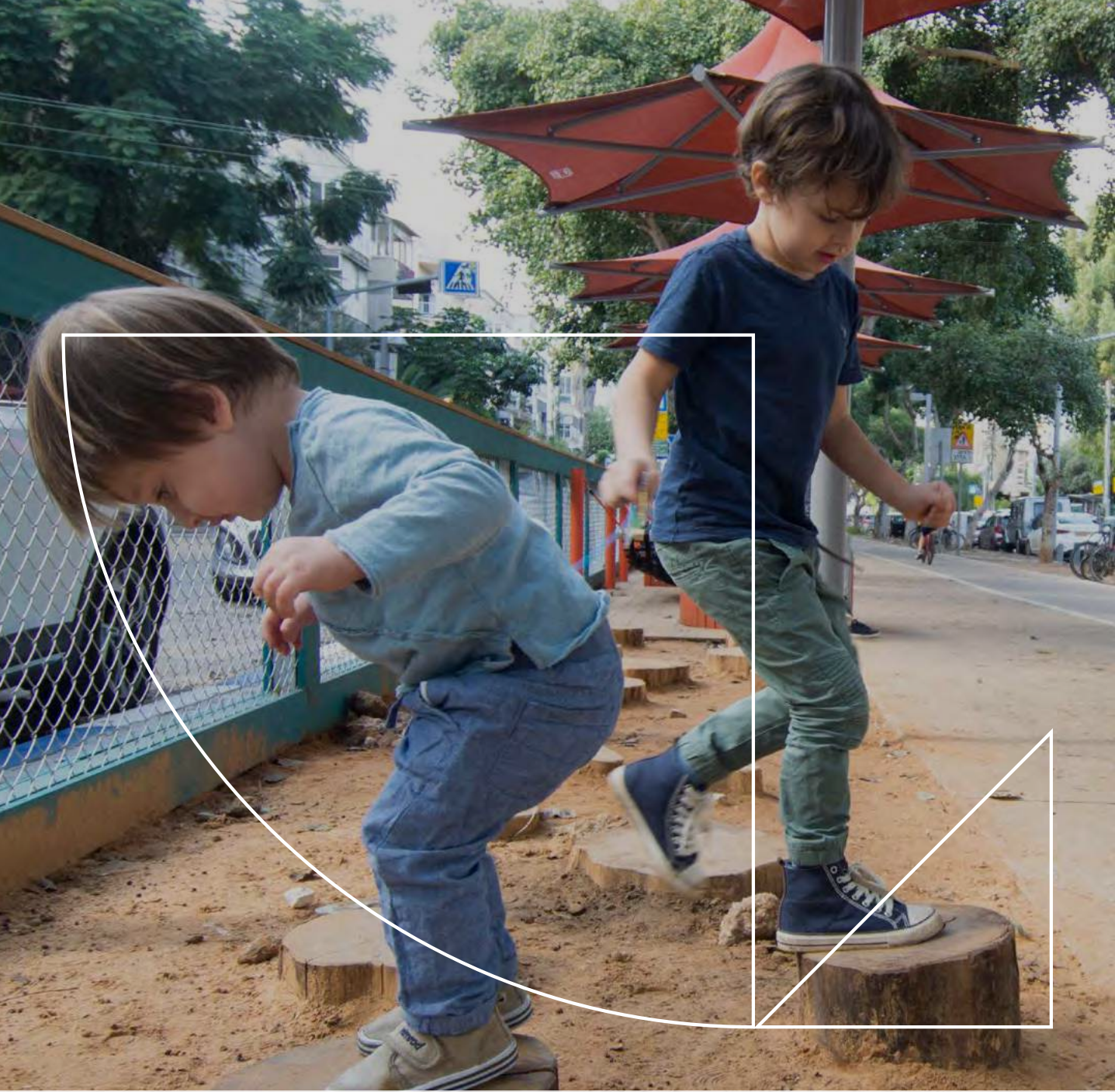
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
United Nations Development Programme: Brazil	1,178,257	Increase the quality of interactions between caregivers and children through social and behaviour change communications and training
United Way Brazil	334,814	Support collaboration among multiple stakeholders to develop an integrated policy for the early years
Nexta	32,500	Increase vaccination rates in three Brazilian cities by testing and systematising behaviour change approaches
The Governing Council of the University of Toronto	44,727	Automate and scale-up a tool for training home visitors and supervisors that was tested in the State of Piauí
Total Brazil	1,590,298	
India		
Slugline Films Private Limited	513,100	Develop campaign materials including television ads and posters on simple ways caregivers can help their children's development
		Develop a nationwide information, education and communication campaign on the early years
Charities Aid Foundation (CAF) India	139,644	Scale a model of mother tongue-based multilingual early childhood education in 7,202 <i>anganwadi</i> centres
		Develop a model of early childhood education, with centre-based and home services, for tribal children under age 6 in Odisha
		Provide expert support across all programmes and partnerships in India
Total India	652,744	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Israel		
Zofnat Institute for Organizational Consulting, Development, and Research	17,580	Conduct an impact evaluation on the programme with the Ministry of Health
The Department of Architecture, Bezalel Academy of Arts and Design	131,454	Improve indoor and outdoor spaces in well-baby clinics across Israel
Goshen – Community Child Health and Well Being	88,391	Develop a multi-year plan to strengthen the capacity of well-baby clinic nurses in working with parents
Center for Educational Technology (CET), Program Evaluation Department	177,915	Evaluate the Arabic version of the Magic Moments campaign on promoting caregiver–child interactions
Total Israel	415,340	
Jordan		
International Rescue Committee UK	75,000	Co-design and implement scaling pathways for the Ahlan Simsim programme in Jordan
World Health Organization (WHO)	116,423	Support child, adolescent and caregiver needs in alignment with Jordan's National Mental Health and Substance Use Action Plan
Total Jordan	191,423	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Netherlands		
Stichting Women Inc.	90,000	Influence the behaviour of low-income caregivers and increase demand for and uptake of parent coaching services Promote legislative change to secure universal access to childcare benefits for all families with children up to age 4
Snijboon	14,313	Gather information on how cities in the Netherlands organise learning visits to identify opportunities to incorporate the early years
Andersson Elffers Felix (AEF)	120,085	Strengthen the network of leaders in the Netherlands to secure sustainable support and funding for early years programmes
Stichting healthKIC	150,000	Develop a model of sustainable investment in preventive healthcare measures that benefit the most disadvantaged
Frisse Blikken	49,808	Support workforce behaviour change and more flexible service delivery in services to families in vulnerable situations
VluchtelingenWerk Nederland	60,005	Take a parent coaching programme for refugee families to national scale
Total Netherlands	484,211	
Peru		
Ministerio de Salud de Perú	68,850	Construct and validate a methodology for monitoring and promoting mothers' mental health
Ministerio de Desarrollo e Inclusión Social (MIDIS), Peru	60,622	Develop a methodology to measure and promote positive interactions between caregivers and their infants and toddlers
Asociación RED SUMA	62,900	Build capacity and support implementation of a results-driven budgetary programme for early childhood development
Total Peru	192,372	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Refugee response		
Inter-American Development Bank (IADB), USA	143,121	Improve digital access to high-quality educational content for young refugee and migrant children
Save the Children Netherlands	15,000	Include Save the Children's "Building Brains Common Approach" in a health and nutrition programme in Afghanistan
Brookings Institution	283,015	Scale-up home visits and centre-based early years support delivered through the Ahlan Simsim programme
Plan International Netherlands	1,040,799	Improve collaboration among stakeholders working on the early years in Jordan, and expand parent coaching using behavioural science
Ideas42	201,037	Support selected partners to design interventions using behavioural science, test their impact and scale them
Total Refugee response	1,682,972	
Global		
Pan American Health Organization (PAHO/WHO)	13,386	Design and implement a communication strategy based on behavioural economics methodologies
United for Global Mental Health	100,000	Advocate for increased political and financial support for parental mental health Conduct a study on the mental health of the youngest children and their caregivers during and post Covid-19 to inform policy advocacy
World Health Organization (WHO)	113,222	Develop and test an implementation guide on integrating mental health into existing maternal and child health services
Fundación Eugenio Mendoza	60,000	Help migrant families to integrate in Bogotá by providing early years services and support for enterprises
Total Global	286,608	
Total Parents+	5,495,968	





Urban95

Incorporating a focus on babies and toddlers into the planning, design and management of cities



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

We do this by helping city leaders, planners, architects and engineers to understand how their work can influence children's healthy 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, active play and positive 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, carry enormous social and environmental benefits, and offer a platform for investment that tends to unite political forces.

"A city that works for babies, toddlers and their caregivers is a city that works for everyone."

Online Urban95 Convening shares knowledge on data

The Urban95 Convening shifted from an in-person event to a fully digital in-house production in 2020, enabling the Urban95 Network to learn, connect and reflect in a year full of pandemic-related challenges. Focusing on harnessing data to tackle the impact of urban inequalities on vulnerable babies, toddlers and caregivers, the convening consisted of five online gatherings, each lasting 2.5 hours, spread over two weeks in November and December. Experts and leaders from existing and new Urban95 cities and technical and knowledge partners shared their experiences and connected via WhatsApp.

To deepen our knowledge on the use of data within Urban95, we developed an overview study on common challenges and opportunities, 12 city profiles and ten short case studies from cities around the world – Udaipur, Tel Aviv-Yafo, Istanbul, Addis Ababa, Tirana, Amsterdam, Boa Vista, Bogotá, Lima and Shenzhen.

During the convening we also found innovative ways to incorporate offline components, including a [podcast walking tour](#). Participants also engaged in a data experiment collecting and analysing public life and air quality data, managed in partnership with Gehl, Habitat Map and ORB Media. Speakers at the convening included renowned architect Jan Gehl (watch his contribution [here](#)); Kunal Kumar, Mission Director at India's Smart Cities Mission; Geraldo Julio, Mayor of Recife; Jorge Muñoz, Mayor of Lima; Zippi Brand Frank, Deputy Mayor of Tel Aviv; and Ory Okolloh, a Kenyan activist and Van Leer Group Board Member. Selected

[highlights](#) and a [full recording](#) of the dialogue on data are available online.

In total, about 150 people participated in the convening. Levels of engagement remained high throughout, with around 100 people active in every session.



5

Days of learning, practice and social moments



100+

Global participants



816

New network connections



Moscow, Russia

Are there any spaces to play?

Nurturing Neighbourhoods Challenge launches in India

In February 2020, India's Minister of Housing and Urban Affairs launched the three-year [Nurturing Neighbourhoods Challenge](#), a nationwide scale-up of Urban95 work in partnership with the Bernard van Leer Foundation and World Resources Institute.



The Challenge will work with cities and their partners to pilot and scale ways to improve public space, transport, neighbourhood planning, early childhood services and data management across city agencies so that infants, toddlers and their caregivers feel safe to explore, play and engage with their built and natural environment in their neighbourhoods.

Over 60 cities participated in the launch event, with presentations by India's three current Urban95 partner cities, Bhubaneswar, Pune and Udaipur. During the application phase, Urban95 cities from around the world – including Tirana (Albania), Tel Aviv (Israel), Recife and Boa Vista (Brazil) – and our current partner cities participated in webinars with city CEOs, municipal commissioners, urban planners and designers, architects, engineers and managers who are interested in incorporating a focus on the early years in management of their city.

Applicant cities could also draw on [a series of five publications](#) that form the Infant, Toddler, Caregiver-Friendly Neighbourhood Framework, which we developed in partnership with the Ministry.

Applications closed in February 2021. The Challenge has selected an [initial cohort of 25 cities](#), based on the quality of their proposal, their readiness and their commitment, of which ten will go on to receive deep technical support. The Challenge cities will also form a peer-to-peer network for sharing best practices and learning from each other's experiences.



25 Cities selected in initial cohort

Brazil's Urban95 Network reaches 14 cities

Urban95 is scaling in Brazil. [Rede Urban95](#) (the Urban95 Network) has engaged 14 cities across the country, which are each growing the initiative in their own way – some focusing on improving data management, others on urban design and mobility or programmes and services.



"Launched in July 2020 with an online event, the network comprises three pioneer Urban95 partner cities in Brazil and 11 others."

Launched in July 2020 with an [online event](#), the network comprises three pioneer Urban95 partner cities in Brazil – [São Paulo](#), [Recife](#) and [Boa Vista](#) – and 11 others: Aracaju, Brasília, Campinas, Crato, Caruaru, Fortaleza, Ilheus, Jundiaí, Niterói, Pelotas and Ubatuba.

In partnership with the Instituto Cidades Sustentáveis (ICS, Sustainable Cities Institute), we selected cities where leaders have demonstrated strong commitment to early childhood and a willingness to invest in innovative urban solutions for babies, toddlers and their caregivers.

The network provides technical support for city leaders to design strategies and implementation plans through seminars, webinars and opportunities for peer-to-peer exchange on good practices, cost-effective ideas and scaling strategies. Cities can request individualised coaching for specific staff members in areas such as behaviour change, planning, sustainable mobility and data management.

The network also provides seed money to support implementation of pilot projects. One example is Fortaleza's first natural park for children, designed in partnership with Alana Institute – the city plans to build 40 more parks in the coming years. Another new park opened in 2020 in Jundiaí, where seed money and technical support also went into mapping indicators in six neighbourhoods to develop a plan for interventions – an approach that can be scaled up across the city. The mayor was recently re-elected on a platform of making the early years the city's top priority.

Istanbul's leadership institutionalises Urban95 principles

The municipal government of Istanbul is committed to making the city a better place for families with young children. As reported in these pages last year, Mayor Ekrem Imamoğlu was elected in 2019 on a platform that stressed the importance of the early years. In 2020 his administration has begun to deliver: despite the pandemic, already 16 of the planned 150 early childhood education centres – one for each of the city's 150 districts – [have been completed](#).

As the Bernard van Leer Foundation phases out of Turkey, Mayor Imamoğlu's programme shows that the early years will continue to be a priority without our ongoing support.

A [case study](#) by Princeton University, published during 2020, looked at how the Urban95 programme in Istanbul has helped to raise early childhood on the public and political agenda since its launch in February 2016. Through a series of interviews, it explores how the programme succeeded in creating new types of partnership among researchers at Boğaziçi University, private sector companies such as architecture practice Superpool, and municipal leaders on both sides of an often polarised political environment.

The research shows how the programme demonstrated its worth to initially sceptical local stakeholders: the maps it developed, showing the location of existing early years services and vulnerable families, have proved useful in a context where different departments and municipalities lack a tradition of coordination. Three of the four initial partner municipalities made home visits for pregnant women and new mothers part of their five-year strategic plans, while Superpool has now designed 20 new playgrounds for infants and toddlers.

The programme's most significant legacy, however, is its contribution to Mayor Imamoğlu's decision to prioritise the early years – from a new programme to deliver milk to families with vulnerable children, to a policy of free bus travel for mothers with infants and toddlers. While the pandemic interrupted in-person home visits, it has also spurred new thinking about alternative ways to reach mothers that could potentially scale up across the city.



150

Early childhood education centres planned for Istanbul districts

16

Already completed

20+

New playgrounds designed by Superpool

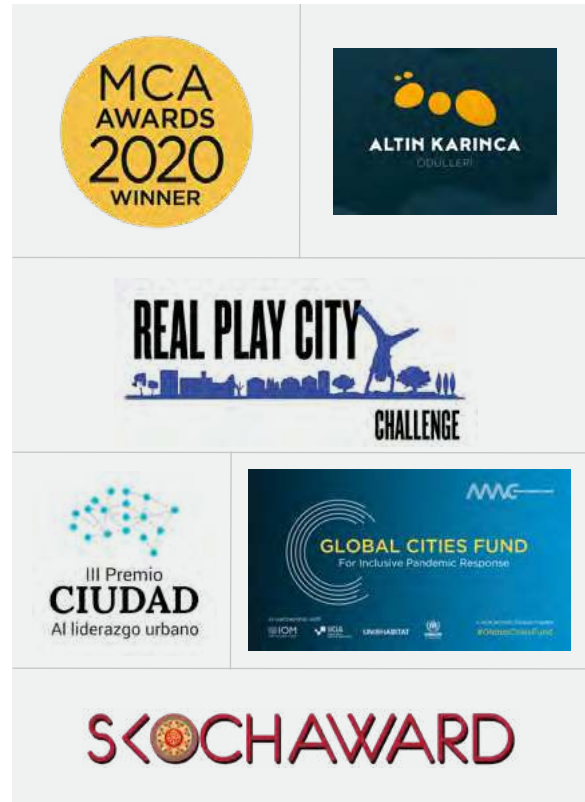
Urban95 partner cities win awards around the globe

The Urban95 programme is attracting the attention of judges in a range of city-focused awards. At the [MCA Awards](#), an annual event that the UK's Management Consulting Association has run for over two decades to “demonstrate the true value of consulting to both the private and public sector and the impact consulting has on our society”, Arup and the Bernard van Leer Foundation [won](#) the “Best use of thought leadership” award for our efforts to “join up the two previously disconnected worlds of childhood development and the built environment”.

Partner city Tirana was announced as the winner of the [Real Play City Challenge](#), an initiative of the Real Play Coalition and PlacemakingX, with [special mentions](#) for two other Urban95 cities – Istanbul and Lima. Also in Istanbul, the Marmara Municipalities Union's annual [Altın Karınca Ödülleri](#) (Golden Ant Awards) recognised the Urban95 intervention in Zümrütevler Square, Maltepe – transforming a busy intersection into a public square and play space – in the Transport and Mobility category.

In India, the Urban95 programme in Pune was a semi-finalist in the 2020 [SKOCH](#) Award. In Peru, the Urban95 programme [won](#) the “Walkable City” category in the [City Awards of Lima Cómo Vamos](#), an organisation which promotes evidence-based interventions to improve the quality of life. For its work with migrants fleeing Venezuela, Lima was also [awarded](#) funding through the [Global Cities Fund for Inclusive Pandemic Response](#).

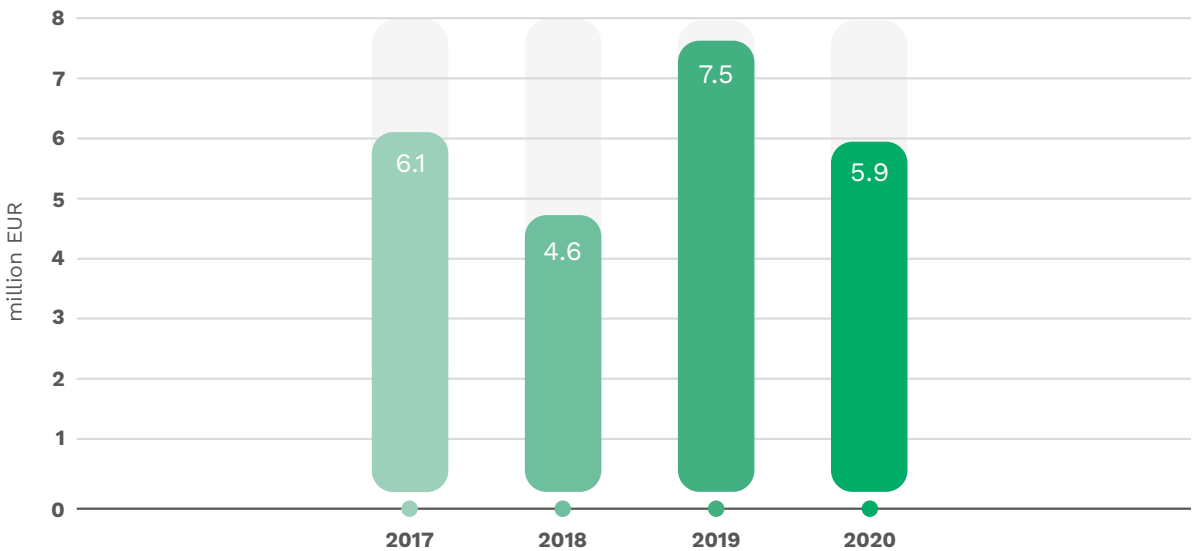
"The Urban95 programme is attracting the attention of judges in a range of city-focused awards."



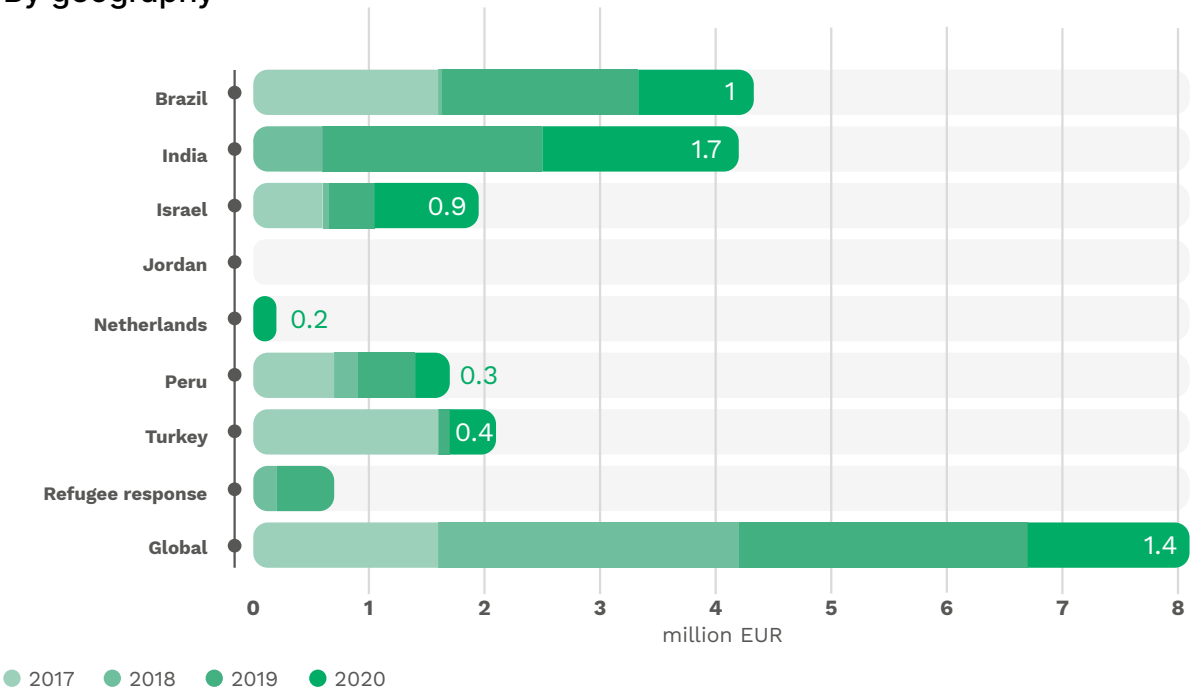


Urban95: summary of investments (2017–2020)

By year



By geography



Urban95: new investments approved in 2020

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
Sustainable Cities Institute (SCI), Cidades Sustentáveis	457,109	Create a network of Urban95 cities to enable peer learning and exchange of ideas and good practices
WRI BRASIL	172,163	Map the routes taken by caregivers with infants and toddlers to inform investment in improving public spaces and air quality
Brazilian Institute of Architects (IAB)	207,705	Improve access to services for caregivers, infants and toddlers, reduce travel time and increase the number of green areas
United Way Brazil	41,320	Raise awareness among the private sector about supporting the early years agenda through corporate policies
Instituto da Infância (IFAN)	131,703	Support cities in the Urban95 cities network to design, improve and implement their plans on the early years
Total Brazil	1,010,000	
India		
Charities Aid Foundation (CAF), India	115,584	<p>Support the Urban95 programme in Udaipur and Pune, including by managing projects and building collaborations with partners</p> <p>Hold a two-day peer-to-peer learning workshop for the Urban95 cities in India: Pune, Udaipur and Bhubaneswar</p> <p>Build the capacity and technical expertise of Urban95 cities in India to design and implement projects with an early years lens</p>
International Council for Local Environmental Initiatives (ICLEI), Local Government for Sustainability, South Asia	570,810	<p>Host an Urban95 festival for kids as part of a planned tactical intervention</p> <p>Scale-up family-friendly features of public space, transport, neighbourhood planning, early childhood services, and data management</p>
Egis India Consulting Engineers Private Limited	672,624	Scale-up family-friendly features of public space, transport, neighbourhood planning, early childhood services, and data management

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
National Institute of Urban Affairs (NIUA)	189,492	Develop training modules on Urban95 using knowledge developed by Bernard van Leer Foundation partners
Pitchfork Partners Strategic Consulting LLP	82,493	Elevate the profile of the Urban95-ITCN Challenge and the relevance of Urban95 for Indian cities
Multiple resource people	86,400	Provide consultancy support and technical advice across India's Urban95 programme
Total India	1,717,403	

Israel

Center for Educational Technology (CET), Program Evaluation Department	184,784	Study the impact of the Urban95 programme in Tel Aviv-Yafo, and define measurement tools and methodologies Evaluate the potential expansion of Urban95 to additional cities in Israel
Tel Aviv Yafo Foundation	416,467	Scale up and ensure the sustainability of the accomplishments of the first phase of Urban95 in Tel Aviv-Yafo
The Israeli Green Building Council (ILGBC)	237,563	Expand Urban95 in Israel to three new cities in the social and geographical periphery of the country
Multiple resource people	47,702	Provide expert support on the early years to the National Steering Committee for Urban95 guidelines
Total Israel	886,516	

Netherlands

Mecanoo Architects	100,000	Strengthen Urban95 in Rotterdam South through tactical interventions on the needs of caregivers with babies and toddlers
Urhahn	49,973	Create a framework for sharing examples of Urban95-related activities in Amsterdam, Rotterdam, Utrecht and The Hague
Delft University Fund (Stichting Universiteitsfonds Delft)	15,000	Add knowledge from Urban95 to a programme that brings together ideas on designing housing and collaborative neighbourhoods
Total Netherlands	164,973	

Peru

Asociación Proyecto Alto Perú	103,865	Apply behaviour change methodology to improve the effectiveness of a communication campaign to eradicate anaemia Design and evaluate the effectiveness of messaging, using behavioural economics and social change methodologies
Municipalidad Metropolitana de Lima	182,288	Co-create innovative solutions for a planned investment in 54 public spaces across Lima
Total Peru	286,153	

Turkey

Boğaziçi University	1,300	Provide knowledge for parent coaching activities in pilot municipalities, and assess the intervention
Boğaziçi University Foundation (BUVAK)	125,826	Develop a parent coaching curriculum, train home visitors and supervisors, and evaluate effectiveness
Superpool Mimarlık Ltd. Sti.	134,225	Build the capacity of the two municipalities to provide better green and public spaces for young children and caregivers
Turkish Economic and Social Studies Foundation (TESEV)	94,050	Develop data-driven decision-making tools for municipalities, with training and consultancy for sustainability

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Boğaziçi University Lifelong Learning Center (BULLC)	48,000	Develop a curriculum and deliver training on the scaling up of services by metropolitan municipalities
Multiple resource people	22,614	Support the transfer of knowledge and scaling up of services by municipalities
Total Turkey	426,015	

Global

Qendra Marrëdhënie: Relationship Center (QMDH)	390,734	Scale-up the Born Thriving Framework and Design Guidelines nationally in Albania and regionally in the Western Balkans
Arup	170,101	Build a virtual reality experience which puts the user into the world of a 3-year-old in a typical urban environment Develop a family-centred planning methodology for informal and otherwise vulnerable urban areas Adapt the Urban95 VR tool by incorporating a caregiver and creating more positive, inspiring experiences
ImagiNation Afrika	10,887	Support a one-day event in Dakar, Senegal, to improve private sector leaders' understanding about the early years
Ashden	11,844	Identify innovative and replicable projects that are transforming how young children and caregivers move through cities
Nervera Servicios de Informatica Ltda – Atlasintel	8,000	Develop a tool to visualise relationships in the Urban95 community and identify opportunities for network strengthening
Gehl Architects	65,043	Develop shareable examples of urban design interventions that reduce exposure to air pollution
LSE Enterprise Ltd	408,394	Develop an Urban95 Academy to train urban leaders and build capacity to drive positive change in cities
National Institute of Urban Affairs (NIUA)	3,000	Research data practices for Delhi, Udaipur and Pune as input for the Urban95 Convening 2020
MANGAI, Servico e Administração Ltda	4,500	Research data practices for Boa Vista, São Paulo, Recife and Caruaru as input for the Urban95 Convening 2020

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Center for Educational Technology (CET), Program Evaluation Department	1,500	Research data practices for Tel Aviv as input for the Urban95 Convening 2020
Qendra Marrëdhënie: Relationship Center (QMDH)	1,500	Research data practices for Tirana as input for the Urban95 Convening 2020
Shenzhen Women and Children's Development Foundation	500	Research data practices for Shenzhen as input for the Urban95 Convening 2020
Walkie Talkie	7,948	Design infographics to communicate the results of research for the Urban95 Convening
ORB Media	25,595	Develop content ahead of the Urban95 Convening on using data to support vulnerable babies, toddlers and caregivers
Addis Ababa City Administration Mayor's Office	248,140	Provide technical assistance to implement the "Children: The Future Hope of Addis" initiative
Multiple resource people	39,266	Conduct research and provide technical advice on various Urban95 knowledge products and capacity-building initiatives
Total Global	1,396,952	
<hr/>		
Total Urban95	5,888,012	



Early Years Thought Leadership

Sharing inspirational and proven ideas, creating connections and building a network of champions for the early years

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* was first published in 1998. 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 Early Years Thought Leadership offers knowledge and support to individuals working to serve babies, toddlers and their caregivers. From sharing the latest research to promoting inspirational ideas on how to scale-up initiatives, Early Years Thought Leadership shines a light on how to make change happen. In bringing people together, the initiative also builds a network of champions who advocate for the needs of young children and their families across different regions, fields and levels of decision making.

The pages that follow detail some of the ways we have approached this task in 2020.

Early Years

Thought Leadership

"Sharing knowledge about what's working helps others to take early years initiatives to scale."

Lebanon mental health team pivots to adapt support during Covid-19

Lebanon's National Mental Health Programme (NMHP) had to respond rapidly to two major crises in 2020 – the pandemic, and the explosion in Beirut in August. We supported the team to pivot quickly on both occasions, with impressive results: the action plan for mental health and psychosocial support in response to Covid-19 became a blueprint for other global partners.

In partnership with War Child, we have been supporting the team – part of the Ministry of Public Health – to implement a [national mental health strategy](#) which addresses the wellbeing of women and young children, and pays particular attention to vulnerable groups such as Palestinian and Syrian refugees. Widely seen as a nation with complex and long-standing governance challenges, Lebanon was experiencing an economic crisis even before the pandemic and explosion exacerbated the stresses on the population.

NMHP developed the [national action plan for the mental health response to Covid-19](#) with the World Health Organization (WHO) and Unicef to support the mental health of health workers and people in quarantine, mitigate stigma against those affected by Covid-19, and ensure continuity of care for people using mental health services. It included dissemination of [advice for parents](#) on [managing anger](#), tips for [activities with children](#) having to stay at home with their families, and a [checklist for nurses](#) on supporting families.

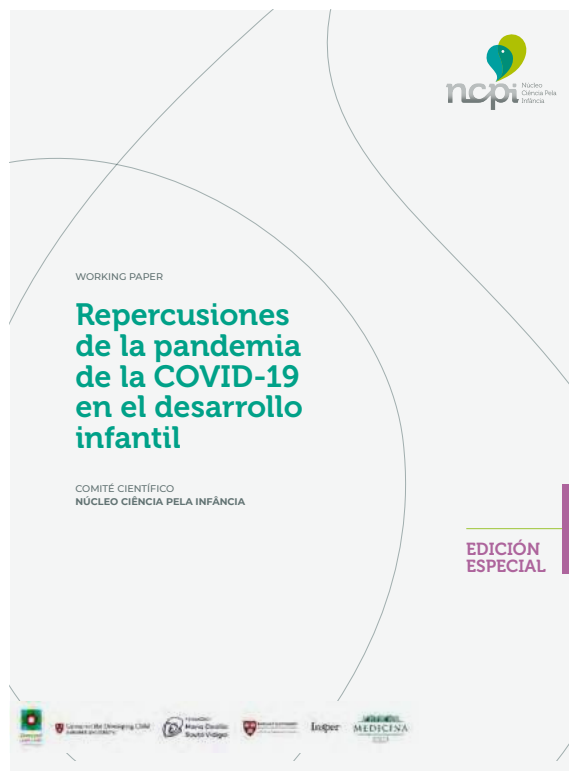
The [national action plan in response to the Beirut port explosion](#) was launched in collaboration with the WHO, Unicef, the United Nations Population Fund, the UN Refugee Agency UNHCR, the United Nations Development Programme and the International Organization for Migration. It included guidance on [helping children to cope with traumatic events](#), which was disseminated through social media, television and radio, along with [tips for pregnant women, new mothers](#) and the [healthcare professionals](#) working with them.

While the Bernard van Leer Foundation will be phasing out of Lebanon, the team has started in 2021 to resume work on original objectives of the project that had to be temporarily postponed – including research and advocacy on the link between maternal depression and child developmental outcomes, and the early childhood development strategy.



Thousands watch NCPI present Covid-19 research

More than 1,500 leaders, policymakers and practitioners [watched](#) the live online launch of a [paper](#) by Núcleo Ciência pela Infância (NCPI, Science for Early Childhood Coalition) on the impacts of Covid-19 on families with young children, with over 10,000 more since watching the [recording](#). The paper itself – which covers policy areas including health, education and social security – has been downloaded over 2,500 times.



Alongside the Covid-19 research, 2020 saw NCPI launch the first distance-learning course for executive leaders on the science and implementation of public policies for early childhood. This innovative course was developed in partnership with Porticus, Fundação Maria Cecília Souto Vidigal, Harvard University and Insper.

Our partnership with NCPI aims to move the conversation on from the “why” of investing in early childhood to the “how” of investing in the most effective way. NCPI engages leaders from the executive, legislative and judicial system on programmes and policies to improve vulnerable children’s wellbeing and life outcomes.

"Our partnership with NCPI aims to move the conversation on from the 'why' of investing in early childhood to the 'how' of investing in the most effective way."



1,500
Leaders
meeting online



10,000+
Views



2,500
Downloads

Regional network of leaders keeps children on the agenda

We support regional networks because our experience shows they can be highly effective in advocating for the needs of babies, toddlers and their caregivers, and identifying and disseminating local and national innovations and good practices. This was never clearer than during the pandemic, when it became both more challenging and more important than ever to keep the early years on the public agenda.

ISSA, the International Step by Step Association, developed a [webinar series](#) highlighting best practices in addressing various vulnerable populations and published a [brief](#) outlining how five of its members in Europe responded to Covid-19. ARNEC, the Asia-Pacific Network for Early Childhood, also held a [webinar series](#) having conducted a rapid assessment of the situation of families in the pandemic and identified the need to raise awareness of practical responses.

ANECD, the Arab Network for Early Childhood Development, likewise conducted a rapid assessment in its region and shared outcomes through a webinar, highlighting ways to support children living in poverty, conflict, war and displacement. AfECN, the Africa Early Childhood Network, used digital platforms to support members to highlight the needs of young children and families within the African Union.

In the Latin America and the Caribbean region, we supported a new network – Convergencia para la Acción (Convergence for Action) – established by the Chile-based Horizonte Ciudadano Foundation to draw



90

Number of leaders across
18 countries issuing statements

policymakers' attention to the impact of air pollution on young children and the need to protect migrant children's rights. Michelle Bachelet, former President of Chile and current UN High Commissioner for Human Rights, formally launched an initiative of the network to gather data on air quality in cities across the region.

As the network pivoted in 2020 to deal with the impacts of Covid-19, it issued regional-level joint statements by its 90 diverse leaders in 18 countries, conducted a campaign on protecting early childhood budgets from pandemic-related cuts, and communicated through [newsletters](#), [podcasts](#), videos and other shareable [content for social media](#) about the impact of the pandemic on young children and how to support its leaders' work to highlight the early years.



"We support regional networks because our experience shows they can be highly effective in advocating for the needs of babies, toddlers and their caregivers."

London borough commits to tackle air pollution

The municipal authorities in the London Borough of Lambeth are moving forward with a plan to tackle air pollution in areas frequented by pregnant women and young children, based on a [study by Gehl](#) which we supported in partnership with Guy's and St Thomas' Charity. Lambeth is a dynamic and lively neighbourhood but also has high levels of poverty, deprivation and air pollution.

The researchers utilised five years of air quality data from the borough and observed where people spend time outside, at what times, how they move from place to place and how they interact socially outdoors. They collected the views of local stakeholders, such as caregivers, school staff and residents, through workshops and online questionnaires. The research showed that people are not only very concerned about air pollution in their everyday lives, but that the places where they spend most time with their children are locations where there are high levels of pollution.

There is increasingly widespread recognition of the link between clean air and healthy child development, as discussed in an [Early Childhood Matters 2020 article](#) on synergies between the early years and climate change agendas and the [State of Global Air 2020 report](#).

Gehl identified priority locations including the bus stop at Oval – where 20% of pedestrians observed were children under age 5, waiting for the bus with their caregivers – and Durham Street, one of the few streets in the borough where women and children outnumber men due to its proximity to two schools, a playground and a popular city farm.

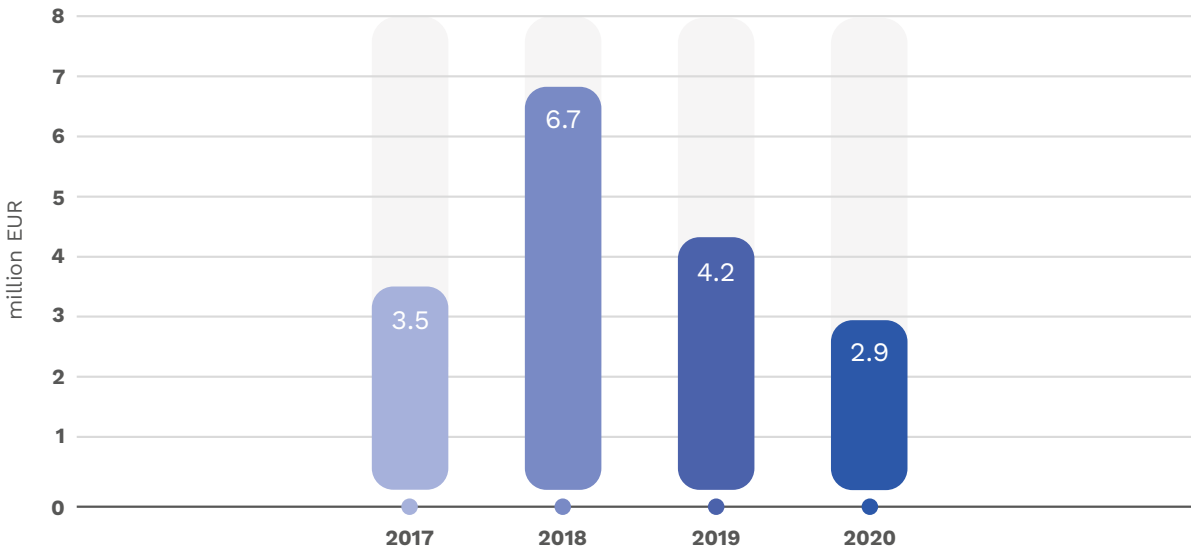
Gehl have proposed urban design solutions including greater priority for pedestrians at critical intersections, upgrading street networks in areas with better air quality, electrifying local buses, providing more charging points to encourage the use of electric rather than petrol or diesel cars, removing car parking spaces within a 200-metre radius of the schools, redesigning the bus waiting area to be further away from the road, and planting species of trees known to help reduce pollution.

"There is increasingly widespread recognition of the link between clean air and healthy child development."

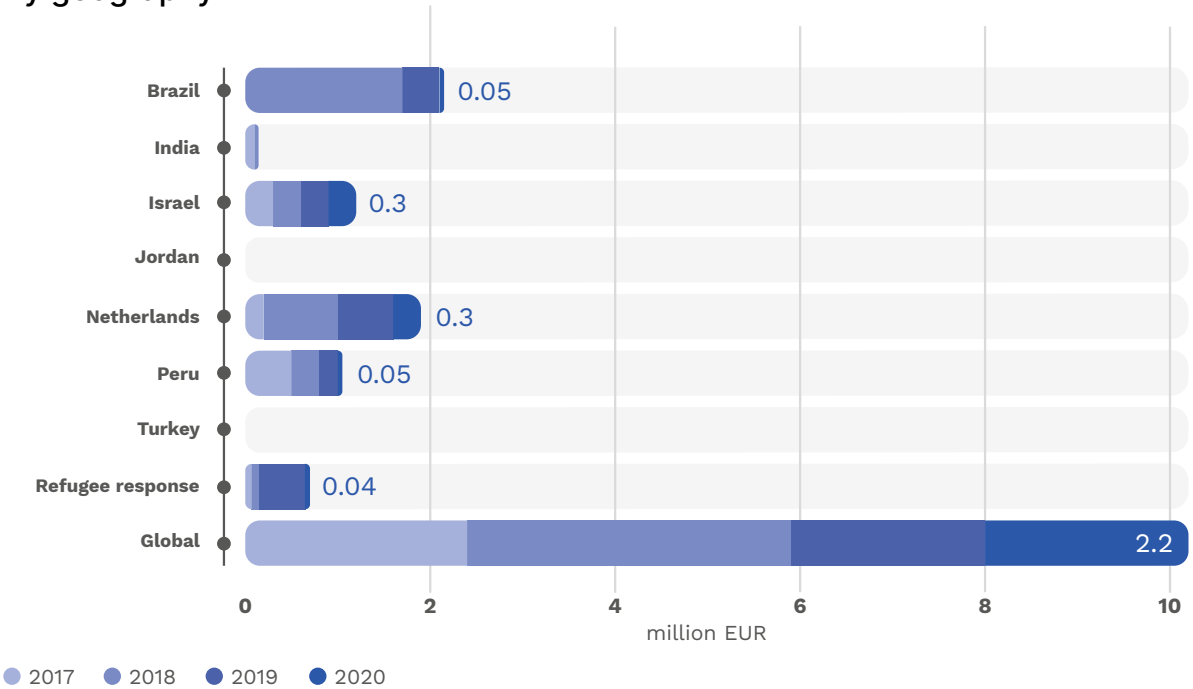


Early Years Thought Leadership: summary of investments (2017–2020)

By year



By geography



Early Years Thought Leadership: new investments approved in 2020

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
Fundação Maria Cecília Souto Vidigal (FMCSV)	6,523	Cover exchange rate losses
Centro de Criação de Imagem Popular (CECIP)	43,266	Support municipalities to implement the interventions they developed during an Urban95 course
Total Brazil	49,789	
Israel		
ANU – Making Change	170,824	Continue to advocate for policy change and implementation to expand and improve childcare nationally
The Institute of Early Childhood Education (IIECE) at Oranim College	48,000	Produce a guidance booklet for caregivers and educators of children aged up to 3 years
Multiple resource people	36,222	Support the selection of evaluation companies and adaptation of indicators to local contexts
Total Israel	255,046	
Netherlands		
Erasmus MC, Department of Obstetrics and Gynaecology, Division of Obstetrics & Prenatal Medicine	260,851	Improve national and local monitoring of indicators on young children's development and caregiver wellbeing
Total Netherlands	260,851	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Peru		
Multiple resource people	47,922	Conduct research to inform advocacy on the early years in Peru
Total Peru	47,922	

Refugee response		
PRISM The Gift Fund	40,000	Contribute to covering the Moving Minds Alliance's operational expenses
Total Refugee response	40,000	

Global		
Center for Government Excellence (GovEx) at Johns Hopkins University	4,654	Support partners to become more efficient in the use of data to determine impact and inform decision making
RAND Europe	86,896	Expand the scope of work on country-based case studies Document the achievements of the Magic Moments campaign
Busara Center for Behavioural Economics, Inc.	99,601	Support partners to incorporate formative research and behavioural science in their work
Johns Hopkins Center for Communication Programs (CCP)	61,808	Assist partners to design, implement and evaluate interventions using behaviour change communications
International Step by Step Association (ISSA)	202,469	Strengthen ISSA's role as a knowledge broker among its members and more broadly Disseminate articles from <i>Early Childhood Matters</i> in multiple languages
Inter-American Development Bank (IADB), USA	450,000	Commission research on behavioural barriers to inform early years policies and interventions in the Americas
INSEAD North America	308,701	Design and deliver an annual course on behavioural change methodologies for early years organisations

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
viaEd	32,457	Develop data dashboards to help the Bernard van Leer Foundation learn what works in operating at scale
Princeton University	78,796	Document the process of developing and scaling-up three Urban95 partnerships and identify lessons learned
Soapbox Communications Limited	36,596	Support the Bernard van Leer Foundation to refresh and codify its messaging and branding
BYCS Global Programs bv	10,000	Research the connection between cycling and early childhood development
Core Inc.	8,410	Support the Global Health Practitioner Conference to connect professionals working on child health and wellbeing
Africa Early Childhood Network (AfECN)	123,373	Generate and share research to inform evidence-based policies and practices on the early years
Asia-Pacific Regional Network for Early Childhood (ARNEC)	60,000	Advocate for comprehensive, inclusive and multi-sectoral support for early years policy and programming
Allma Hub	155,738	Develop a behavioural change toolkit for Urban95 cities to increase uptake and impact of services and policies
Flow Filmes Ltda.	29,623	Raise awareness and inspire action on the importance of young children's connection with nature
Fundación Horizonte Ciudadano (FHC)	338,322	Generate political will to support improvement of policies on clean air and recognising migrant children's rights
Multiple resource people	129,868	Provide consultancy support in areas including behavioural approaches, evaluation strategies and policy development
Total Global	2,217,312	
<hr/>		
Total Early Years Thought Leadership	2,870,920	



Staff and governance

Overview of the Foundation's team at 31 December 2020

UNIT	JOB TITLE	NAME
Executive Office	Executive Director, Bernard van Leer Foundation	Cecilia Vaca Jones
	Assistant to Executive Director	Taissa de Mello Padua Bernardes
Programme	Programme Director	Andrea Torres
	Assistant to Director	Olga Cera
	Representative, the Netherlands	Leontien Peeters
	Programme Coordinator, the Netherlands	Imke Verburg
	Programme Coordinator, the Netherlands	Tamar van Gelderen*
	Senior Representative, Latin America	Leonardo Yáñez
	Representative, Brazil	Claudia de Freitas Vidigal
	Programme Coordinator, Brazil	Thais Sanchez
	Programme Administrator, Brazil	Christina Winnischofer
	Programme Coordinator, Peru	Vanesa Laínez Núñez
	Representative, India	Rushda Majeed
	Programme Coordinator, India	Siby Kurisunkal
	Programme Administrator, India	Sana Mulla
	Programme Coordinator, Turkey	Neslihan Öztürk
	Representative, Israel	Daniella Ben-Attar
	Programme Coordinator, Israel	Liron Barkai
	Programme Administrator, Israel	Netta Hadas
	Representative, Refugee Response	Elvira Thissen
	Programme Coordinator, Refugee Response	Kay Lankreijer
Knowledge for Policy	Knowledge for Policy Director	Ankita Chachra
	Lead, Learning to Scale	Irina Ivan
	Lead, Knowledge Uptake and Communications	Hannah Rothschild
	Event and Administration Officer	Maria Elena Tabares
	Communications and Knowledge Uptake Officer	Melissa van Well-Dijkshoorn
	Urban95 Coordinator	Julien Vincelot
	Early Childhood Development Specialist	Esther Goh

UNIT	JOB TITLE	NAME
Operations	Operations Director	Neil van der Meer
	Lead, Programme Administration and Control	Alicia Fernández
	Programme Administrator	Jolanda de Haan
	Financial Officer	Irene Menheere
	Data Analyst	Perry Verwer
	Senior ICT Officer	Steffan Hoeke
	Travel and Events Officer	Inge Hanny-de Leau
	Human Resources Officer	Agnes Buis
	Cleaner	Patricia Linares-Mahecha

* maternity cover

Female/Male F: 31 M: 6 No. of team members: 37 No. of nationalities: 15 FTEs: 35.4

The total number of staff and nationalities in 2020 remains unchanged compared to 2019, with 37 team members and 15 nationalities. Because of the Foundation's experience with remote working prior to the pandemic, staff were able to function with little operational drop-off once remote working was made mandatory at various points during 2020.

Executive Compensation Policy

Compensation for employees of the Bernard van Leer Foundation is indexed against a remuneration benchmark, undertaken by Korn Ferry, an international organisation specialised in Human Resources and market compensation. The new remuneration philosophy reflects the desire to encourage learning and professional development and has a system that is simple to understand and easy to execute, including providing clarity on upward mobility, eliminating continued negotiation on compensation, and that is financially sustainable over time. International employees receive an additional percentage allowance to maintain a competitive position in the international labour market.

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

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

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

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 our work at the Bernard van Leer Foundation to help all children get a good start in life; our support to the Van Leer Jerusalem Institute and the Jerusalem Film Centre, focused on strengthening democracy, equality and regional peace; and – through the Van Leer Group Foundation – the management of our endowment from which we finance our charitable activities.

Van Leer Group Chief Executive Officer

The Chief Executive Officer reports to the Board, leads the development of group strategy and oversees execution for all Van Leer activities. This includes our work at the Bernard van Leer Foundation, our support to the Van Leer Jerusalem Institute and the Jerusalem Film Centre, the management of our endowment by the Van Leer Group Foundation, and any joint projects undertaken by several members of the group together.

Van Leer Group Executive Office

JOB TITLE	NAME
Chief Executive Officer	Michael Feigelson
Executive 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 of the Van Leer Group activities. It appoints its own members, who serve a maximum of three 3-year terms. It currently has nine members.

Members of the Board of Trustees

(in alphabetical order)

Yarom Ariav

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

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

Nanno Kleiterp, Chair

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

Trustee since 2018 Eloy Lindeijer was Chief Investment Management of Dutch pension fund service provider PGGM, and a member of the Task Force on Climate-related Financial Disclosures. He previously worked at De Nederlandsche Bank and represented the Netherlands in ECB and BIS committees. He is on the board of the Global Impact Investing Network and the advisory board of the TIAS Business School.

Julia Neuberger

Trustee since 2012 Senior Rabbi of the West London Synagogue, Julia Neuberger is a crossbench 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.

Ory Okolloh

Trustee since 2020 Ory was the Managing Director of Omidyar Network and Luminare Group. She is on the Board of Directors of Growth Africa and the advisory boards of the Harvard Center for African Studies and Global Witness. She was Google's policy and strategy manager for Africa, and a founding member of software company Ushahidi and Mzalendo, a website that tracks the performance of Kenyan MPs.

Fay Twersky

Trustee since 2020 Fay has been President of the Arthur M. Blank Family Foundation since February 2021. She previously served in senior roles at the William and Flora Hewlett Foundation, the Bill and Melinda Gates Foundation and Yad Hanadiv, and was a founding principal of BTW – Informing Change, a strategic consulting firm. Fay serves on the Board of The Center for Effective Philanthropy and is the founding co-chair of the Fund for Shared Insight.

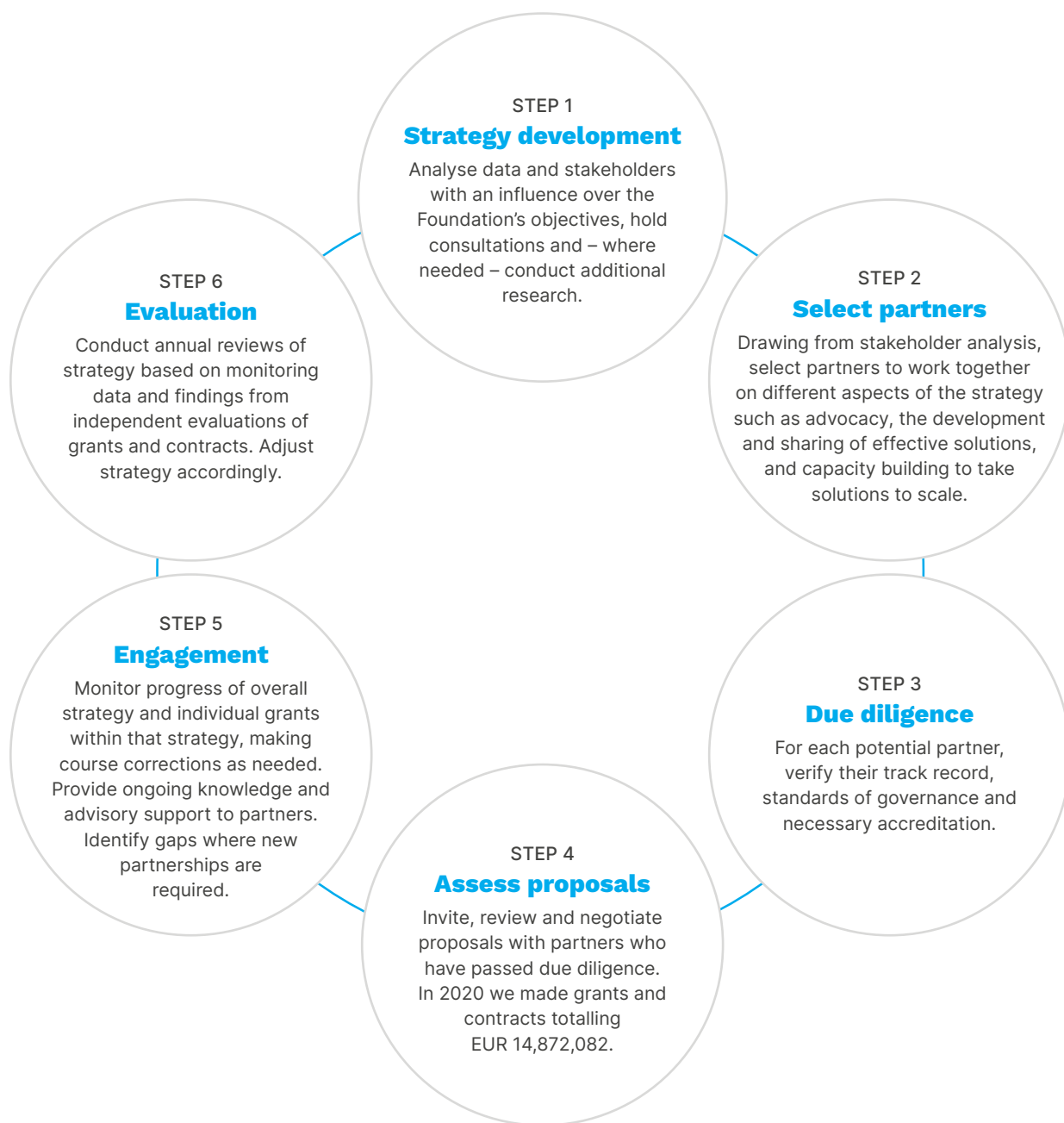
Ngaire Woods

Trustee since 2020 Ngaire is the founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University. She is a member of the Asian Infrastructure Investment Bank's International Advisory Panel, the Boards of the Mo Ibrahim Foundation and the Stephen A. Schwarzman Education Foundation, and the advisory boards of the Centre for Global Development and the African Leadership Institute.

Sam Worthington, Vice-Chair

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.

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 2020, the Foundation had a total of EUR 19,225,628 in outstanding commitments (2019: EUR 18,757,579).

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

مرحبا بكم في التقرير السنوي لمؤسسة برنارد فان لير لعام 2020. حيث تتمثل مهمتنا في تحسين فرص الأطفال الصغار والأشخاص الذين يهتمون بهم - وخاصة أولئك الذين يعيشون في ظروف غير مواتية اجتماعيا واقتصاديا.

نحن نعمل في مجموعة من البلدان التي تعكس التنوع في جميع أنحاء العالم من النواحي الاقتصادية والجغرافية والثقافية، مما يمكننا من اختبار الأهمية العالمية للأفكار والنهج. وفي السنوات المقبلة سنعمل في البرازيل والهند وإسرائيل والأردن وهولندا، مع مواصلة شراكتنا التعليمية في ساحل العاج، وإضافة شراكات تعليمية جديدة في إثيوبيا والإكوادور، وتوسيع نطاق عملنا خارج بلداننا - بما في ذلك برامجنا العالمية وبرامج اللاجئين. نحن بصدد إنهاء عملنا تدريجيا في بيرو وتركيا.

في عام 2020 قدمنا ما مجموعه 14,872,082 يورو في التمويل والدعم لمجموعة متنوعة من الشركاء، لتنفيذ حلول واعدة في الممارسة العملية واتخاذ أفكار جيدة لتوسيع نطاقها بحيث يمكن أن يستفيد منها عدد أكبر من الأطفال الرضع والأطفال الصغار. وفي عام 2020 قمنا بمراجعة استراتيجيتنا حتى عام 2023. وهي تغطي ثلاثة مجالات تركيز:

الآباء+: الجمع بين تدريب تقديم الرعاية للآباء مع خدمة واحدة على الأقل تلبي الاحتياجات الأساسية للأسر. ويمكن أن يكون ذلك وسيلة فعالة لتحقيق توسيع النطاق وتحسين فعالية كل من أنشطة التدريب والخدمات الأساسية التي يجمع بها التدريب. وفي 2020، استثمرنا 5,754,018 يورو في مشاريع مثل حملة "اللحظات السحرية" لتشجيع مقدمي الرعاية في إسرائيل على المشاركة مع أطفالهم الصغار، والأبحاث المتعلقة بالعلوم السلوكية في ساحل العاج في فعالية رسائل الوالدين.

أوربان95: التركيز على الأطفال الرضع والأطفال الصغار ومقدمي الرعاية في التخطيط والتصميم والإدارة الشاملة لعدة قطاعات للمدن من أجل تحسين الوصول إلى الخدمات الجيدة والتنقل المستدام والمساحة العامة الجيدة. وفي 2020 استثمرنا 6,010,108 يورو في مشاريع مثل إطلاق "تحدي رعاية الأحياء" في الهند ودعم قادة البلديات في اسطنبول لإضفاء الطابع المؤسسي على مبادئ أوربان95 في المدينة.

القيادة الفكرية في السنوات المبكرة: تقديم المعرفة والدعم للأفراد العاملين على خدمة الأطفال، والأطفال الصغار ومقدمي الرعاية، من خلال تبادل البحوث، وتعزيز الأفكار الملهمة بشأن كيفية رفع مستوى المبادرات، وجمع الناس معا لبناء شبكة من القادة والأبطال. وفي عام 2020 استثمرنا 3,107,956 يورو في مشاريع مثل العمل مع شركة جيل لدعم إحدى مناطق لندن لمعالجة تلوث الهواء ودعم مؤسسة نويكليو سينسسيا بيللا إنفانسيا البرازيلية لبدء دورة للتعليم عن بعد للقادة التنفيذيين بشأن الطفولة المبكرة.

وقد هيمن فيروس كوفيد-19 على العام الماضي، وتشمل الأعداد المذكورة أعلاه استثمارات متعددة تركزنا فيها بسرعة للاستفادة من العمل القائم وتقديم الدعم لشركائنا الذين يحتاجون إليه للتكيف مع الظروف الجديدة - مثل مساعدة سيفيك على الوصول إلى الأسر المحجورة في مخيم الأزرق للاجئين في الأردن، وتمويل جامعتين لإجراء بحوث سريعة عن آثار الوباء على الخدمات الصحية للنساء والأطفال الصغار.

وما زلنا نهدف إلى إحداث تغيير على مستوى المنظومة، وتعزيز القيادة والمهارات والقدرة والإرادة اللازمة لتعبئة العمل على نطاق واسع. ونؤمن بالسياسات والبرامج العالمية التي تلبي احتياجات جميع الأطفال الصغار، بينما نمضي قدما لضمان حصول الفئات الأكثر حرمانا على الدعم الذي يحتاجون إليه.

Overzicht

Welkom bij het jaarverslag over 2020 van de Bernard van Leer Foundation. Het is onze missie om de kansen voor jonge kinderen en de mensen die voor hen zorgen te vergroten, vooral voor degenen die zich in een omgeving van sociale en economische achterstand bevinden.

We zijn actief in een aantal landen, dat samen een afspiegeling vormt van de wereldwijde economische, geografische en culturele diversiteit en ons daardoor in staat stelt de wereldwijde relevantie van ideeën en aanpakken te testen. De komende jaren zijn we actief in Brazilië, India, Israël, Jordanië en Nederland, zetten we ons samenwerkingsverband met Ivoorkust voort, starten we twee nieuwe samenwerkingsverbanden met Ethiopië en Ecuador, en breiden we ons werk buiten onze portfolioland uit – inclusief ons mondiale programma en het vluchtelingeninitiatief. Onze activiteit in Peru en Turkije bouwen we geleidelijk af.

In 2020 hebben we in totaal € 14.872.082,- verstrekt aan financiering en ondersteuning van een uiteenlopende reeks partners en projecten, om veelbelovende oplossingen te implementeren en goede ideeën op te schalen zodat meer baby's en peuters bereikt worden. In 2020 hebben we ook onze strategie tot 2023 aangepast. Het omvat drie aandachtsgebieden:

- **Parents+:** het coachen van ouders combineren met tenminste één dienstverlening die voorziet in de basisbehoeften van het gezin. Dit kan een efficiënte manier zijn om schaalvergroting te bereiken en tegelijkertijd de effectiviteit van zowel de coaching activiteiten als de onderliggende dienstverlening waar de coaching mee gecombineerd wordt te verbeteren. In 2020 hebben we € 5.754.018,- geïnvesteerd in projecten als de "Magic Moments" campagne om ouders en verzorgers van kinderen in Israël aan te moedigen meer activiteiten met hun jonge kinderen te ondernemen, en in gedragswetenschappelijk onderzoek in Ivoorkust naar de doeltreffendheid van boodschappen gericht op ouders.
- **Urban95:** zorgen voor meer aandacht voor baby's, peuters en hun verzorgers in de domein overstijgende stedelijke ontwikkeling en planologie, zodat een

kwalitatieve dienstverlening, duurzame mobiliteit en een goede openbare ruimte beter gerealiseerd kunnen worden. In 2020 hebben we € 6.010.108,- geïnvesteerd in projecten als het opstarten van de "Nurturing Neighbourhoods Challenge" in India en het ondersteunen van de gemeentelijke bestuurders van Istanbul om de uitgangspunten van Urban95 in de stad te institutionaliseren.

- **Early Years Thought Leadership:** kennis en ondersteuning bieden aan personen die zich bezighouden met de ontwikkeling van en dienstverlening aan baby's, peuters en hun ouders/verzorgers, door het delen van onderzoek, het bevorderen van inspirerende ideeën voor het opschalen van initiatieven en het samenbrengen van mensen tot een netwerk van leiders en koplopers. In 2020 hebben we € 3.107.956,- geïnvesteerd in projecten zoals de samenwerking met Gehl om een Londens stadsdeel te ondersteunen bij de aanpak van luchtvervuiling en hebben we ondersteuning geboden aan Núcleo Ciência pela Infância in Brazilië om een online leiderschapscursus over de vroege kindjaren op te starten.

Het afgelopen jaar werd gedomineerd door Covid-19. De totaalbedragen die hierboven genoemd staan bevatten meerdere investeringen die daar op gericht zijn. Zowel wij als onze partners hebben snel aanpassingen moeten doen, zodat bestaande activiteiten doorgang konden vinden en/of aangepast konden worden aan de nieuwe omstandigheden. Zo hielpen we Civic om gezinnen met jonge kinderen te bereiken die geïsoleerd waren in het vluchtelingenkamp Azraq in Jordanië en hebben we twee universiteiten financieel ondersteund, zodat zij snel een onderzoek konden opstarten naar de impact van de pandemie op de gezondheidszorg voor vrouwen en jonge kinderen.

We blijven streven naar verandering op systeemniveau, het versterken van leiderschap, competenties, vaardigheden en de bereidheid die nodig is voor het mobiliseren van actie op schaalniveau. We geloven in universeel beleid en universele programma's die tegemoetkomen aan de behoeften van alle jonge kinderen, en de extra stappen zetten om ervoor te zorgen dat juist de meest kansarmen de steun krijgen die ze nodig hebben.

Aperçu

Nous vous souhaitons bonne lecture de ce rapport annuel 2020 de la fondation Bernard van Leer. Notre mission consiste à améliorer les chances des jeunes enfants et de ceux qui s'occupent d'eux – tout particulièrement ceux qui sont défavorisés tant socialement qu'économiquement.

Nous travaillons dans différents pays qui, ensemble, reflètent une grande diversité en termes d'économie, de géographie et de culture, ce qui nous permet de tester la pertinence de certaines idées et approches au niveau mondial. Dans les années à venir, nous travaillerons au Brésil, en Inde, en Israël, en Jordanie et aux Pays-Bas, tout en maintenant nos partenariats d'apprentissage avec la Côte d'Ivoire. De nouveaux partenariats d'apprentissage seront créés avec l'Éthiopie et l'Équateur, et nous étendrons notre travail en dehors de notre portfolio géographique, y compris au sein de nos programmes mondiaux et de ceux axés sur les réfugiés. Nous mettons progressivement un terme à nos activités au Pérou et en Turquie.

En 2020, nous avons apporté en tout 14 872 082 d'euros de financements et de soutien à différents partenaires chargés de mettre en place des solutions prometteuses et de les appliquer à grande échelle au bénéfice des bébés et des tout-petits. En 2020, nous avons révisé notre stratégie jusqu'en 2023. Elle couvre trois domaines :

- **Parents+** : La combinaison de formation d'accompagnement pour les parents avec au moins une prestation répondant aux autres besoins vitaux des familles. C'est une approche efficace pour parvenir à une mise en place à grande échelle tout en améliorant l'effectivité des activités d'accompagnement elles-mêmes, ainsi que des prestations combinées. En 2020, nous avons investi 5 754 018 euros dans divers projets, comme la campagne « Magic Moments » destinée à inciter les parents Israéliens à interagir d'avantage avec leurs jeunes enfants, et dans la recherche en sciences comportementales en Côte d'Ivoire autour de l'efficacité des messages à destination des parents.
- **Urban95** : Renforcer l'attention portée aux bébés, tout-petits et leurs parents dans la planification, la conception et la gestion intersectorielle des villes afin

d'améliorer leur accès à des services de qualité, une mobilité durable et un espace public adéquat. En 2020, nous avons investi 6 010 108 euros dans des projets comme le lancement du « *Nurturing Neighbourhoods Challenge* » en Inde ou encore en apportant notre soutien aux dirigeants municipaux d'Istanbul dans l'institutionnalisation des principes d'Urban95 au sein de la ville.

- **Early Years Thought Leadership** : Proposer des connaissances et un soutien aux individus qui travaillent auprès de bébés, de tout-petits et de leurs parents à travers le partage des résultats de recherche, la promotion d'idées inspiratrices sur la mise en place d'initiatives à grande échelle, et la réunion des acteurs pour consolider un réseau de leaders et de champions. En 2020, nous avons investi 3 107 956 euros dans différents projets de collaboration, comme avec Gehl, pour aider un quartier de Londres à aborder la pollution de l'air ou encore pour soutenir le programme *Núcleo Ciência pela Infância* du Brésil dans le lancement d'une formation d'apprentissage à distance sur la petite enfance destinée aux cadres exécutifs.

L'année dernière a été marquée par la Covid-19, et les chiffres mentionnés comprennent de multiples investissements que nous avons redirigés rapidement vers le renforcement du travail existant et pour soutenir nos partenaires dans leur adaptation aux nouvelles circonstances – à l'image de l'aide apportée à Civic pour atteindre les familles confinées dans le camp de réfugiés d'Azraq (Jordanie) et le financement de la recherche rapide de deux universités sur l'impact de la pandémie sur les prestations de santé destinées aux femmes et aux jeunes enfants.

Nous persistons dans notre volonté d'agir à l'échelle du système, et de renforcer le leadership, les compétences, les capacités et la volonté nécessaires à la mise en place d'actions à grande échelle. Nous croyons aux politiques et programmes universels qui pourvoient aux besoins de tous les jeunes enfants, tout en allant encore plus loin pour garantir que les plus défavorisés aient accès au soutien dont ils ont besoin.

ברוכים הבאים לדו"ח השנתי של קרן ברנרד ון ליר לשנת 2020. משימתנו היא לשפר את ההזדמנויות שמקבלים ילדים צעירים ומי שמטפל בהם – בעיקר ילדים הגדלים באוכלוסיות מוחלשות מבחינה כלכלית וחברתית.

אנו עובדים בכמה מדינות שמשקפות יחדיו את המגוון העולמי מבחינה כלכלית, גאוגרפית ותרבותית. עבודה זו מאפשרת לנו לבחון את מידת הרלוונטיות הגלובלית של גישות ורעיונות שונים. בשנים הקרובות נעבוד בברזיל, בהודו, בישראל, בירדן ובהולנד, ונמשיך את שותפויות המלידה שלנו עם חוף השנהב. נוסף על כך נפתח בשותפויות למידה חדשות באתיופיה ובאקוודור, ונרחיב את פעילותנו – כולל התוכניות הגלובליות ותוכניות הפליטים – מחוץ למדינות שאיתן אנו עובדים. עבודתנו בפרו ובטורקיה תגיע בהדרגה לכדי סיום.

בשנת 2020 השקענו 14,872,082 יורו במימון ובתמיכה במגוון שותפים. סייענו להם להוציא פתרונות מבטיחים לפועל, וכן להרחיב את השימוש ברעיונות טובים שיוכלו להועיל לתינוקות ולפעוטות רבים יותר ברחבי העולם. בשנה החולפת עדכנו את התוכנית האסטרטגית שלנו עד שנת 2023. התוכנית מתמקדת בשלושה תחומים עיקריים:

- **Parents+**: שילוב הדרכת הורים עם שירות אחד לפחות הדואג לצרכים הבסיסיים של המשפחות. זוהי דרך יעילה להרחיב את פעילויות ההדרכה וכן את השירותים הבסיסיים שבהם ההדרכה משולבת, ולשפר את מידת האפקטיביות שלהם. בשנת 2020 השקענו 5,754,018 יורו בפרויקטים כגון קמפיין "רגעי קסם", המעודד את ההורים והמטפלים בישראל לבלות זמן איכותי ומקרב עם ילדיהם, ובמחקר מדעי התנהגותי בחוף השנהב שעסק ביעילותם של מסרים שונים הנוגעים להורות.

- **Urban95**: העלאת המודעות לצורכיהם של תינוקות, פעוטות והמטפלים בהם לרמה חוצת מגזרים של תכנון, עיצוב וניהול עירוני בערים השונות, כדי לשפר את הנגישות לשירותים איכותיים, לניידות בת קיימה ולמרחב ציבורי טוב. בשנת 2020 השקענו 6,010,108 יורו בפרויקטים כגון השקת "אתגר טיפוח השכונות" בהודו, ותמיכה במאמציהם של המנהיגים העירוניים של איסטנבול למסד את עקרונות Urban95 בעיר.

- **Early Years Thought Leadership**: מתן ידע ותמיכה לאנשים העובדים במתן שירות לתינוקות, לפעוטות ולמי שמטפל בהם, באמצעות שיתוף מחקרים, קידום רעיונות מעוררי השראה על הרחבת יוזמות מוצלחות, וכינוס אנשים לבניית רשת של מנהיגים ונאמנים. בשנת 2020 השקענו 3,107,956 יורו בפרויקטים כגון עבודה עם מכון גהל (Gehl), שעזר לאחת מהשכונות בלונדון להתמודד עם בעיית זיהום אוויר, ותמיכה ביוזמת Núcleo Ciência pela Infância בברזיל, שהשיקה קורס ללמידה מרוחק למנהלים בפועל בתחומי הגיל הרך.

בשנה האחרונה התמודד העולם כולו עם נגיף קורונה (Covid-19). הסכומים שציינו קודם כוללים השקעות רבות ששינו במהירות את ייעודן, ואפשרו לנו להתבסס על פעילות קיימת כדי לתמוך בשותפים שלנו בהתאמה לנסיבות החדשות. כך, למשל, סייענו ליוזמת Civic להגיע למשפחות בסגר במחנה הפליטים אזרק בירדן, ומימנו מחקר מהיר בשתי אוניברסיטאות שבחן את השפעות המגפה על שירותי הבריאות לנשים וילדים קטנים.

אנו ממשיכים לפעול לקראת שינוי ברמה המערכתית, ולחזק את המנהיגות, המיומנויות, היכולות והרצון הדרושים להובלת פעולות בקנה מידה רחב. אנו מאמינים בתוכניות ובכללי מדיניות אוניברסליים שמתאימים לכל הילדים בגיל הרך, ובו בזמן ממשיכים לעשות צעדים נוספים כדי להבטיח שהאוכלוסיות המוחלשות ביותר יזכו לתמיכה הדרושה להן.

Apresentação

Bem-vindo ao Relatório Anual de 2020 da Fundação Bernard van Leer. Nossa missão é melhorar as oportunidades para crianças pequenas e seus cuidadores – especialmente aquelas que se encontram em circunstâncias de desvantagem social e econômica.

Trabalhamos em um conjunto de países que, juntos, refletem a diversidade mundial em termos econômicos, geográficos e culturais, o que nos permite testar a relevância global de ideias e abordagens. Nos próximos anos, trabalharemos no Brasil, Índia, Israel, Jordânia e Holanda, enquanto continuaremos nossa parceria de aprendizagem com a Costa do Marfim, além de integrar novas parcerias de aprendizagem na Etiópia e Equador. Também iremos expandir nosso trabalho fora dos países de nosso portfólio – incluindo os programas globais e para refugiados. Estamos nos desligando gradualmente do Peru e da Turquia.

Em 2020, disponibilizamos um total de 14.872.082 euros em financiamento e apoio a uma vasta gama de parceiros para implementar a prática de soluções promissoras e expandir boas ideias para que possam beneficiar ainda mais bebês e crianças. Em 2020, revisamos nossa estratégia até 2023. A nossa estratégia está focada em três áreas:

- **Parents+:** Combinar treinamentos de cuidado dos pais com, pelo menos, um serviço que atenda às necessidades básicas das famílias. Esta pode ser uma maneira eficiente de aumentar o alcance e melhorar a eficácia das atividades de coaching e do serviço subjacente com o qual o coaching é aliado. Em 2020, investimos 5.754.018 euros em projetos, como a campanha “Momentos Mágicos” para incentivar os cuidadores em Israel a aumentarem seus vínculos com seus filhos pequenos e também em uma pesquisa de ciência comportamental sobre a eficácia das mensagens transmitidas pelos pais, na Costa do Marfim.

- **Urban95:** Trazer o foco para os bebês, crianças pequenas e cuidadores no planejamento, projeto e gestão intersetorial de cidades com o objetivo de melhorar o acesso a serviços de qualidade, a mobilidade sustentável e um espaço público adequado. Em 2020, investimos 6.010.108 euros em projetos como o lançamento do “Desafio de Nutrir Bairros”, na Índia e no apoio aos líderes municipais de Istambul para institucionalizar os princípios do Urban95 na cidade.

- **Early Years Thought Leadership:** Oferecer conhecimento e apoio a indivíduos que trabalham a serviço de bebês, crianças pequenas e seus cuidadores através do compartilhamento de pesquisas, na promoção de ideias inspiradoras sobre como ampliar iniciativas e na reunião de pessoas que ajudem a construir uma rede de líderes e defensores. Em 2020, investimos 3.107.956 euros em projetos, como no trabalho com Gehl a fim de apoiar um bairro de Londres no combate da poluição do ar e no suporte ao Núcleo Ciência pela Infância do Brasil no lançamento de um curso de aprendizagem à distância sobre a primeira infância para líderes executivos.

O ano passado foi dominado pela Covid-19 e os totais acima incluem vários investimentos nos quais tivemos que mudar rapidamente o trajeto para continuar desenvolvendo o trabalho existente e oferecer aos nossos parceiros o apoio que precisavam para se adaptarem às novas circunstâncias, como ajudar Civic a alcançar famílias isoladas pelo lockdown no campo de refugiados de Azraq, na Jordânia, e o financiamento de pesquisas rápidas em duas universidades sobre os impactos da pandemia nos serviços de saúde para mulheres e crianças.

Seguimos buscando mudanças em nível de sistema, fortalecendo a liderança, as habilidades, a capacidade e a vontade necessárias para mobilizar a ação em escala. Acreditamos em políticas e programas universais que atendam a todas as crianças pequenas, ao mesmo tempo em que fazemos um grande esforço para garantir que os mais desfavorecidos recebam o apoio de que necessitam.

Visión general

Presentamos el reporte anual 2020 de la Fundación Bernard van Leer. Nuestra misión es mejorar las oportunidades a las que tienen acceso los niños pequeños y quienes los cuidan, especialmente aquellos que viven en condiciones socioeconómicas desfavorables.

Trabajamos con una serie de países que, en su conjunto, reflejan la diversidad global desde el punto de vista económico, geográfico y cultural, lo cual nos permite comprobar si las ideas y los métodos que ponemos en práctica tienen relevancia en todo el mundo. En los próximos años, trabajaremos en Brasil, India, Israel, Jordania y los Países Bajos, mientras continuamos aprendiendo de nuestra iniciativa en Costa de Marfil; añadiendo nuevos proyectos de este tipo en Etiopía y Ecuador, y expandiendo nuestro trabajo en países nuevos de nuestra área de actividad (incluyendo, nuestros programas globales y para refugiados). Por otro lado, estamos cerrando nuestras intervenciones con Perú y Turquía.

En 2020 dedicamos un total de 14 872 082 EUR a financiar y apoyar a varias contrapartes para que implantaran soluciones con potencial y ampliaran la escala de las ideas que estaban funcionando bien, de modo que pudiesen llegar a una mayor cantidad de bebés y niños pequeños. En 2020 revisamos nuestra estrategia hasta el año 2023 en torno a tres áreas claves:

- **Parents+:** Este programa combina la formación sobre el cuidado de los niños destinada a padres y madres con al menos un servicio concebido para cubrir las necesidades básicas de las familias. Puede ser un modo eficiente de ampliar la escala de las intervenciones y de mejorar los resultados tanto de las actividades de orientación como del servicio con el que éstas se combinan. En 2020 invertimos 5 754 018 EUR en proyectos como la campaña «Magic Moments», lanzada en Israel para fomentar la interacción de los cuidadores con los niños pequeños, y el estudio de ciencias del comportamiento realizado en Costa de Marfil para analizar la eficacia de una serie de mensajes sobre crianza.
- **Urban95:** Promovemos que se tenga en cuenta a los bebés, los niños pequeños y sus cuidadores en la

planificación intersectorial, el diseño y la gestión de las ciudades, con el fin de obtener un mejor acceso a servicios de calidad, una movilidad sostenible y un espacio público adecuado. En 2020 invertimos 6 010 108 EUR en proyectos como el lanzamiento «Nurturing Neighbourhoods Challenge» en la India y apoyando a los líderes municipales de Estambul para institucionalizar los principios de Urban95 en la ciudad.

- **Early Years Thought Leadership:** Ofrecemos conocimientos y ayuda a personas que prestan un servicio a los bebés, los niños pequeños y sus cuidadores, mediante la difusión de estudios e ideas inspiradoras sobre cómo ampliar la escala de las iniciativas ya en marcha y la organización de oportunidades de encuentro para crear una red de líderes y defensores de la primera infancia. En 2020 invertimos 3 107 956 EUR en proyectos como el realizado en colaboración con Gehl para ayudar a un barrio en Londres a abordar el problema de la contaminación atmosférica y la iniciativa en favor del *Núcleo Ciência pela Infância* de Brasil para lanzar un curso a distancia para líderes en materia de primera infancia.

Durante el pasado año, la pandemia de Covid-19 fue la protagonista absoluta y las cifras mencionadas incluyen numerosas inversiones que tuvimos que ajustar con rapidez para ayudar a nuestras contrapartes a adaptarse a las nuevas circunstancias y no perder el trabajo realizado hasta entonces. Por ejemplo, colaboramos con Civic para llegar a las familias confinadas en el campo de refugiados de Azraq (Jordania) y aportamos financiación a dos universidades para que estudiaran con la mayor celeridad posible los efectos de la pandemia en los servicios sanitarios destinados a las mujeres y los niños pequeños.

Para lograr el cambio sistémico al que aspiramos, seguimos fortaleciendo el liderazgo, las competencias, la capacidad y la voluntad imprescindibles para estimular una actuación a gran escala. Creemos en los programas y las políticas universales que tienen en cuenta a la primera infancia en su totalidad y, al mismo tiempo, nos esforzamos especialmente por garantizar que los más desfavorecidos reciban la ayuda que necesitan.

Genel bakış

Bernard van Leer Vakfı'nın 2020 Faaliyet Raporu'na hoş geldiniz. Başta sosyal ve ekonomik açılardan dezavantajlı koşullar altında yaşayanlar olmak üzere, küçük çocuklar ve onlara bakım veren kişilere yönelik fırsatları iyileştirme misyonu ile faaliyetlerimizi sürdürüyoruz.

Ekonomik, coğrafi ve kültürel olarak dünya genelindeki çeşitliliği yansıtan fikir ve yaklaşımların global ölçekte uygunluğunu test etmemize imkân veren bir dizi ülkeyle birlikte çalışıyoruz. Gelecek yıllarda Brezilya, Hindistan, İsrail, Ürdün ve Hollanda'da çalışırken, Fildişi Sahili'nde öğrenme ortaklığımıza devam edecek, Etiyopya ve Ekvator'da yeni öğrenme ortaklıkları ekleyerek global ve göçmen programlarımız da dahil, portföyümüzün dışındaki ülkelerde çalışmalarımızı genişleteceğiz. Peru ve Türkiye'den ise aşamalı olarak çıkıyoruz.

2020 yılında, uygulamada umut veren çözümleri hayat geçirmek ve iyi fikirleri, daha fazla bebeğe ve küçük çocuğa fayda sağlaması için yaygınlaştırmak amacıyla, geniş bir yelpazeye yayılmış ortaklarımıza toplam 14.872.082 Euro tutarında maddi kaynak ve destek sağladık. 2023'e kadar gözden geçirdiğimiz stratejimiz üç faaliyet alanını kapsıyor:

- **Ebeveynler+:** ebeveynlere yönelik bakım verme eğitimini ailelerin temel ihtiyaçlarını karşılayan en az bir hizmet ile birleştirmektedir. Bu, yaygınlaştırma için hem rehberlik faaliyetlerini hem de rehberliğin bir araya getirildiği temel hizmetin etkinliğini artırmanın etkili bir yolu olabilir. 2020 yılında İsrail'de, bakım verenleri küçük çocukları ile yakından ilgilenmeye teşvik eden "Büyülü Anlar" kampanyası ve Fildişi Sahili'nde yürütülen ebeveynlik mesajlarının etkinliğine dair davranış bilimi araştırmaları gibi projelere 5.754.018 Euro yatırım yaptık.

- **Urban95:** kaliteli hizmetlere erişimin, sürdürülebilir hareketliliğin ve kamusal alanın iyileştirilmesi için bebekler, küçük çocuklar ve bakım verenler odağını kentlerin sektörler arası planlama, tasarım ve yönetimine taşımaktadır. 2020 yılında, Hindistan'daki "Anaç Mahalleler Yarışması"nın hayata geçirilmesine ve İstanbul'un belediye yöneticilerinin Kent95 ilkelerini uygulamasına destek verilmesi gibi projelere 6.010.108 Euro yatırım yaptık.

- **İlk Yıllar Fikir Liderliği:** araştırmaları paylaşılarak, girişimlerin nasıl yaygınlaştırılacağı konusundaki ilham verici fikirleri destekleyerek, liderler ile destekçilerden oluşan bir ağ kurmak üzere insanları bir araya getirerek, bebelere, küçük çocuklara ve bakım verenlerine hizmet etmek için çalışan bireylere bilgi ve destek sağlamaktadır. 2020 yılında, Londra'nın bir ilçesinin hava kirliliği ile mücadelesine destek vermek üzere Gehl ile birlikte çalışmak ve Brezilya'da Núcleo Ciência pela Infância'nın üst düzey liderlere erken çocukluk konulu uzaktan-eğitim dersini hayata geçirmesine destek olmak gibi projelere 3.107.956 Euro yatırdık.

Geçtiğimiz yıl, Covid-19 baskısı altında geçti. Yukarıdaki toplam rakamlar Civic'in, Ürdün'deki Azraq mülteci kampında karantinede olan ailelere ulaşması ve iki üniversiteye, pandeminin kadınlar ve küçük çocuklara yönelik sağlık hizmetleri üzerindeki etkilerini araştırmaları için kaynak sağlanması gibi mevcut çalışmaları temel alan; ve ortaklarımızın yeni koşullara uyum sağlamaları adına ihtiyaç duydukları desteği sunmak için hızla yeniden yönlendirdiğimiz çok sayıda yatırımı içermektedir.

Sistem düzeyinde değişimi hedeflemeye devam ediyor, yaygın şekilde harekete geçmek için ihtiyaç duyulan liderlik, beceri, kapasite ve iradeyi güçlendiriyoruz. Tüm küçük çocuklara hizmet verirken aynı zamanda en dezavantajlı konumdakilerin ihtiyaç duydukları desteği almalarını sağlamak üzere, gerekenden de fazlasını yapan evrensel program ve politikalara inanıyoruz.



Our financial summary 2020 and outlook for 2021

Overview budget and actual (in EUR)

	BUDGET 2020	ACTUAL 2020	BUDGET 2021
Income			
Van Leer Group Foundation	18,616,376	18,646,376	18,534,014
Interest	0	11,555	0
Total income	18,616,376	18,657,931	18,534,014
Expenditure			
Total grants and Foundation-managed projects	14,928,898	15,140,585	14,825,994
Returned project funds	0	9,550	0
Currency difference	0	6,853	0
Cancellation previous years	0	(435,204)	0
Operating expenses	4,566,557	3,848,036	4,421,800
Non-operating (gain)/loss	0	(11,456)	0
Total expenditure	19,495,455	18,558,364	19,247,794
Net result	(879,079)	99,567	(713,780)
Capital and reserves			
Foundation capital	453,780	453,780	453,780
General reserve before net result	0	879,079	978,646
Net result	0	99,567	(713,780)
Total capital and reserves	453,780	1,432,426	718,646

Financial summary 2020

In late 2019 the Van Leer Group appointed a Chief Executive Officer responsible for leading the development of group strategy and overseeing the execution of Van Leer activities. This includes overseeing the work at the Bernard van Leer Foundation to help all children get a good start in life; our support to the Van Leer Jerusalem Institute and the Jerusalem Film Centre, focused on strengthening democracy, equality, and regional peace; and – through the Van Leer Group Foundation – the management of our endowment from which we finance our charitable activities.

In 2020, after almost 30 years of activity in Peru and Turkey, the Foundation nearly completed phase-out activities. Covid-19 significantly impacted normal office activities. However, the Foundation was well prepared for remote work situations and operations were fundamentally not impacted. Resources that had been budgeted for travel and expenses were reallocated to support projects that had been impacted by Covid-19. In support of difficulties at Perron 07 due to the impact of Covid-19, the Board decided to write off the previously fully impaired loan and Perron 07 was released from their obligation. Because the loan had been fully impaired, it had no effect on the balance sheet.

The Foundation generated positive cash flows from operating activities in 2020 and capital reserves are positive as of 31 December 2020. The Foundation is solvent, and the liquidity position is good.

Outlook 2021

The total approved income from the Van Leer Group Foundation in 2021 amounts to EUR 18,534,014 with total capital reserves of EUR 1,432,426. 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. Management will try to reduce the size of the general reserve in support of the strategy in 2021 and is therefore projecting a negative net result for the year.

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.

The Foundation remains stable with team members largely continuing to work remotely and does not anticipate unforeseen Covid-19 related adjustments in staff or investment in new software or equipment. The Foundation will continue to provide grants and Foundation-managed projects according to its stated strategic intent.

Dated 25 March 2021

Bernard van Leer Foundation Executive Director: Cecilia Vaca Jones

Board members (in alphabetical order): Yarom Ariav, Wim Borgdorff, Nanno Kleiterp, Eloy Lindeijer, Julia Neuberger, Ory Okolloh, Fay Twersky, Ngairé Woods, Sam Worthington.



Financial Statement for the year ended 31 December 2020

Balance sheet as at 31 December 2020 (in EUR)

After appropriation of operating result

	NOTES	2020	2019
Assets			
Fixed assets			
Intangible fixed assets	(1)	60,452	70,326
Tangible fixed assets	(1)	90,479	39,441
		150,931	109,767
Financial fixed assets			
Loan	(2)	0	0
		0	0
Current assets			
Current account Van Leer Group Foundation	(3)	17,713,922	17,379,635
Other receivables	(4)	126,138	104,948
		17,840,060	17,484,583
Cash and cash equivalents			
Cash and bank	(5)	3,179,191	2,960,950
		3,179,191	2,960,950
Total assets		21,170,175	20,555,300
Capital and reserves			
Foundation capital	(6)	453,780	453,780
General reserve	(7)	978,646	879,079
		1,432,426	1,332,859
Liabilities			
Non-current liabilities			
Grants payable and Foundation-managed projects	(8)	3,787,099	4,367,229
Current liabilities			
Grants payable and Foundation-managed projects	(8)	15,438,529	14,390,350
Creditors	(9)	171,610	270,901
Current account refugee coalition	(10)	0	26,949
Other liabilities	(11)	340,511	167,012
		19,737,749	19,222,441
Total liabilities		21,170,175	20,555,300

Statement of income and expenditure for the year 2020 (in EUR)

	NOTES	BUDGET 2020	ACTUAL 2020	ACTUAL 2019
Income				
Van Leer Group Foundation	(A)	18,616,376	18,646,376	18,739,540
Interest	(B)	0	11,555	14,353
Total income		18,616,376	18,657,931	18,753,893
Expenditure				
Grants	(C)	14,928,898	11,018,486	12,733,766
Grants cancelled	(C)	0	(435,204)	(376,282)
Foundation-managed projects	(D)	0	4,128,952	2,997,689
Returned project funds	(E)	0	9,550	(56,542)
Total activities		14,928,898	14,721,784	15,298,631
Personnel operating expenses	(F)	3,365,596	3,204,525	3,429,459
Depreciation	(F)	83,838	69,558	81,139
Other operating expenses	(F)	1,117,123	573,953	1,065,953
Total organisation		4,566,557	3,848,036	4,576,551
Operating result		(879,079)	88,111	(1,121,289)
Financial asset (impairment)/or reversal	(G)	0	14,445	4,614
Interest gains/(losses)		0	(2,989)	0
Total non-operational result		0	11,456	4,614
Net result		(879,079)	99,567	(1,116,675)
Appropriation of result:				
Added to/(deducted from) Appropriated reserve	(H)		0	0
Added to/(deducted from) General reserve			99,567	(1,116,675)
Total			99,567	(1,116,675)

Cash flow statement for the year 2020 (in EUR)

	2020	2019
Cash flow from operating activities		
Net result	99,567	(1,116,675)
Adjustments for:		
Depreciation of tangible fixed assets	34,872	39,306
Amortisation of intangible fixed assets	34,686	41,833
Interest income	(11,555)	(14,353)
Changes in working capital:		
Change in liabilities	515,308	(1,696,347)
Change in interest to be received	(151)	(399)
Change in current assets	(355,477)	(69,943)
	159,680	(1,766,689)
Received interest	11,706	14,752
Cash flow from operating activities (A)	328,956	(2,801,826)
Cash flow from investment activities		
Purchases of fixed assets	(100,197)	(64,472)
Assets under construction	(31,037)	0
Fixed asset adjustments	20,519	0
Cash flow from investment activities (B)	(110,715)	(64,472)
Cash flow from financing activities		
Loan	0	0
Cash flow from financing activities (C)	0	0
Change in Cash and Bank (A+B)	218,241	(2,866,298)
Balance cash and bank 1 January	2,960,950	5,827,248
Balance cash and bank 31 December	3,179,191	2,960,950
	218,241	(2,866,298)

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 and as a long-term means to promoting more cohesive, considerate, and creative societies with equal opportunities and rights for all.

Basis of preparation

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

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 considered. 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, considering 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.

Intangible assets under construction

Software (or other intangible fixed assets) that are not yet available for use and activated are recognised as intangible assets under construction.

Tangible fixed assets

Tangible fixed assets are stated at cost, less accumulated depreciation and impairment losses.

Tangible assets under construction

All tangible fixed assets that are not yet available for use and activated are recognised as tangible assets under construction.

Depreciation

Depreciation will be recorded monthly according to the depreciation schedule. Annual depreciation schedules use the straight-line method.

(In)Tangible fixed assets	Percentage of depreciation
Furniture and fixtures	20%
Computer hardware	33%
Software	33%

Residual value

Due to certain assets having a longer than initially scheduled lifespan a 5% salvage will be kept for all asset item additions as per 1 January 2021. The remaining 95% of the nominal value of the asset will be depreciated according to the schedule. This does not apply for the financial year 2020.

Retirements

Once an asset item is removed from active service the remaining (including the 5% salvage) book value will be written off as per the retirement date and a replacement item will be activated.

Disposals

Similar to retirements, a disposed item's book value will be written off as per the disposal date. Any of these fully depreciated items with an additional lifespan will be donated to an institution of the Foundation's choice.

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.

Capital and reserves

Capital and reserves equal the difference between total assets and total liabilities in the balance sheet. They consist of the Foundation capital and the general reserve. The net result for the year is added or subtracted from the general reserve.

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 the 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.

Interest

Interest is recognised in the period it is earned and recorded as income in the statement of income and expenditure.

Non-operational result

Reversing previous impairments on financial assets and negative interest paid on bank deposits are recorded as non-operational results in the statement of income and expenditure.

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-contribution agreement under the Pensions Act. The administration agreement with the pension provider was extended through 2021.

- The plan covers retirement pension and survivor's pension.
- Employer contributions are determined per participant in the pension scheme and are mainly based on the premium percentage, age, pensionable salary, and part-time percentage (if applicable).
- The employee contribution is 5% of pensionable salary.
- In case of a funding shortfall at the pension provider, this will not result in any additional obligations for the Foundation.

The pension charges are recognised as expenses in the statement of income and expenditure. Insofar as the payable contributions have not yet been paid as at the balance sheet date, a liability is recognised.

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. Change in liabilities includes both current and non-current liabilities.

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. Details of lease commitments are shown in the section Commitments and rights not shown on the balance sheet.

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 the 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, Yarom Ariav, Julia Neuberger, and Fay Twersky serve on the Board of both 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.

Notes to the balance sheet (in EUR)

1 Fixed assets and depreciation

	Software	Hardware	Furniture and fixtures	Assets under construction*	Total
	33%	33%	20%	0%	
Book value 1 January 2020	70,326	33,018	6,428		109,772
Additions current year	14,293	84,925	980	31,037	131,235
Cumulative additions	126,390	183,494	12,450	31,037	353,371
Depreciation current year	34,686	32,382	2,490		69,558
Cumulative depreciation	117,494	97,934	7,532		222,960
Adjustment gain/loss current year**	20,519				20,519
Book value 31 December 2020	29,414	85,561	4,918	31,037	150,931
Cumulative additions -/- Cumulative depreciation	29,414	85,561	4,918	31,037	150,931

* Assets under construction: The Foundation is expanding its ERP software capabilities. A EUR 85,000 investment is made to further integrate the operating software to improve alignment with the accounting module. This Lightning project is due to be finalised in the fourth quarter of 2021. Depreciation will start upon activation of this new ERP tool.

** In 2020 an adjustment was made from category Software to Assets under construction. A 2019 invoice of EUR 20,518.58 regarding the Lightning investment has been categorised as Assets under construction.

2 Financial fixed assets

In 2016, the Foundation issued a loan (for the amount of EUR 325,000) to Stichting Perron 07. In 2017, this loan was fully impaired due to liquidity issues at Stichting Perron 07. In 2020, in light of potential cash flow issues stemming from Covid-19, the Board of Trustees agreed to write the loan off fully, releasing Stichting Perron 07 from the remaining obligations of the loan.

3 Current account Van Leer Group Foundation

	2020	2019
Balance 1 January	17,379,635	17,361,370
Amount of preliminary allocation to the Foundation	18,646,376	18,739,540
Disbursements of preliminary allocation to the Foundation	(18,646,376)	(18,739,540)
Other settlements	334,287	18,265
Balance 31 December	17,713,922	17,379,635

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. Other settlements are net expenses prepaid by Bernard van Leer Foundation on behalf of Van Leer Group employees.

4 Other receivables

	2020	2019
Prepayments	97,966	87,157
Other receivables	28,172	17,791
	126,138	104,948

The prepayments were primarily made up of rent for offices in the Netherlands, India, and Israel. The other receivables mainly consist of an overpayment of pension costs due back to the foundation.

5 Cash and bank

	2020	2019
Bank	3,179,191	2,960,950

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

6 Foundation capital

	2020	2019
Foundation capital	453,780	453,780

The original Foundation capital was established in 1949 in the amount of one million Dutch guilders.

7 General reserve

	2020	2019
Balance 1 January	879,079	1,995,754
Result	99,567	(1,116,675)
Balance 31 December	978,646	879,079

There are no restrictions on the general reserve. It will be proposed that the 2020 result be added to the general reserve.

8 Grants and Foundation-managed projects

	2020	2019
Balance 1 January	18,757,579	20,356,599
Grants/FMP contracts approved*	14,872,081	14,924,936
Grants/FMP contracts cancelled*	(435,204)	(376,282)
Exchange result	6,853	60,495
Grant payments	(13,975,681)	(16,208,168)
Balance 31 December	19,225,628	18,757,579

Covid-19 had an effect on partners' ability to provide project deliverables, causing delays in grant payments being released. It is anticipated that these delays will be made up in 2021.

* See notes C and D for additional explanation on Grants and Foundation-managed projects (FMP).

Specification

	Total	2021	2022	2023	2024
Definition/Year					
Grants	15,710,551	12,811,418	2,367,260	475,453	56,420
Foundation-managed projects	3,515,077	2,627,111	533,963	258,691	95,311
Total	19,225,628	15,438,529	2,901,223	734,144	151,731

The amount payable for the year 2021 is shown on the balance sheet as a current liability of EUR 15,438,529.

The amounts payable after the year 2021 are shown on the balance sheet as a non-current liability of the years 2021, 2022, and >2023 to the amount of EUR 3,787,099.

9 Creditors

	2020	2019
Accounts payable	171,610	270,901

The accounts payable are due within one year.

10 Current account: Moving Minds Alliance

	2020	2019
Balance 1 January	26,949	108,343
Disbursements of contribution to the refugee coalition	0	89,175
Disbursements on behalf of the refugee coalition	(26,949)	(170,569)
Balance 31 December	0	26,949

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. In 2020, the administration of this alliance moved to a partner organisation resulting in a balance of zero. The Bernard van Leer Foundation remains a partner in the Alliance.

11 Accrued liabilities

	2020	2019
Holiday allowances	70,763	70,617
Wage tax	128,019	0
Other liabilities	141,729	96,395
	340,511	167,012

These liabilities are due within one year. The December 2020 wage tax was accrued and paid in full in January 2021. The other liabilities are made up of accrued unspent vacation days of staff and outstanding payments to service providers. In addition, other liabilities include EUR 30,000 contributed by the Van Leer Group Foundation in late 2020 to the Foundation to support the "Human Mobility Project", an effort across all three organisations within the Van Leer Group. These funds are to be used in 2021.

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 incurred 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 13 September 2020 the budget for 2021 of EUR 18,534,014.

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 3 years can be specified as follows:

2021	EUR 119,149
2022	EUR 119,149
2023	EUR 9,929
Total	EUR 248,227

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:

2021	EUR 33,127
2022	EUR 34,783
2023	EUR 23,949
Total	EUR 91,859

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:

2021	EUR 1,285
Total	EUR 1,285

Lease obligations

Printer/copier

The Bernard van Leer Foundation signed a 5-year lease contract per February 2017, ending in January 2022, for two printers at an original amount of EUR 17,840. The outstanding obligation can be specified as follows:

2021	EUR 4,369
2022	EUR 364
Total	EUR 4,733

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

A Van Leer Group Foundation and other income

	Budget 2020	Actual 2020	Actual 2019
Income	18,616,376	18,646,376	18,739,540
	18,616,376	18,646,376	18,739,540

The actual income over 2020 decreased slightly compared to 2019 according to the budget approved by the Van Leer Group Foundation Governing Council.

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 2020 of the Van Leer Group Foundation will be published in June 2021.

B Interest

	Budget 2020	Actual 2020	Actual 2019
Bank and deposit accounts	0	0	1,384
Other interest	0	11,555	12,969
	0	11,555	14,353

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

C Grants

	Budget 2020	Actual 2020	Actual 2019
Grants approved	14,928,898	11,011,632	12,673,272
Grants cancelled*	0	(435,204)	(376,282)
Currency differences	0	6,853	60,494
	14,928,898	10,583,281	12,357,484

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.

The Grants budget 2020 includes both grants and programme contracts within the Foundation-managed projects where the actual 2020 expenditure is EUR 14,712,198 in line with the Grants approved budget 2020.

* 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 2020, the Foundation cancelled a number of grants, to the amount of EUR 435,204. The largest cancellations refer to projects where there were unspent funds (EUR 163,000) and milestones that were not met (EUR 149,266).

D Foundation-managed projects

	Actual 2020	Actual 2019
Programme contracts	3,860,448	2,251,665
Communications	198,631	334,808
Foundation sector	2,000	38,132
Network development	67,873	373,084
	4,128,952	2,997,689

E Returned project funds

	Budget 2020	Actual 2020	Actual 2019
Grants	0	9,550	(56,542)
	0	9,550	(56,542)

In 2020, an amount of EUR 9,550 that had previously been returned was rereleased after fulfilment of all the project requirements.

F Operating expenses

	Budget 2020	Actual 2020	Actual 2019
Board of Trustees	26,000	2,454	30,667
Personnel			
(a) salaries	2,669,071	2,682,235	2,784,639
(b) social charges	287,000	240,650	285,096
(c) pension	226,790	169,139	214,475
(d) general staff costs	60,235	31,330	42,672
(e) recruitment	57,500	50,441	6,704
(f) staff development	55,000	30,730	59,484
(g) temporary personnel	10,000	0	36,389
	3,365,596	3,204,525	3,429,459

	Budget 2020	Actual 2020	Actual 2019
Consultants	100,000	61,685	164,420
Staff travel/hospitality	380,000	65,989	399,895
Premises	201,961	171,828	175,619
Office equipment/expenses	298,662	180,726	189,774
Depreciation	83,838	69,558	81,139
Telecommunications	15,000	9,218	10,984
Audit fees	50,000	62,230	48,400
General costs	45,500	19,823	46,194
Total	4,566,557	3,848,036	4,576,551

The decrease in total operating expenses can be attributed to lower costs across the board due to the impact of Covid-19 and especially on travel, office expenses and staff-related costs. Pension costs were reduced as the average number of FTEs in the organisation was lower in 2020 than in 2019. The consultants cost for 2020 was much lower than in 2019 due to two major projects in 2019 (GDPR implementation, Korn Ferry salary scales). KPMG Accountants N.V. has been appointed as external auditor of the Foundation. The fees mentioned in the table above solely relate to the audit of the financial statements 2020 (2019) and are recognised irrespective of whether the activities have been performed during the financial year 2020 (2019).

G Non-operational gains and losses

Gains and losses not related to the standard operations of the Bernard van Leer Foundation are recognised as non-operational gains or losses. Negative interest charged on EUR account balances and the impairment/reversal of impairment are recorded as a non-operational gain or loss.

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 99,567 has been added to the General reserve.

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 2020 financial year, the average number of team members employed by the Foundation, converted into full-time equivalents, amounted to 33.8 FTE of whom 11.1 FTE were contracted outside the Netherlands; for 2019 this number was 38.2 FTE of whom 11.4 FTE were contracted outside the Netherlands.

Subsequent events

There were no subsequent events.

Legal address: The Hague, 25 March 2021

Bernard van Leer Foundation Executive Director: Cecilia Vaca Jones

Board members (in alphabetical order): Yarom Ariav, Wim Borgdorff, Nanno Kleiterp, Eloy Lindeijer, Julia Neuberger, Ory Okolloh, Fay Twersky, Ngaire Woods, 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.

Independent auditor's report

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

Report on the audit of the accompanying financial statements

Our opinion

We have audited the financial statements 2020 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 2020, and of its result for 2020 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 2020;
2. the statement of income and expenditure for the year 2020;
3. the cash flow statement for the year 2020; and
4. 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 '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:

- Foreword by the Chair of the Board of Trustees and the Chief Executive of the Van Leer Group;
- Message from the Executive Director of the Bernard van Leer Foundation;
- Director's report;
- Other information; and
- Photography.

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 and the Board of Trustees are responsible for the preparation of the other information.

Description of the responsibilities for the financial statements

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

Management and the Board of Trustees are 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 and the Board of Trustees are responsible for such internal control as management and the Board of Trustees 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 and the Board of Trustees are responsible for assessing the company's ability to continue as a going concern. Based on the financial reporting framework mentioned, management and the Board of Trustees should prepare the financial statements using the going concern basis of accounting unless management and the Board of Trustees either intend to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so. Management and the Board of Trustees 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.

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.

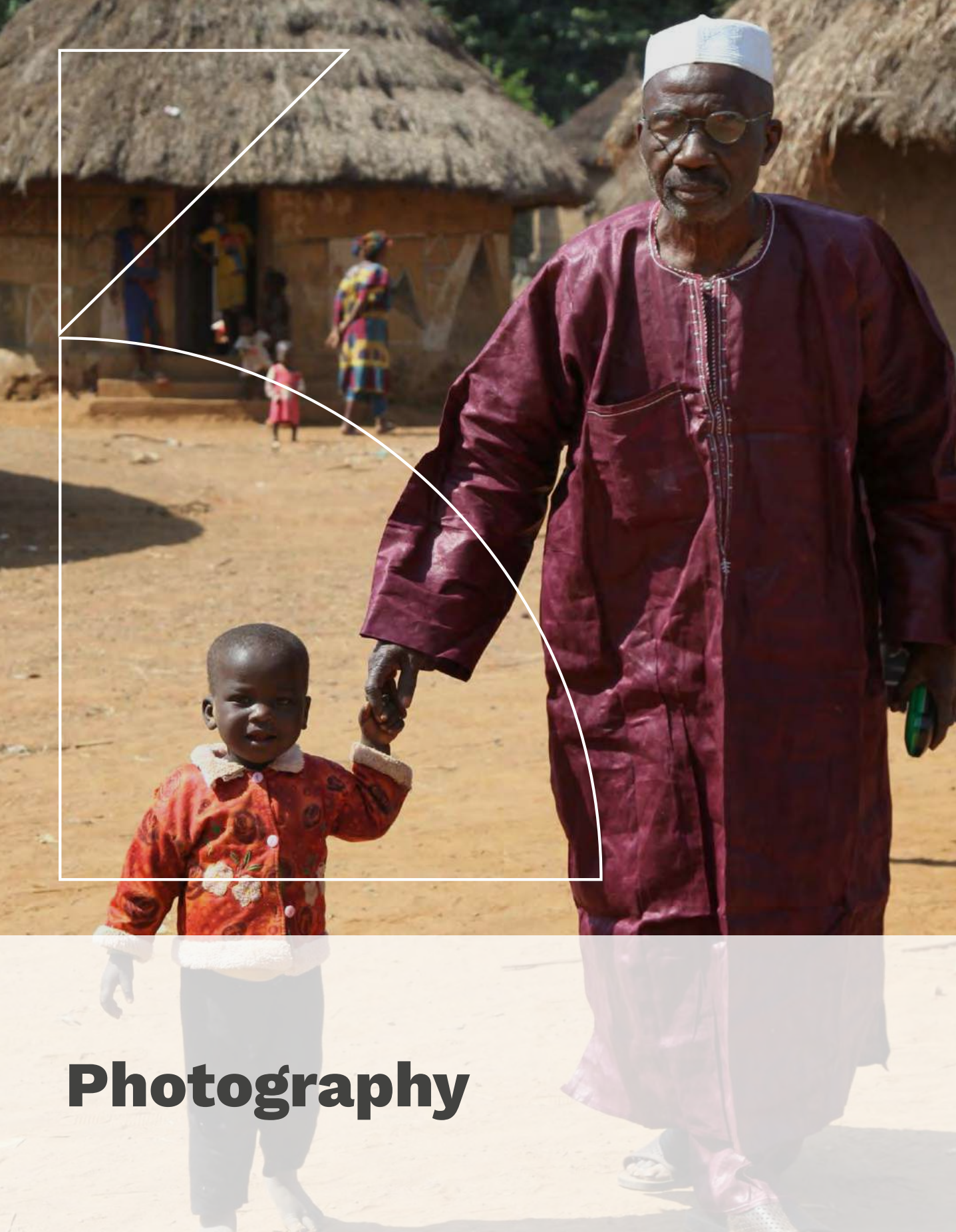
Misstatements can arise from fraud or errors and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements. The materiality affects the nature, timing and extent of our audit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

- identifying and assessing the risks of material misstatement of the financial statements, whether due to errors or fraud, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from errors, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management and the Board of Trustees;
- 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 management and the Board of Trustees 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.

Utrecht, 25 March 2021
KPMG Accountants N.V.
W. Kevelam RA



Photography

Photography

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- Page 10** Côte d'Ivoire. Courtesy of Thibaut Monnier.
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- Page 17** Peru. Courtesy of Vanessa Touzard/Bernard van Leer Foundation.
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Bernard
van Leer
FOUNDATION

A good start
for all children