



# **Annual Report 2021**

A good start for all children



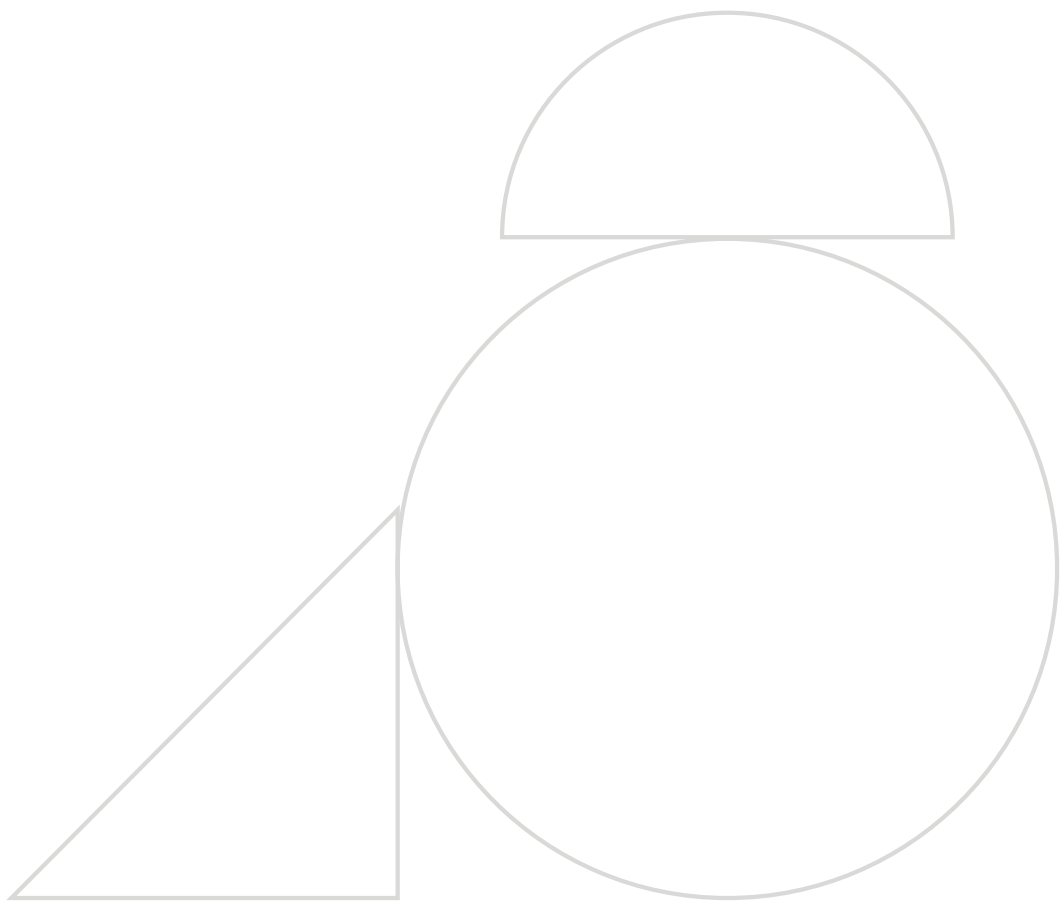
**“All children should  
be able to achieve  
the greatest possible  
realisation of their  
innate, intellectual  
potential.”**

– Oscar van Leer

# Annual Report 2021

Bernard van Leer Foundation

March 2022



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## **Messages from the Foundation's leadership**

# A year that showed the value of human connection

In 2021, we drew great energy from the ways in which our team and partners championed the early childhood agenda despite the challenges of the pandemic. This report is filled with examples of their commitment: from the training of thousands of frontline workers to provide parent coaching to new mums and dads, to the incredible growth of the Urban95 programme which now encompasses more than 70 cities worldwide. It is also a testament to the vigorous and creative pursuit of new ideas including a much-needed exploration of how climate change is affecting the earth's youngest citizens.

2021 provided constant reminders of the value of human connection. Though Board meetings continued in a virtual setting, we were able to organise several in-person interactions among sub-groups of Trustees and the team. We gathered in our Dutch office with more regularity and members of the management team visited colleagues and partners in nearly all offices outside the Netherlands. And – while a poor replacement for spending time together in person – we experimented with new ways to make virtual collaboration more inspiring and effective.

The Board spent a significant portion of its virtual time together reviewing our governance and organisational structure. This led to a decision to further integrate the activities of the Bernard van Leer Foundation and the Van Leer Group Foundation in the coming years. This decision was taken to simplify our governance and management structure and allow us to better leverage the capabilities of the full team towards all our mission-related activities.

We are hopeful that 2022 will provide more opportunities for the kind of human connection that is so critical to young children's development, as well as to the growth and development of our partnerships and team. In the second half of the year, we will launch a strategic planning process that will aim to strengthen these connections and explore how we can best build on the achievements and lessons reflected in our current body of work.

As in prior years, we are reminded that the hard work of our team and partners is the key to the Foundation's impact in the world. We thank them for their dedication to our mission and for their commitment to building a society that cherishes and cultivates caring and compassion. These values seem more important than ever considering the challenges today's children will grow up to face.

Finally, we would like to thank our Executive Director Cecilia Vaca Jones who will be stepping down in May to return to her home country, Ecuador. In her six years at the Foundation, Cecilia has made an enormous contribution including leading the team through the unprecedented challenges of the pandemic. We are deeply grateful for her leadership and confident that her contributions will have a lasting impact on our mission and work.

*The Hague, 25 March 2022*



**Nanno Kleiterp**  
Chair, Board of Trustees



**Michael Feigelson**  
Chief Executive Officer,  
Van Leer Group

# Leading with purpose to mobilise new constituencies for early childhood

Our 2021 Annual Report focuses on sharing powerful stories about how we continue to support scaling policies and programmes that impact the wellbeing of babies, toddlers and their families, in our core geographies and beyond. The selected stories highlight the most important achievements and learnings related to our strategic goals in Parents+, Urban95 and Early Years Thought Leadership.

In 2021 we [opened a new office in Jordan](#). This is now one of our core countries, where we expect to understand more about how to leverage impact when working with displaced young children and families. We are confident that working with a wide variety of stakeholders, at different levels of government and across different areas of work, will enable us to gather important learnings on how to improve working in this field.

By working through [learning partnerships](#), we are looking for opportunities to expand our impact beyond our core geographies. The purpose of this model is to identify opportunities to enable effective action in our areas of work, either by supporting partners with whom we have an existing relationship of trust or by nurturing collaboration among a range of partners. Through these partnerships we have continued to increase the reach and impact of our activities in regions such as Latin America and Africa. Keeping this regional perspective is very important to encourage more ambitious goals, catalyse our actions and build on the legacy that the Bernard van Leer Foundation has left in countries such as [Peru](#), where we are phasing out.

We are continually bringing new thinking into the early years field. This year we feel particularly proud of the learnings generated through convenings, research, our [Early Childhood Matters](#) publication, and advocacy events to share evidence and inform people on the ways [climate change and early childhood intersect](#). It is crucial to bring young children into the climate conversation and take collective responsibility and action to implement measures that can be beneficial for all.

Our [parenting programmes](#) continue to grow and generate evidence on how caregiver wellbeing is an essential part of babies' and toddlers' healthy development. Stories in this report from [Brazil](#), [India](#), [Afghanistan](#) and the [Netherlands](#) show innovative practices to improve training processes and reach the most vulnerable families. We also spotlight how the [private sector in Israel and Brazil](#) is adding value to parenting programmes by aligning with the early years agenda.



**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.”**



[Urban95 cities](#) are setting an example by prioritising investments in urban planning and design to improve the lives of young children and their families. Increasingly we see city leaders from around the globe joining this movement. It is inspiring to see how [76 cities](#) are implementing solutions that are improving access to good public space, encouraging active mobility and closing gaps for the most disadvantaged families. [Brazil](#), [India](#) and [Israel](#) show important progress towards scaling our approach in very diverse cities. This is giving us more insights into how to expand our Urban95 approach.

Executive education continues to play a fundamental role in facilitating learning and inspiring action. In 2021 we launched our [Urban95 Academy](#), which will facilitate the sharing of strategic knowledge products that have been developed over the years of implementing the Urban95 approach. The Academy will enable municipal leaders, city planners, designers and other urban professionals to learn about how to make better cities for babies, toddlers and their families, while discussing innovative ideas, reflecting, and connecting with peers who are dealing with similar challenges.

Strengthening our communications and [engaging with our network of leaders](#) has helped us mobilise a lot of people from new constituencies to advocate for the early years. For example, [the Moving Minds Alliance](#) has integrated new members, reaching a total of 25 organisations. We also see increased awareness and interest around child and [caregiver mental health](#), an area where we have invested significant resources in advocacy. We strongly believe our champions have a unique power to transmit important testimonies that inspire action.

In 2021, our work on ensuring a good start for all children has included a number of inspiring initiatives driven by a dedicated team of professionals and partners. Through our work we are constantly being reminded that leading with purpose makes the difference.

***The Hague, 25 March 2022***



## 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 in our [historical case studies](#) and in the [Learning from Experience research report](#). 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.
- In Turkey, our Urban95 programme ran from **2016 to 2020** and left a lasting impression on the municipal government of Istanbul. Mayor Ekrem Imamoğlu was elected in 2019 on a platform that stressed the importance of the early years, with commitments including new early childhood education centres and free bus travel for mothers with babies and toddlers.

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 reach scale

The year 2020 marked the start of a new strategic plan, which refined our focus for the period 2020–2023. We focus on and invest in scalable programmes and policies under:

- [Parents+](#) – combining coaching for parents and other caregivers with services that meet 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](#) – incorporating a focus on babies, toddlers and caregivers into the 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](#) – building a network of champions that advocate for young children and their families. Collaborating and combining our knowledge, the Early Years Thought Leadership network tells the world that the early years matter and ensures that the voices of young children are heard.

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. We opened an office Jordan in 2021 – and phased out of Peru after almost 40 years. We are also expanding our work beyond our portfolio countries through learning partners in countries outside our core geographies and investing in global displacement. 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.

This report shares the geographic overview of our work, and describes the progress we have made on our 2020–2023 strategic plan by investment area.



Fuelled by our organisational strategy, we focus on driving change at scale by working with trusted local and global partners. We provide funding, resources and support needed to pilot and adapt ideas with the greatest potential, aligned with our programmatic areas.

## Since 2016 the Foundation has:



Invested over  
**90 million euros**  
396 partners  
20+ countries



Embraced  
decentralised  
programmatic  
leadership

39 staff members  
7 different countries  
15 nationalities

Consolidated our  
strategy on how to  
support young children  
beyond our core  
countries through

**8 learning  
partnerships**

together with  
70+ organisations

Formed partnerships  
with cities through the  
Urban95 programme



**76**  
cities  
involved  
by 2021



Worked with  
**7** national  
governments  
to provide cost-effective early  
childhood services including  
parent coaching

Been a global voice of  
change worldwide for babies,  
toddlers and their caregivers



**35,000**  
followers

**5** social media platforms

Created and shared knowledge  
on the early years

**650+**

knowledge products  
9+ languages

130+ events in 2021  
reaching 18,000 people



Provided executive  
education opportunities for

**300+**  
leaders in our network

# 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 approach 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.



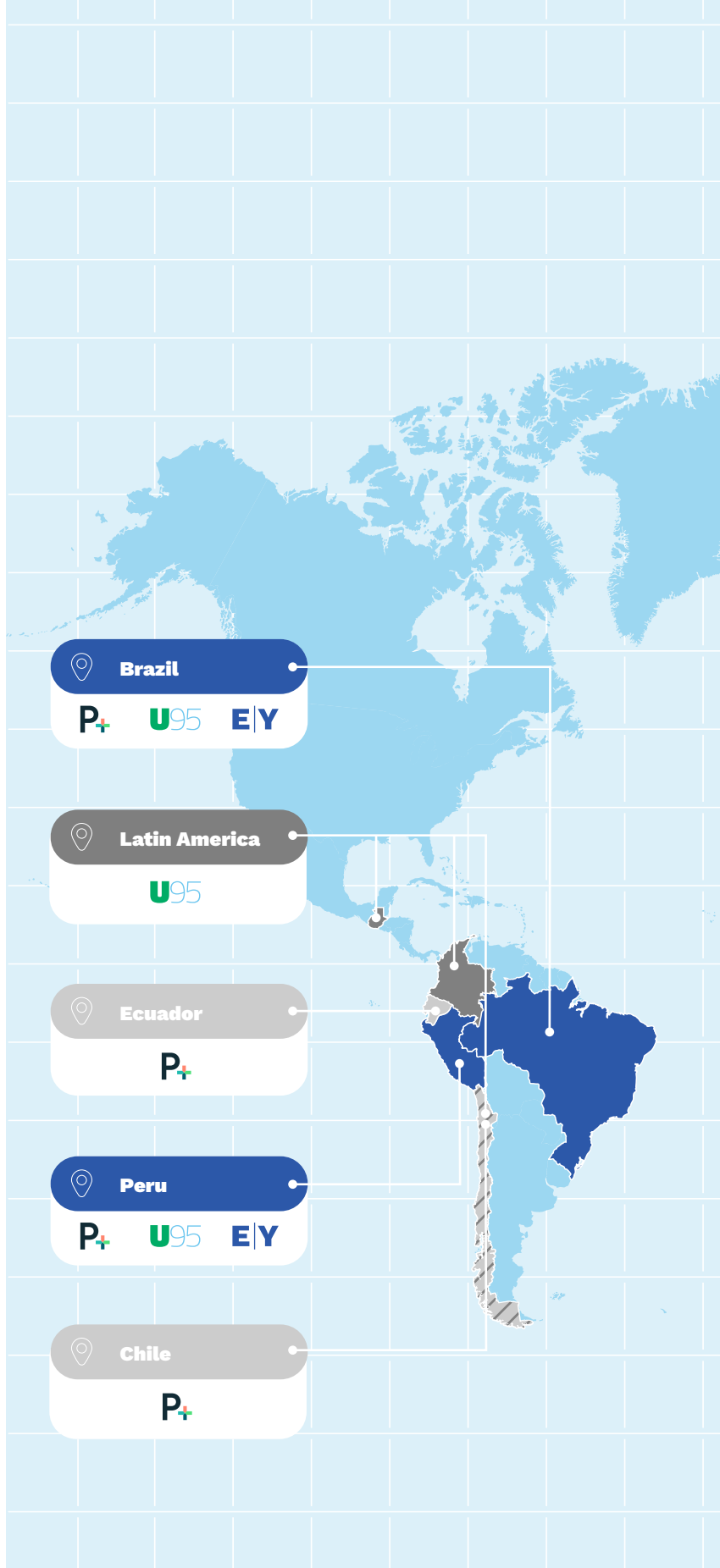
**Parents+**



**Urban95**



**Early Years Thought Leadership**



● Core countries

● Learning partnerships (collaborative)

● Learning partnerships (trusted)

● Global displacement

P+ E|Y

● Global programme

P+ U95 E|Y

📍 Netherlands

P+ U95 E|Y

📍 Albania

U95

📍 Turkey

U95

📍 Jordan

P+ U95

📍 India

P+ U95 E|Y

📍 Israel

P+ U95 E|Y

📍 Côte d'Ivoire

P+ E|Y

📍 Ethiopia

P+ U95

# Jordan becomes a core country

[Jordan](#) joined the Bernard van Leer Foundation's list of core countries in 2021, as we recruited a Jordan representative and programme coordinator on the ground. We have been active in the country since 2016 through partners in our Global displacement portfolio. After an influx of refugees due to the ongoing conflict, Syrians now comprise around 12% of Jordan's population. We quickly realised that more focus needed to be directed to children and caregivers in vulnerable communities – both refugee and Jordanian – through parenting and urban development programmes.

Leveraging our relationships with those partners, we are now working on activities under both the Parents+ and Urban95 strategies. In the former category, for example, we began work in 2021 to expand parent support services in the Ministry of Health's network of Mother and Child Health Centres, working with Plan International and the Royal Health Awareness Society.

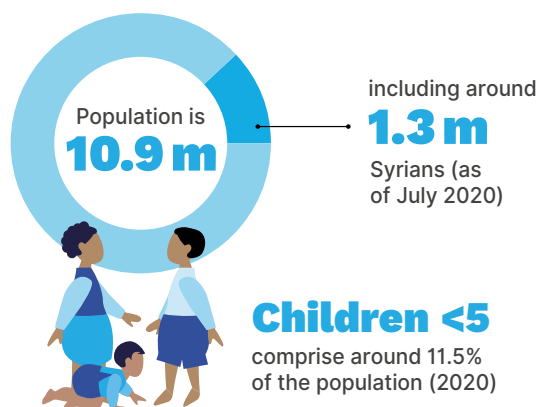
Together with national stakeholders, we are taking forward the [Ahlan Simsim](#) initiative – which means “Welcome Sesame” in Arabic. Developed by Sesame Workshop and the International Rescue Committee, it supports the cognitive and socio-emotional development of refugee children. We aim also to scale-up support for children's and caregivers' mental health by working with the World Health Organization.

In a country context where early childhood services remain fragmented across government departments, we are supporting efforts to broaden the investment in the early years beyond the current focus on formal preschool education. Partners here include the National Council for Family Affairs, which is monitoring early years programming and policies.



Under the Urban95 programme, we held a [national convening](#) in November 2021 entitled “Jordan Takes a Collective Breath: A National Dialogue on Air Quality and its Impact on Public Health”. A wide range of stakeholders gathered to discuss the impact on young children of air pollution due to causes such as indoor smoking and inadequate ventilation. The convening was led by the Royal Scientific Society under the Patronage of HRH Princess Sumaya bint El-Hassan.

The Royal Scientific Society, Royal Health Awareness Society and Majlisna for Societal Development (Civic Jordan) are among partners we are supporting to conduct further research into indoor air quality in Jordan and how it affects young children's development. We are supporting efforts by the Queen Rania Foundation to design and implement a national behavioural change campaign focusing on children and caregivers. And we are working with the International Institute for Environment and Development to understand refugees' experiences and challenges in camps and urban settings, and make recommendations to policymakers to support positive changes in their lives.







# Reaching global scale through learning partnerships

While we focus most of our work on our [core countries](#), we also work strategically through “learning partnerships” when we see an opportunity to support effective action for young children beyond these principal geographies.

We have identified two models of learning partnerships: what we call “trusted partnerships”, where a partner we know well has a particular opening to achieve change; and “collaborative partnerships”, where there is potential to leverage resources by engaging multiple stakeholders whose goals align with ours. In both models we bring technical assistance, flexible funding, innovative knowledge and strategic connections. All our learning partnerships aim to inspire and inform large-scale action and systemic change.

We currently have four **collaborative partnerships** – the [Moving Minds Alliance](#) (see separate story on page 66) and the first three listed below – and four **trusted partnerships**, which complete the list.

## **Collaborative partnerships**

### **United Way, Latin America**

A [new partnership](#), launched in late 2021, the aim is to expand Urban95 by nurturing a community of leaders in cities across the continent to share their knowledge and experiences of making cities friendlier for babies, toddlers and their caregivers. The partnership is working in Mixco, Guatemala; Cartagena and Baranquilla, Colombia; and La Pintana, Chile. In each city, participatory workshops have been conducted and sites for tactical interventions have been identified.

As well as United Way branches in Chile, Colombia and Guatemala, the partnership brings in the FEMSA (Fomento Económico Mexicano) Foundation, municipal governments and urban entrepreneurs. A communication campaign aims to reach 100,000 people through Instagram and LinkedIn. You can follow the partnership's progress using the hashtag [#TransformamosDesde95cm](#).



### **TRECC, Côte d'Ivoire**

TRECC (Transforming Education in Cocoa Communities) is a partnership with the Jacobs Foundation and UBS Foundation which aims to scale a national programme to promote education and parent coaching and eradicate stunting in children under 5 years old in Côte d'Ivoire.

At the end of 2021, TRECC produced a [report](#) looking back on the last five years of work. It identifies five strands of achieving change: government leadership, involving entrepreneurs, supporting innovation, evidence-based decisions and an alliance of funders.

### **City administration of Addis Ababa, Ethiopia**

In March 2021 we launched a learning partnership – [Children: The Future Hope of Addis Ababa](#) – with the city government and Big Win Philanthropy. It aims to position Addis Ababa as a champion city, integrating components of both Parents+ and Urban95. By 2026, the plan is to provide universal access to comprehensive early childhood services, while also improving cross-sectoral governance, regulatory standards and data for decision making.



The city administration has set up a new Early Childhood Development Directorate with five staff, aiming to expand to 16 – a pioneering step to institutionalise early years work in the city. Social, childcare and health workers are being trained and become ready to coach parents in over 85,000 vulnerable families, and over 9,000 preschool teachers are also being trained. In partnership with the [Streets for Kids programme of NACTO-GDCI](#) (the National Association of City Transportation Officials' Global Designing Cities Initiative), 11 streets are now closing to traffic for half a day every week to allow local children to play.



## Trusted partnerships

### PAHO, Ecuador

Since 2019, we have worked with PAHO (the Pan American Health Organization) and the Ecuadorian government in a learning partnership focused on health and development in early childhood. The election of a new government in 2021 resulted in a new strategy to tackle malnutrition, which integrates some of the project's learnings. The updated strategy aims to reduce chronic child malnutrition by 6% over the next four years.

The government requested PAHO and the Foundation to embark on a second phase of the project, and PAHO is now working intensively on this opportunity to reach impact at scale.

### Superpool, Turkey and Jordan

While we have phased out of Turkey as a core country, we wanted capitalise on the capacity built and the impact of our partnership with Istanbul-based architecture practice [Superpool](#), and support them to institutionalise their experience of creating playgrounds for children up to age 3, play programming and "Streets for Kids". Superpool's work with four district municipalities in Istanbul, as well as the city's metropolitan administration and that of Izmir, has created an example for the expansion of Urban95 programmes worldwide.

Through peer-to-peer learning frameworks, this partnership will also enable Superpool to act as a mentor for other practitioners and technicians in cities in the region including Amman, Jordan.

### Qendra Marrëdhënie, Albania

In a relatively short time, Tirana has transformed itself into a safe and stimulating place for children to grow up. By continuing to work with our partner Qendra Marrëdhënie, we are aiming to expand and scale-up the Born Thriving Framework and [Design Guidelines](#) beyond Tirana, to wider Albania and the Western Balkans.

We envisage Tirana becoming an Urban95 "learning lab", where external interested partners can come to experience what a fully scaled-up Urban95 city looks like and talk to the municipal leaders and managers who made it happen.

### JUNJI project, Chile

Our partnership with JUNJI, the National Board of Kindergartens in Chile, resulted in 2021 in the launch of [Children of the World](#) – a series of six books that tell the story of individual children in six countries around the world, of which five are our core countries. The books were distributed to all daycare centres in Chile.

The children's stories were also animated for *Upa Chalupa*, a television series broadcast nationally in Chile every Saturday at prime time for children's programming.

Illustrated by photos, the books share parts of the children's lives such as the games they like to play, local traditions and recipes for their favourite foods. The books help children to understand how their peers are growing up in different parts of the world.



# The Bernard van Leer Foundation's legacy in Peru

After almost 40 years, investing over 35 million euros in more than 200 projects, the Bernard van Leer Foundation phased out of Peru in 2021. We are confident that our partners now have the capacity and expertise to continue the momentum for early childhood.

Our involvement in Peru dates back to the early 1980s. Over the years it evolved from micro-projects with local-level partners towards a greater emphasis on national-level advocacy, towards decision makers and the public. We began to work with partners such as Salgalu and the Grupo Impulsor to raise early childhood as a priority on the public agenda. In the 2010s our partner [INFANT successfully campaigned for a ban on corporal punishment](#).

In the period of our latest strategic plan, it was natural for our Parents+ work in Peru to draw on our decades of funding NGOs – [such as Red SUMA \(formerly Red Innova\) and Kusi Warma](#) – to demonstrate models of childcare and preschool in collaboration with local governments. We supported the evolution and scaling-up of the [national home visiting programme Cuna Más](#) as part of a fruitful broader engagement with MIDIS, the Ministry of Development and Social Inclusion, and in particular with Ariela Luna, the Minister from 2019 to 2020.

Introducing Urban95 in Lima required us to reorient our partner network towards expertise in engaging with municipal government and children up to age 3. A key champion of early childhood development proved to be Carlos Javier Vega, who moved from his role in the neighbourhood of [Alto Perú](#) to join the team of the newly elected mayor, Jorge Muñoz, in 2019. His experience and vision in urban planning and design matched exactly with the approach of Urban95, and together we were able to identify what kind of technical support he needed to advance the [Urban95 agenda within the municipality](#).

**Vanesa Lainez**, Bernard van Leer Foundation  
Programme Coordinator for Peru, 2017–2021:

“Knowing that the decision had been taken to phase out of Peru, we were able to concentrate our work on building the capacity and understanding of our partners. I would say we managed to embed two big ideas in particular during our time in the country.

First, the importance of positive interactions between caregivers and children – and the need for public spaces and public policies to support and enable this. Here in particular I feel that the Urban95 agenda has really made an impact, touching the hearts of young professionals.

And second, the need to take a whole-child perspective which brings together different sectors, such as education and health. There is always more to do on cross-sectoral coordination, but I feel confident that we have planted some seeds that will continue to grow by themselves.”





**Carlos Javier Vega**, General Coordinator, Limeños al Bicentenario, Metropolitan Municipality of Lima:

“With a growing population putting pressure on land use, Lima urgently needs more green public spaces. [Limeños al Bicentenario is an ambitious programme to revitalise public spaces](#) by planting trees and greenery, in combination with play furniture and sensory installations for young children.

These new spaces are showing how a focus on the early years can translate into wider benefits for the whole city: while toddlers enjoy exploring and connect with nature, adults are forging new connections as they sit together in the shade.

Communities are coming together to take responsibility for maintaining these urban oases. Some have established communal plots to grow vegetables. We designed these spaces to be accessible, and we see that they are also appreciated by elderly people and those with disabilities. It shows how the city comes alive in a broader sense when it focuses on its youngest citizens.”



**Ariela Luna**, former Minister for Development and Social Inclusion:

“Supporting early childhood is essential for any country's development. Peru committed to take on this challenge a few years ago, and today it is a priority in national public policy. Over the last 40 years, numerous early years strategies have been developed in Peru, consolidating achievements such as reducing chronic child malnutrition and mortality due to preventable diseases, which have enabled important progress in early childhood policies.

The Bernard van Leer Foundation has supported all these steps in different ways, such as making children a priority on the public agenda, giving technical assistance and providing financial resources for numerous projects with NGOs, and most recently directly supporting ministries to sustain long-term policies for children.

As Minister of Development and Social Inclusion, I worked in partnership with the Foundation to implement a national project which allowed the design of methodological tools and mechanisms to support the effective management of services in the whole country. The Foundation's formula of directly supporting the government's work seems fundamental to me to scale strategies and policies in favour of young children.”



**35+ million**  
euros invested



**200+**  
projects







# **Progress in 2021**

# Key moments in 2021

## FEBRUARY India

25 cities in India were selected for the [Nurturing Neighbourhoods Challenge](#) to improve services and spaces for young children and caregivers.



## FEBRUARY Israel

Urban95 scaled [to two new municipalities in Israel](#), with a combined population of over 150,000 inhabitants.



**2**  
new Urban95 cities in Israel

## MARCH Learning partnership Ethiopia

[The Children: The Future Hope of Addis Ababa Early Childhood Development Initiative](#) launched with the aim to support 330,000 low-income households with access to comprehensive early childhood development services.



**330,000**  
low-income households to receive support

## FEBRUARY Global displacement

The Global displacement portfolio launched, a new strategy building on the work of our Refugee response programme.

## AUGUST Brazil

The Brazil Urban95 network turned 1 year old and [Brazil celebrated the first-ever Early Years month](#). Ten cities projected messages on prominent buildings between 22 and 31 August.



**1st**  
anniversary of the Brazil Urban95 network

## SEPTEMBER Global

The [Urban95 Academy](#) was launched with the London School of Economics and Political Science (LSE). Over 100 city leaders worldwide will be trained to deliver more child- and family-friendly cities.



**100**  
city leaders to be trained

## SEPTEMBER Global + Local

The [2021 Urban95 Convening](#) focused on clean air for babies, toddlers and caregivers, bringing together 500 stakeholders in five local and global events.

500 stakeholders  
participated in

5  
events

## SEPTEMBER Jordan

The [Foundation opened an office in Jordan](#) with two new staff supporting over half a million euros in local early childhood investments in 2021.



EUR  
500,000+  
invested

## SEPTEMBER Mental health and psychosocial support

The [Countdown 2030 data dashboard](#) launched on World Mental Health Day, sharing data on 53 mental health indicators.



53  
mental health  
indicators tracked

## OCTOBER Learning partnership Latin America

A [new learning partnership with United Way](#) launched, which scales Urban95 in four cities in Chile, Colombia and Guatemala.



3  
more countries  
in Latin America  
embrace Urban95

## NOVEMBER Global + Brazil

The travelling grey bubble from the [Free to Play Outside campaign](#) spread awareness of the importance of clean air for young children in four Brazilian cities and Glasgow, UK, for COP26.

## DECEMBER Global

[Early Childhood Matters](#) focused its 2021 issue on climate change and its impact on young children, featuring 35 articles from over 50 authors.



50+  
authors  
contributed

## DECEMBER Netherlands

The new government of the Netherlands decided to make childcare (nearly) free for all working parents and committed 23 million euros annually to scale [Solid Start](#) local coalitions nationally.



EUR 23  
million  
committed

## NOVEMBER Jordan

Jordan held its first [National Dialogue on air quality](#) and the impact of pollution on public health and the lives of young children.

# Why we are bringing climate change and children's development together

**Discussions about climate change seldom refer to the fate of young children. They should. The two challenges of tackling climate change and enhancing children's development may seem separate, but they are intertwined in multiple and often surprising ways.**

Young children are especially vulnerable to the effects of climate change. It is estimated that [88% of the global burden of disease attributable to climate change](#) occurs in children younger than 5 years old. The environmental consequences of the changing climate – such as increasing air pollution – have lifelong impacts on the health and development of young children, whose immature lungs and developing brains are especially at risk. Extreme weather conditions caused by climate instability lead to forced migration, with the associated risk of malnutrition, trauma and disrupted education, and an increasing number of children growing up in urban slums.

All this is before we even consider the fundamental question of intergenerational justice: we know that climate change will worsen throughout the 21st century, which means the youngest generation alive today will experience the most severe and longest-lasting impacts.

Just as the problems are connected, so are solutions: some measures that improve life for young children and their caregivers can also help cities to cope with climate change. These include expanding access to nature and green spaces for children to play and encouraging low-carbon mobility options and improving transport infrastructure for caregivers.

Making the link between climate change and children's wellbeing not only brings the moral imperative of acting on climate change into clearer focus, it can also be a powerful advocacy tool. The threat of climate change often seems abstract and distant – by linking it to immediate and local threats to children's development, we can potentially inspire more individuals and policymakers to take action.

In 2021 we invested more in research to understand the intersections between climate and children, and in advocacy to raise awareness of them. For example, we supported the Addis Ababa Urban Age Task Force to develop six case studies in green and blue urban infrastructure – investing in nature and water – and how they can help cities to adapt to climate change, while supporting the development of babies and toddlers.

We also supported work that transformed this knowledge into action, from Lima – where the municipal government is [transforming public spaces by planting trees and shrubs](#) alongside play equipment – to Israel, where the Ministry of Education is working with architects to develop national guidelines for urban planners that go beyond the design of schools and kindergartens and also [reflect the interests of babies, toddlers and caregivers in the design of streets, parks and public spaces](#). We also launched the [Celebrate Public Life campaign with Gehl](#), to emphasise the importance of healthy, safe and vibrant public spaces around the world.

We focused our annual [Urban95 Convening](#) on clean air for babies, toddlers and caregivers. In 2021 the Convening consisted of two online global events complemented by local events in Brazil, India, Jordan and Peru. Combined, over 550 participants from 48 countries gathered to learn and collaborate across sectors. They came from a background of either climate change or early childhood development but were reflecting on the intersection of these topics for the first time.

Already a key partner of the [Clean Air Fund](#), we expanded our investments in air quality, working with partners to increase awareness and find practical solutions. For example, [Aires Nuevos](#) is distributing air quality monitors in kindergartens and collaborating with municipalities and universities across Latin America. The data has already generated actionable insights, from showing the impact of vehicles idling outside schools





to informing decisions on the safest time of day for schoolchildren to have outdoor PE lessons.

Based on growing interest from citizens in gathering data and make connections on the issue of air pollution, we launched the [AirBeam Swap](#) initiative. Over 100 people from 18 countries responded to our call for expressions of interest in joining the community, using affordable air quality monitors called AirBeams for a three-month period and sharing experiences with each other in 2022.

Data is critical to inform advocacy. A major parent-focused advocacy initiative we supported is the [Free To Play Outside](#) campaign from our partner the Alana Institute. It made a big grey inflatable bubble to visually represent air pollution, and took it on an awareness-raising tour of cities in Brazil and later around the world – including an appearance at COP26 in Glasgow.

We also [supported several other organisations](#) to bring the voice of babies, toddlers and caregivers to the COP26 conference, including sessions with Cities 4 Children Global Alliance and the Clean Air Fund.

Witnessing the growing interest in bringing together the fields of climate and the early years, we devoted the 2021 edition of our annual journal [Early Childhood Matters](#) to understanding the big picture on this intersection of topics. It features 35 articles from authors around the world, exploring a wide variety of angles, from the [impacts of climate change on indigenous nomadic communities](#), to [children's need](#)

[for exposure to nature](#), to [advice on engaging parents as climate activists](#).

Helen Clark, former Prime Minister of New Zealand, sums up the message in her [Early Childhood Matters](#) article:

“we must integrate policies concerning early childhood development with those mitigating and adapting to climate change. That means we must adopt a child-in-all-policies approach, in order to drive equity-enhancing action that puts the most vulnerable among us – our children – at the centre of all our efforts.”

It is clear that the health and wellbeing of our children and their futures are inextricably linked with the future of our planet. We will need more collaboration and systemic action from governments, and more imaginative inter-sectoral thinking from philanthropy, civil society and the private sector. The Foundation is committed to increasing our work to bring all these vital stakeholders together.



**Helen Clark**  
Board Chair PMNCH and  
former Prime Minister of  
New Zealand

**“We must integrate policies concerning early childhood development with those mitigating and adapting to climate change. That means we must adopt a child-in-all-policies approach.”**

# 10

## findings on why we should care about how climate change impacts children

01

### 88%

of the global burden of disease attributable to climate change occurs in children younger than 5 years<sup>1</sup>.

02

### 450

million children are living in areas of high water vulnerability<sup>2</sup>.

03

### over 30

million children were forcibly displaced in 2019 by conflict, climate change and nearly 400 natural disasters<sup>3</sup>.

04

### 84%

of 68 papers reviewed by US obstetricians found a statistically significant association between environmental exposures and adverse birth outcomes<sup>4</sup>.

05

Pre-term birth increases by

### 2.5%

in the four days following a day with extreme heat according to this study<sup>5</sup>.



Sources: 1. Zhang et al., 2007; UNICEF, 2021a 2. UNICEF, 2021b 3. UNHCR, 2021; Internal Displacement Monitoring Centre, 2020 4. Bekkar et al., 2020 5. Sun et al., 2019 6. Grace et al., 2015 7. Fiocruz, 2019 8. Global Action Plan, 2021

These statistics were drawn from the 2021 issue of *Early Childhood Matters*. Thought leaders from around the world shared their knowledge, experience and call to action on why climate action needs to put young children at the centre.

06

A 2015 study across 19 African countries showed **average birthweights** were

**0.9 g** lower

with each day that a pregnant woman experienced a temperature of over 38 °C<sup>6</sup>.

07

**750** children

aged 4 and younger die annually in South America because of lower respiratory tract infections caused by pollution, mostly from the burning of fossil fuels.

08

There is a clear correlation between burning forests and children's vulnerability.

**10,000** children

were hospitalised due to pollution from fires in the Amazon region<sup>7</sup>.

09

**25%**

of children in the UK attend schools where air pollution is over the World Health Organization's limit<sup>8</sup>.

10

Children need **access to nature**.

The World Health Organization recommends 9 m<sup>2</sup> of green space per citizen, but Lima averages just

**3.5 m<sup>2</sup>**





**Parents+**

## Combining coaching for parents and other caregivers with services that meet families' basic needs

Babies and toddlers are shaped by their experiences – and those experiences are shaped by their caregivers. Specific caregiving actions can help give children a strong start, such as healthy feeding practices, non-violent discipline, caregiver–infant play, storytelling, singing and reading. Studies show that warm, stimulating and responsive caregiving is one of the best predictors that children will do well in school, and go on to become happy and healthy adults.

A growing body of research shows that caregivers' wellbeing is an essential part of children's healthy development. Parents experiencing depression or anxiety may have more difficulty understanding and responding to their children's cues.

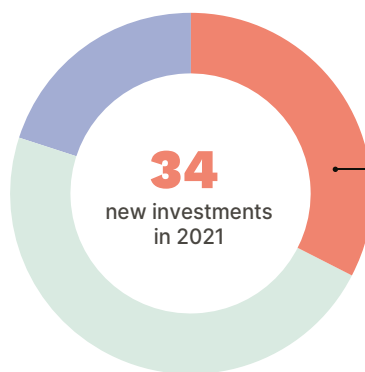
**Parents+** combines coaching for parents and other caregivers with services designed to meet their basic needs – such as antenatal and postnatal care, quality childcare or social services – whether delivered by governments, municipalities, the private sector or non-profit organisations. Service providers, such as health or community workers, are trained to offer non-judgemental support and tools that encourage positive parenting behaviours, remotely or in person.

## Parents+

**“Caregiver wellbeing is an essential part of babies’ and toddlers’ healthy development.”**

**EUR 14,683,071**

Full amount of investments made overall in 2021



**EUR 4,809,613**  
Parents+ investments



# Brazilian home visitors trained in WhatsApp tool

Almost 6,000 early years professionals working with Criança Feliz were trained in 2021 in the [new WhatsApp-based tool Jornada Online Primeira Infância \(JOPI\)](#), or Early Years Online Journey, which comprises 30 hours of audio and visual material, quizzes and support materials.

[Criança Feliz](#) is a home visiting programme delivered by the Brazilian government, and the Bernard van Leer Foundation has been a partner since the beginning. Together with the UNDP, we identified during the Covid-19 pandemic the need for an easy-to-use online training tool for home visitors and supervisors. We developed JOPI with Descobrir Brincando.

JOPI covers topics such as: how to build bonds with a family; explaining why the early years are so important; daily routines; setting boundaries; reading; playing; and motor development. Completion rates were high, with 86% of those who started the course going on to gain certification.

The programme received an NPS measurement of +93, indicating that participants were highly satisfied. “It helped me to grow as a professional”, said one, Rafaela. Another, Antonia, added that she had learned how to “better observe caregiver and child behaviour in order to define the best way to approach a situation”.

Earlier last year a [study of over 120 caregivers](#), home visitors, supervisors and community leaders, conducted by the UNDP, found that caregivers appreciated WhatsApp as a communication tool when social distancing guidelines limited the scope for home visits. While not a substitute for in-person interaction, it was found to be a useful complement.

Criança Feliz has so far visited over 1.2 million children in 2,874 municipalities of Brazil, with a focus on households living in poverty.

**“... better observe caregiver and child behaviour in order to define the best way to approach a situation.”**



## Criança Feliz in 2021:



Over  
**1.2**  
million children  
visited

in  
**2,874**  
municipalities



almost  
**6,000**  
early years  
professionals trained

## India embarks on new Parents+ partnerships

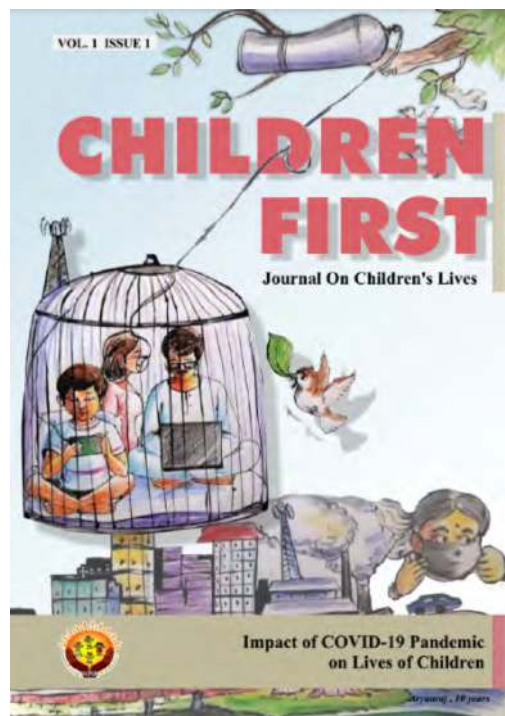
In May 2021, the Bernard van Leer Foundation's Parents+ programme in India signed a statement of intent with NITI Aayog to work on strengthening parent support services in the “aspirational districts” of Fatehpur, in Uttar Pradesh, and Koraput in Odisha.

NITI Aayog is the government of India's policy think tank, chaired by Prime Minister Modi and advising the central government and states and union territories across the country. Its Aspirational Districts Programme is aiming to transform underdeveloped areas by looking for opportunities in each district to bring together different levels of government, and creating a sense of competition among the districts to inspire each other to make progress.

The partnership in the districts of Fatehpur and Koraput will build the capacity of frontline workers who engage with families on a regular basis, as well as parents and communities directly. The partnership will focus on training in areas such as the importance of responsive care and early stimulation for children's brain development, and bundling parent coaching messages during home visits.

Along with the district authorities and our technical partner, Vikramshila Education Resource Society, we will conduct a social behaviour change campaign and work with service providers to identify cost-effective ways to improve the local physical environment for young children, especially around early childhood service centres. We hope this will pave the way for a broader focus on the early years in the Aspirational Districts Programme.

Also in 2021, [we signed a memorandum of understanding to support the Delhi Commission for the Protection of Child Rights](#) to incorporate a focus on the early years in its journal, *Children First*. The Urban95 cities of Pune and Udaipur both welcomed Parents+ partners to provide technical assistance and capacity building on parenting support – respectively, the Aga Khan Foundation India and Jatan Sansthan, a grassroots non-profit organisation.



We renewed for two years our memorandum of understanding with the Government of Odisha to support the scaling-up of parent coaching activities for the first 1,000 days across all of the state's 70,000 *anganwadis*. Alongside all these activities, our Parents+ partnership with the Ministry of Health and Family Welfare remains ongoing.

# Providing refugee-led mental health support for children and families in Greece and Afghanistan

Over the last five years, the Refugee Trauma Initiative (RTI) has been providing [mental health support to refugee children and their families in Greece](#) through a model called Baytna – “our home” in Arabic – involving play, enquiry-based learning, storytelling, art and movement. We are supporting RTI to reach scale from the bottom up through the Baytna Hub model, which builds the capacity of local grassroots organisations to deliver the Baytna programme.

Two elements of the programme stood out for us. First, its strong emphasis on identity, culture, belonging and joy. And second, how the programme is operationalised, which exemplifies practices that the humanitarian response system more generally is seeking to increase. It is refugee-led, with many of the facilitators having lived experience of displacement. And its focus on developing a network, and building the capacity of local organisations that can work together, is in line with the localisation agenda of UNOCHA and other major actors that organise humanitarian crisis response globally.

When the Afghanistan crisis happened in August 2021, we supported RTI – whose founder, Zarlisht Halaimzai, had herself fled Afghanistan as an 11-year-old – to develop a rapid response for Afghan families fleeing the country, by adapting the intensive Baytna model into a lighter-touch approach suitable for more acute crisis settings.

As Zarlisht says:

“My own family’s journey from Kabul to London took four years. Being a refugee means battling powerful, dark forces for the sake of the safety of your community. In developing my own practice of working with children and families who have faced similar journeys, I recognised how important my identity was to my resilience. RTI’s work aims to help children feel valued and respected so that they can develop emotional literacy, a sense of self-worth and agency, which in turn supports healing from their often traumatic beginnings.”



As well as an opportunity to support a trusted partner to do more, we saw the chance to gain learnings which could be useful for the wider humanitarian response community. Through both the emergency programme for Afghan refugees and supporting RTI to scale-up their work more widely, we aim to share insights with other partners working in similar contexts.



**Zarlisht Halaimzai**  
Co-founder and CEO of  
the Refugee Trauma  
Initiative

**“In developing my own practice of working with children and families who have faced similar journeys, I recognised how important my identity was to my resilience.”**

# How we are working with the private sector in Israel and Brazil

The private sector is increasingly seeing the business value in aligning with the early years agenda. Being seen as an attractive workplace for parents helps companies to attract talented individuals who are committed to their family responsibilities. More broadly, supporting caregivers and children can also contribute to their ESG (environmental, social and governance) performance.

In the [2020 Annual Report](#), we shared how private sector partnerships have become increasingly central to the Magic Moments campaign in Israel, implemented by HOP! Media Group, which offers tips to parents on how to turn day-to-day family life situations into empowering moments of interaction, learning and growth. The partnership with supermarket chain Rami Levi continued in 2021, and the campaign also [forged new partnerships with employers](#) to distribute parenting tips to their employees.

At the national HREXPO conference in June 2021, we presented the campaign to 250 managers in staff welfare and human resources. As a result, several companies started WhatsApp groups for the parents of young children among their employees, reaching around 700 people. [Research by RAND into the Magic Moments campaign](#) – and its Arabic equivalent, Beautiful Moments – found that private sector channels were critical to widening the project's reach.

Other companies donated prizes to the campaign as incentives for parents to sign up. Shukit, a digital platform for home delivery of organic produce, sponsored the campaign's "summer camp" with an offer of free picnic packages. Brown Hotels, an international boutique hotel chain, put up a weekend's stay as a prize for the winner of a social media challenge to families to record and share their own "magic moments".



Employee WhatsApp groups for parents are reaching around

**700 people**

## Early Childhood Guide for Companies:

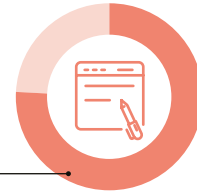


**600**

concrete examples of good practice shared

**76%**

of the companies that registered went on to select priority actions



In Brazil in June 2021, together with United Way Brasil, Fundação Maria Cecília Souto Vidigal and Femsa Foundation, we launched the [Early Childhood Guide for Companies](#), which shares over 600 concrete examples of good practices for companies interested in supporting the early years agenda. They are targeted according to company size and objectives, with practical guidance to help companies to consider costs, implementation time, expected results and indicators.

Over the rest of the year the [platform](#) attracted 2,900 users, and 76% of the companies that registered went on to select priority actions. These range from paid family leave to more flexible working schedules, safe spaces for breastfeeding, subsidised childcare for employees, and support for local projects.

The guide resulted from a survey carried out by United Way Brasil, the Maria Cecília Souto Vidigal Foundation and Oré, and the project is supported by the FEMSA Foundation and partners including the Great Place to Work initiative. The agenda is moving forward quickly in Brazil, with other partners such as Alana Institute and Childhood Brasil becoming involved.

# Online group care increases access to midwife and peer support for Eritrean refugee women

One positive outcome of how Covid-19 restrictions forced new approaches to delivering care services is that the [Centering Pregnancy for Eritrean Refugees](#) initiative has become more accessible across the Netherlands, and potentially other countries as well. Within this group care model, eight to twelve women meet online during pregnancy and – under the name Centering Parenting – during the first two years after giving birth, for medical and psychosocial care, sharing experiences and learning from each other.

Set up by midwife Anne Bedaux and cultural mediator Amy Welde Selase, for the last several years Centering Pregnancy groups for Eritrean refugee women have provided a resource and network for Amsterdam-based midwives who found that they were struggling to overcome language and cultural barriers to provide proper care to pregnant women who had recently arrived as refugees from Eritrea.

“Covid-19 and the related lockdowns and social distancing measures further increased the isolation of these women,” says Amy Welde Selase.

As the pandemic forced the service online, however, it has been able to reach beyond Amsterdam into municipalities where there are too few pregnant Eritrean women to sustain a local group. Now pregnant women

from all over the country can join an online Centering Pregnancy group to share experiences, support each other, and receive professional medical and psychosocial care, with over 120 women reached in 2021.

“The women all have a cell phone,” says Anne Bedaux. “It was exciting, and it went well! Many questions and uncertainties could be discussed. Women could more easily participate, since they no longer needed to travel or arrange for childcare. The online model allowed us to easily show images and videos and women could show us their own homes.”



**Anne Bedaux**  
Centering Pregnancy  
trainer and supervisor

**“Our goal is that all our participants feel they belong to a safe and familiar network which can help to build up their lives with their newborns in this new country.”**







Not all medical care can be delivered online, so physical care consultations are provided by a midwife in their own city. There are now over 50 organisations in the Netherlands who refer Eritrean clients to the service.

With the expansion over the last two years, we believe this model has significant potential to scale further. It could support Eritrean women internationally, including in refugee camps. And it could be replicated for other vulnerable migrant groups in the Netherlands, who have higher-than-average rates of pregnancy/birth-related complications and maternal and infant mortality.



**Amy Welde Selase**  
Senior culture mediator  
at Doctors of the World

**“I’m glad I can participate, this group feels like family, the women often say.”**

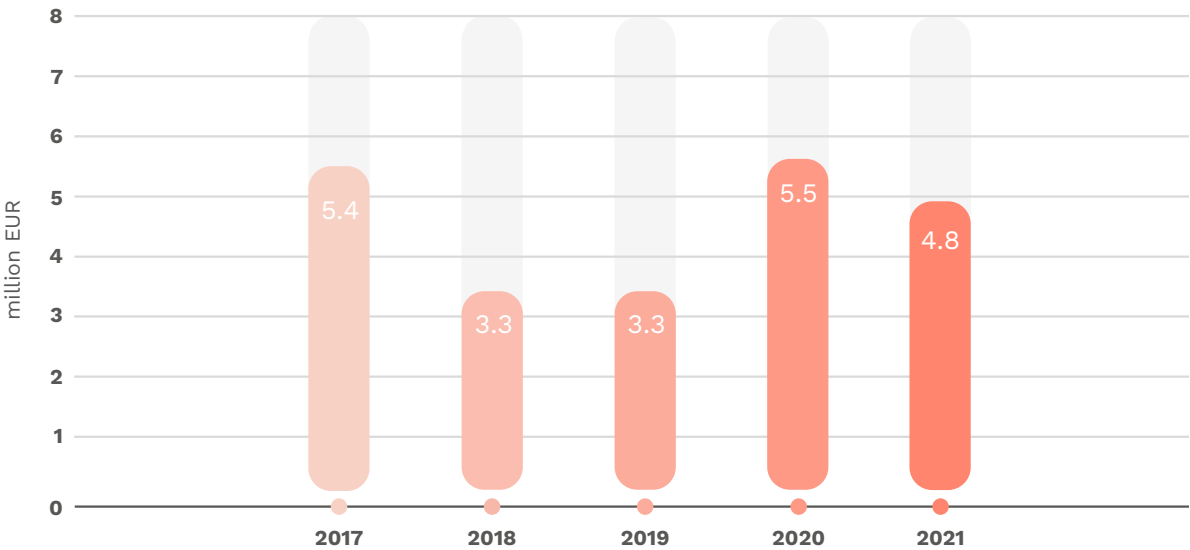


Over  
**120**  
Eritrean pregnant women  
reached in 2021

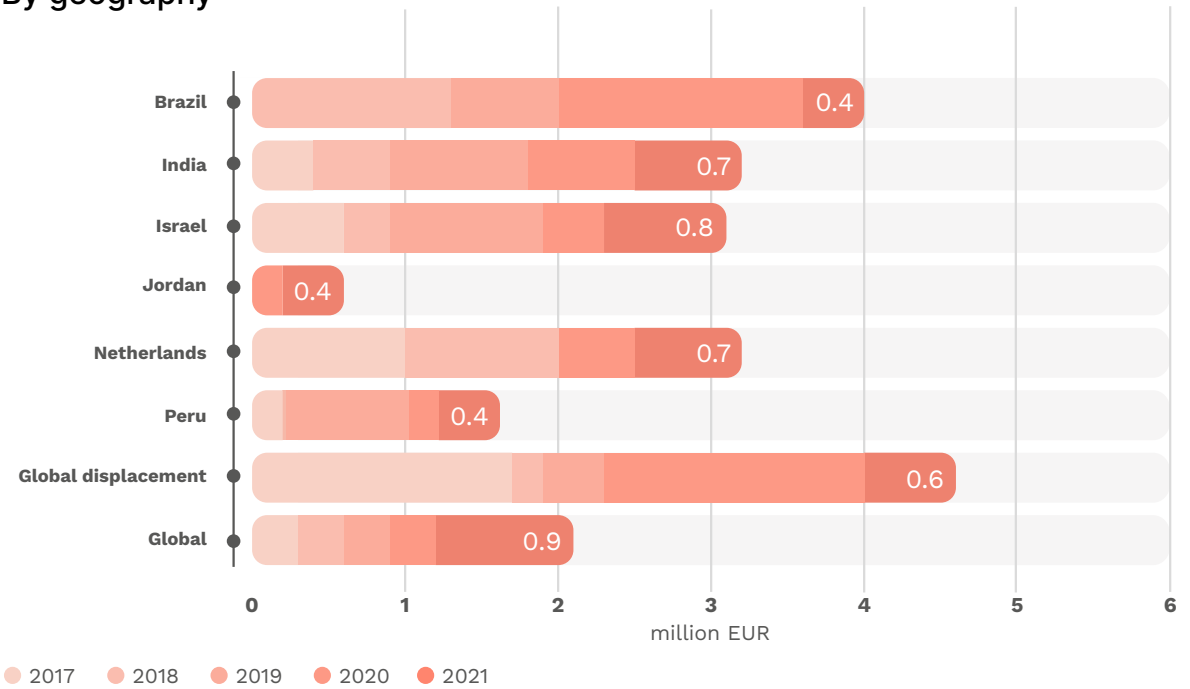
**50+**  
organisations in the  
Netherlands refer Eritrean  
clients to the service

# Parents+: summary of investments (2017–2021)

## By year



## By geography



# Parents+: new investments approved in 2021

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Elogroup Desenvolvimento e Consultoria Ltda	160,145	Promote public policies for early childhood such as cash transfers and digital dashboards
Instituto Alana	24,000	Strengthen caregiver-child bonds by rescuing songs from the Brazilian popular songbook
United Way Brasil	20,019	Assess the impact of the Ceara parent coaching coalition's strategies and performance
Usina de Imaginação (Shine a Light)	54,000	Research how indigenous and <i>quilombola</i> communities care for children, in relation to public policy
Associação Voluntários para o Serviço Internacional (AVSI) Brasil	189,499	Support a national strategy to integrate and assist Venezuelan refugee families in Brazil
<b>Total Brazil</b>	<b>447,663</b>	
<b>India</b>		
Charities Aid Foundation (CAF) India	9,875	Complete the phase-out of work on mother tongue-based multi-lingual early childhood education
Johns Hopkins Center for Communication Programs (CCP)	326,083	Provide technical support to behaviour change programmes in India
Vikramshila Education Resource Society	379,934	Build interdepartmental capacity in two districts to improve early childhood services under the Aspirational Districts Programme
<b>Total India</b>	<b>715,892</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Israel</b>		
Hop! Channel Ltd (HMG)	187,710	Expand the network of partners to build on this positive parenting behaviour change campaign
Lotem – Organizational Development Strategies Ltd	547,540	Support national implementation at scale of already developed reforms, tools, policies and services for well-baby clinics across the health system in Israel
The Max Stern Academic College of Emek Yezreel Ltd (CC)	41,122	Evaluate the impact of the programme with the Ministry of Health
<b>Total Israel</b>	<b>776,372</b>	
<b>Jordan</b>		
The Royal Health Awareness Society (RHAS)	149,092	Engage paediatricians to promote early childhood development in Jordan
Stichting War Child	229,275	Evaluate an evidence-based programme to improve parenting practices in adverse environments
<b>Total Jordan</b>	<b>378,367</b>	

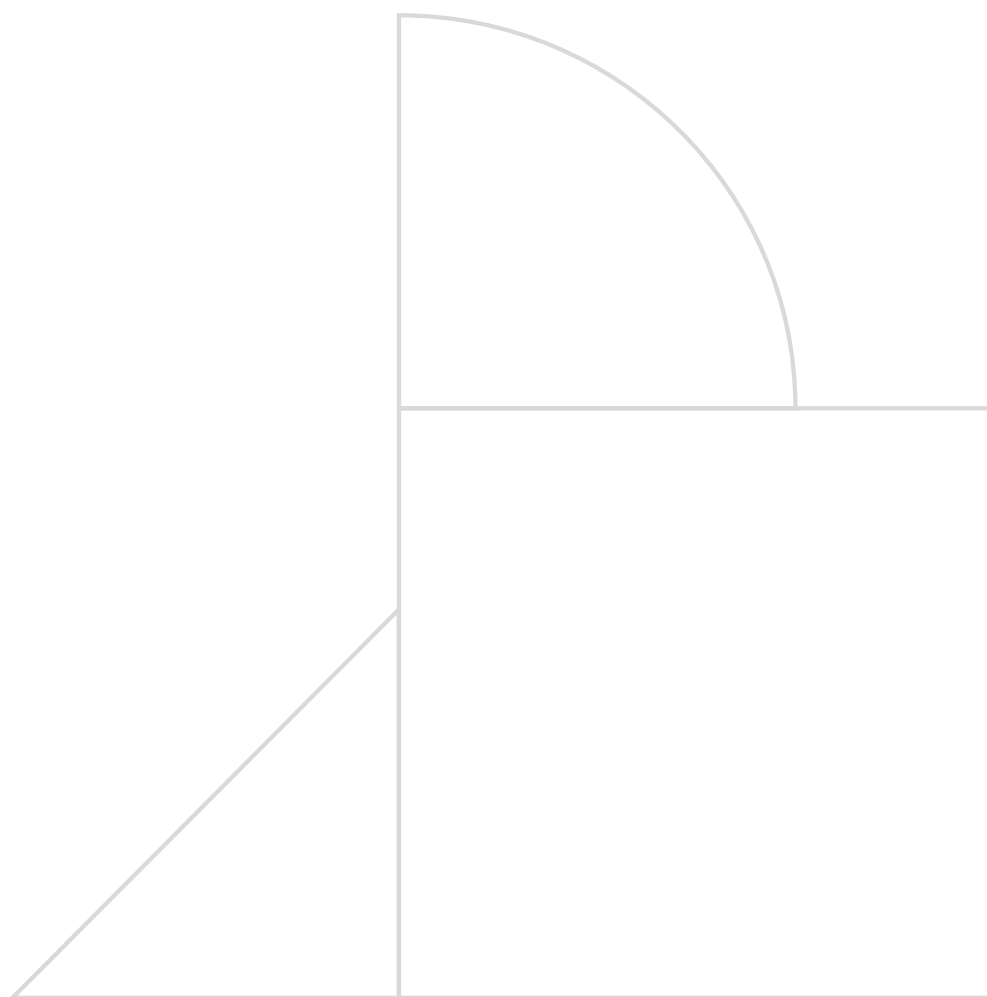
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Netherlands</b>		
Andersson Elffers Felix (AEF)	14,937	Consolidate the network of early years leaders in the Netherlands with a focus on preventive health
Erasmus MC, Generation R Study Group	158,854	Study strategies to reduce risky behaviour in pregnancy as a way of improving parent and child health
Firma Twist	39,800	Build on the launch of a book, <i>Starting Strong</i> , to influence leaders on investing in the early years
Number 5 Foundation	89,911	Build a network to raise awareness about the importance of parents talking with their children
Stichting Centering Nederland	103,495	Expand online groups and services for Eritrean women in the Netherlands and other refugees
Stichting Women Inc	45,500	Continue political pressure on the Dutch government to implement childcare reform  Coordinate stakeholders to support a statement about childcare reform in the Netherlands
TNO	216,275	Redesign how professionals assess child development in ways that empower caregivers
<b>Total Netherlands</b>	<b>668,772</b>	
<b>Peru</b>		
Ministerio de Desarrollo e Inclusión Social (MIDIS), Peru	257,870	Scale and ensure the sustainability of Cuna Más childcare and home visiting interventions
Ministerio de Salud, Peru	114,387	Build capacity on helping children to recover their mental health after Covid-19 restrictions
<b>Total Peru</b>	<b>372,257</b>	



PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global displacement</b>		
PRISM The Gift Fund	249,982	Continue the Baytna intervention to support young refugee children's emotional regulation and learning  Establish safe spaces for refugees newly arrived from the conflict in Afghanistan
Organización Internacional para las Migraciones (OIM)	320,331	Support authorities to assist migrant children to develop and integrate in host communities
Multiple resource people	5,280	Influence service provision and policymaking for displaced families and pregnant women in Latin America  Raise awareness of the needs of displaced Venezuelan families and mobilise resources
<b>Total Global displacement</b>	<b>575,593</b>	

<b>Global</b>		
Amsterdam Medical Center	58,696	Conduct a rapid review of urban risk and protective factors for mental health
Jacobs Foundation	3,000	Continue to support the TRECC programme's early childhood component
Fundación Esquel Ecuador	220,396	Support the government of Ecuador and other stakeholders to reduce chronic child malnutrition
Harvard T.H. Chan School of Public Health	25,000	Advance the global evidence base on how to engage fathers in nurturing care interventions
Pan American Health Organization (PAHO/WHO)	416,339	Support government at all levels in Ecuador to strengthen inter-sectoral action on malnutrition
United for Global Mental Health (UnitedGMH)	151,266	Continue global policy and advocacy activities on mental health of caregivers and young children
<b>Total Global</b>	<b>874,697</b>	

**Total Parents+ 4,809,613**





**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? Cities can be wonderful places to grow up, but they can also pose serious challenges for the health and wellbeing of babies, toddlers and the people who care for them – from a lack of nature and safe spaces to play, to air pollution and traffic congestion, to social isolation.

**Urban95** is a global initiative created by the Bernard van Leer Foundation that works with leaders, planners, designers, advocates and communities to support the healthy development of young children and the wellbeing of caregivers in cities. It focuses on public space, urban mobility and neighbourhood planning. At the heart of Urban95 are dynamic and committed cross-sectoral partnerships with 76 cities around the world (see map on next page).

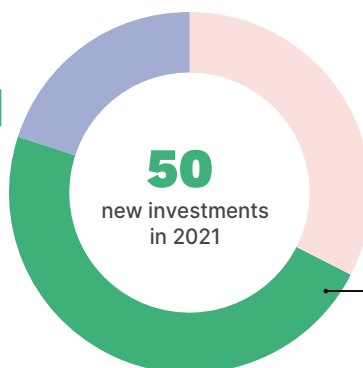
More than a billion children live in cities, and rapid urbanisation means that number is growing. Our goal is to encourage cities to create spaces where children can grow, learn, create, imagine and play. A city that works for babies, toddlers and their caregivers is a city that works for everyone.

**URBAN95** bernard van leer foundation

**“A city that works for babies, toddlers and their caregivers is a city that works for everyone.”**

**EUR 14,683,071**

Full amount of investments made overall in 2021



**EUR 6,948,769**

Urban95 investments

# Urban95 around the world



## Brazil

Alcinópolis	Jundiaí
Alfenas	Mogi das Cruzes
Aracaju	Niterói
Benevides	Paragominas
Boa Vista	Pelotas
Brasileia	Recife
Campinas	São José dos Campos
Canoas	São Paulo
Caruaru	Sobral
Cascavel	Teresina
Crato	Ubirata
Fortaleza	Uruçuca
Ilhéus	



## Mexico

Monterrey



## Guatemala

Mixco



## Colombia

Barranquilla	Cali
Bogotá	Cartagena



## Peru

Arequipa	Lima
Callao	Piura
Cusco	



## Chile

La Pintana





# Playgrounds open in shelters for refugees in Brazil

“For a refugee child or adolescent, forced displacement can be traumatic,” explains Jose Egas, the UNHCR’s representative in Brazil. “Parks and leisure areas encourage cognitive, social and self-esteem development.”

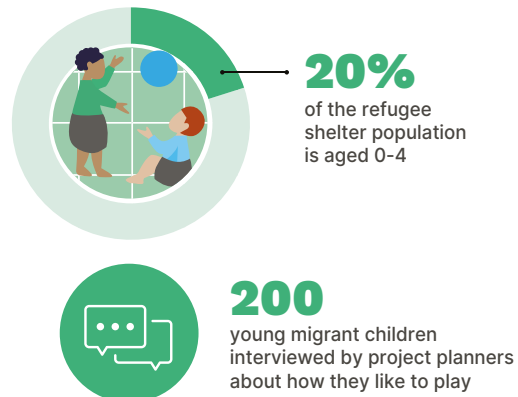
That is why UNHCR partnered with AVSI (Associação Voluntários para o Serviço Internacional) and the Bernard van Leer Foundation in a project to [construct early childhood-focused public spaces in three refugee shelters in Boa Vista](#). With a focus on children, the project brought together for the first time partners from the national government, UNHCR, the municipality of Boa Vista and civil society.

Boa Vista is the capital of Brazil’s most northerly state – Roraima, in the Amazon – and one of the Foundation’s Urban95 partner cities. It is experiencing an influx of migrants from Venezuela, one of the world’s largest sources of cross-border displacement.

The municipality’s infrastructure team designed the playgrounds to support young children’s cognitive and motor development, and offer a place for leisure and positive interactions between children and families. Incorporating recycled materials where possible, they feature rainbow-coloured visuals, structures such as obstacles, pyramids and tunnels, and different textures including sand, concrete and vinyl surfaces to add sensory dimensions. They also provide areas to play sport.

“These spaces also function as protection and integration mechanisms for each child within the shelters,” Jose Egas adds.

The locations for the three playgrounds – refugee shelters called Rondon 1, Rondon 3 and Pricumã – were selected based on the number of families with children. The shelters are together home to 547 children aged 4 and younger, who comprise some 20% of their total population. Before designing the playgrounds, project workers asked young migrant children about how they like to play. They conducted around 200 interviews and separate workshops with children aged up to 2, 3–4 and 5–6 years.



The playgrounds were opened with celebrations including live music, balloons, popcorn and candyfloss. “My children enjoyed it a lot,” said Elianys del Valle, manager of the library at the Rondon 1 welcome centre. “I also think it will be good for adults to relax their minds and watch the children play.” We believe that the opportunity to move and play outdoors and meet others can be an important mental health strategy for families going through this difficult experience.



**“These spaces also function as protection and integration mechanisms for each child within the shelters.”**

# Urban95 scales up in India

Over the last year, 25 cities selected as the first cohort in the [Nurturing Neighbourhoods Challenge](#) in India have been testing a range of interventions to improve the urban experience of families with young children. As [reported in our 2020 Annual Report](#), we launched the three-year Challenge in 2020 in partnership with India's Ministry of Housing and Urban Affairs and technical partner WRI India.

"Smart Cities, for the first time, are re-imagining their neighbourhoods to work for babies, toddlers and their caregivers", says Kunal Kumar, Joint Secretary and Mission Director of the Ministry's Smart Cities Mission. "Through a participative and consultative approach, city engineers and planners are discussing and co-creating solutions with caregivers of young children, *anganwadi* workers, health workers and early childhood development experts."

The solutions implemented in 2021 include a pram-share system at a busy bus interchange in Hubballi-Dharwad; a sensory trail in a park and a revamped vaccination center for kids in Jabalpur; breastfeeding facilities in Rourkela markets; and a play area in a previously unused space under a flyover in Vadodara. Many more examples are presented in the publication [Stories from the Field: Highlights of achievements by cities from cohort stage March to October 2021](#).

Meanwhile, the first two Urban95 partner cities in India – [Udaipur](#) and [Pune](#) – moved into the second phase of the partnership in 2021. After a first phase focused on piloting and testing, this new phase will move on to scaling.

Interventions tested in Pune over the last year include [transforming a junction on Godse Chowk](#). Obstructed footpaths and an inconveniently placed zebra crossing made it dangerous for pedestrians, particularly those with young children. The low-cost solution – with the potential to scale to other areas – included potted shrubs to separate space for pedestrians and vehicles, brightly coloured paint to attract drivers' attention, and proposed new street lights and traffic signals.

In Udaipur, the Urban95 programme published a set of design guidelines: [Template of Infant, Toddler and Caregiver \(ITC\) Integration in Udaipur](#), prepared by partner ICLEI-SA with the guidance of the Udaipur Municipal Corporation. It sets out principles for architects, designers, engineers and policymakers in designing streets, parks and other public spaces and utilities.

[Ten of the 25 cities from the first cohort of the Nurturing Neighbourhoods Challenge have now been selected](#) to join "lighthouse" cities Pune and Udaipur in the Urban95 network in India, receiving further investment to scale-up successful solutions.



# Urban95 begins scaling in Israel with launch in Tira and Beit Shemesh

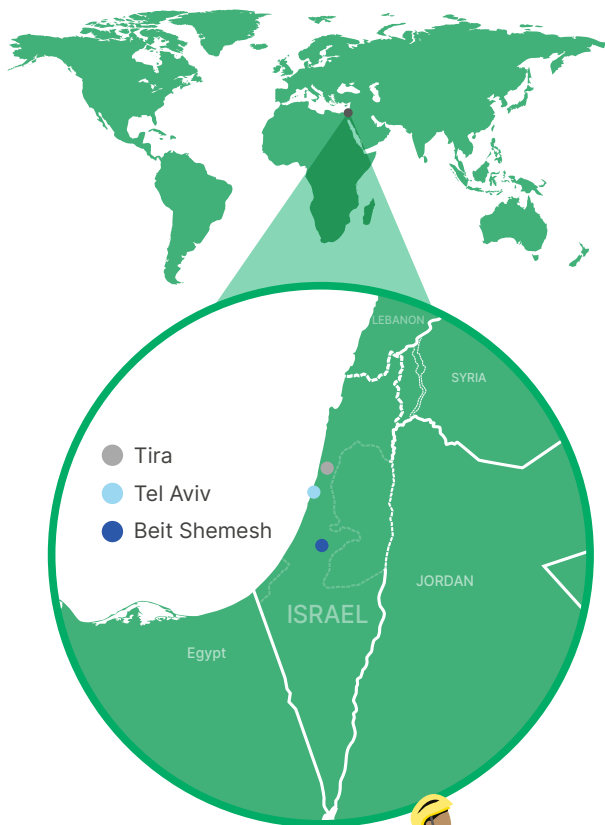
“The public space around our homes is a valuable resource, especially for the future generation – for young children living in the city,” says Mayor Aliza Bloch of Beit Shemesh. Mayor Bloch is unique in Israel: a modern Orthodox woman from a background in education, in charge of a city traditionally and still predominantly run by men. In addition to Mayor Maamon Abed Elhai of Tira, she is leading one of the [new cities in which Urban95 is expanding its programme in Israel](#).

After three years of successful work in Tel Aviv, we decided to expand the Urban95 model to new cities. But given the country's diversity, we knew we would have to adapt to different populations and geographies with unique characteristics and challenges. We decided to select one city with a large Arab population, and one with a large ultra-Orthodox Jewish population, as well as one in the geographically distinct Negev region (to join in 2022).

In 2021, in partnership with the Israeli Green Building Council, we chose [Tira](#) (a predominantly Muslim city located 30 km north-east of Tel Aviv, with a population of 27,000) and [Beit Shemesh](#) (20 km west of Jerusalem, where over half of the 130,000 population are ultra-Orthodox), based on their political will, capacity and suitability as a model for other cities.

In both Tira and Beit Shemesh, we built on the [model in Tel Aviv](#) of supporting the municipality to employ a dedicated Urban95 Project Manager, heading a multi-sectoral team within the municipality itself. Tel Aviv-Yafo has now taken on full ownership of the programme, and it continues to innovate: initiatives in 2021 included the [first “play street” events](#) in the Neve Sha'anán neighbourhood, home to many asylum seekers.

The two new Urban95 cities have some challenges in common, and others that are distinct. Tira struggles in particular with a transport system dominated by cars: across Israel, toddlers in Arab areas are 4.7 times more likely to be injured in road accidents than those in Jewish areas. A survey of caregivers in Tira found that 74% feel too unsafe to consider walking or cycling with their children.



**74%**

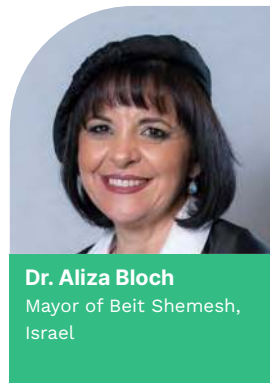
of caregivers in Tira  
feel too unsafe to  
walk or cycle with  
their children



Our first project was a “walking day,” in which the city closed off streets for activities for children. The day was a huge success, drawing over 1,000 participants and the support of local businesses. “The joy returned to the beautiful faces of the city’s children and their parents,” said Mayor Maamon Abed Elhai. “There is an urgent need for further activities of this type.”

Like Tira, Beit Shemesh lacks public spaces designed for young children – even though the average ultra-Orthodox family has seven children, and one in five of the city’s residents are toddlers. The first Urban95 pilot project, in December 2021, involved creating a safe public space in a neighbourhood without a playground and putting on a series of activities for young children and their parents.

The city has planned further Urban95 activities under the branding “zaira”, a Hebrew word which translates as “the smallest one in the group”. As Mayor Bloch puts it: “In the public spaces around us there are unique opportunities for experiences and special ways to grow and deepen the connection within your families.”



**“In the public spaces around us there are unique opportunities for experiences and special ways to grow and deepen the connection within families.”**





# Urban95 Academy: closing learning loops with LSE and city leaders

As a Foundation, we seek the most effective ways to use the knowledge we generate through our investments. With the development of the [Urban95 Academy](#) at the London School of Economics and Political Science (LSE) in 2021, we found a way to achieve this ambition more comprehensively than ever before.

The [Urban95 Academy is an executive education programme](#) at LSE for municipal leaders, planners, designers and other urban professionals to learn about how to make their cities better for babies, toddlers and their caregivers. It is a hybrid model, comprising a mixture of online modules, live online sessions and in-person sessions in London. All feature original Urban95 content and a guest faculty from partners Arup, Brookings Institution, Clean Air Fund, Gehl, the Institute for Transportation and Development Policy (ITDP), NACTO and Princeton University's Innovations for Successful Societies programme.

Unlike other executive education courses we support, all of the Urban95 Academy course content exclusively originated from the work of the Foundation and our partners. Working together, the course has created 600 minutes of bespoke learning videos, featuring 15 faculty members, based on over six years' experience of implementing Urban95 around the world.

For us, it is a shining example of how to complete the "learning loop" of coming up with new ideas, testing them, taking them to scale for wider impact, learning and reflecting from that, and passing on the learning to encourage further innovation.

Three cohorts planned for 2022 will train officials from over 100 cities. The first cohort had already begun at the time of preparing this Annual Report. It [includes 92 participants from 30 diverse cities](#) from Bratislava to Monrovia, Ramallah to Cork, spreading knowledge on how to create better cities for babies, toddlers and caregivers far beyond our core countries.

"Participating cities are engaged and motivated and already making pioneering links between the often siloed practices of early childhood development and urban development," says Savvas Verdis, Senior Research Fellow at LSE Cities and the programme's co-director. "Despite hailing from geographically and economically diverse cities, participants are identifying commonalities in their challenges and goals around improving the lives of young children through innovative leadership and urban design."



**600 minutes**

of bespoke learning videos  
created over 6 weeks



**15**

faculty  
members  
featured



**3**

cohorts planned for 2022



**Savvas Verdis**

Senior Research Fellow  
and programme co-director,  
LSE Cities

**"Participants  
are identifying  
commonalities in  
their challenges  
and goals around  
improving the  
lives of young  
children."**

# Proximity of Care: a guide for designing inclusive and equitable neighbourhoods

In March 2021 the [Proximity of Care Design Guide](#) became available globally to governments, architects, urban designers and NGOs. The framework and guide, a collaboration between Arup and the Bernard van Leer Foundation, helps diverse urban stakeholders to assess, design and implement interventions that consider the specific needs of four vulnerable populations: children from birth to age 3 and from 3 to 5 years old, caregivers, and pregnant women.

Developed and validated by child development experts and urban designers, the guide sets out how to consider the needs and constraints of vulnerable populations in relation to factors such as physical space and infrastructure, human interactions and relationships, and policy and planning support, at three levels: household, neighbourhood and city. The first pilot applications of the guide include:

- [open-air learning spaces for young children](#) located by public water taps in Khayelitsha, an informal settlement in Cape Town with high rates of poverty and violence
- [four “inclusive parks” in vulnerable locations in Lebanon](#), designed with play spaces for different age groups and shaded seating areas that are accessible for adults including elderly people and people with disabilities
- [a network of public spaces connecting different parts of Kibera](#), one of Africa’s biggest informal settlements, including a water tap, an organic garden, a playground, showers and toilets, and a daycare centre for single mothers.

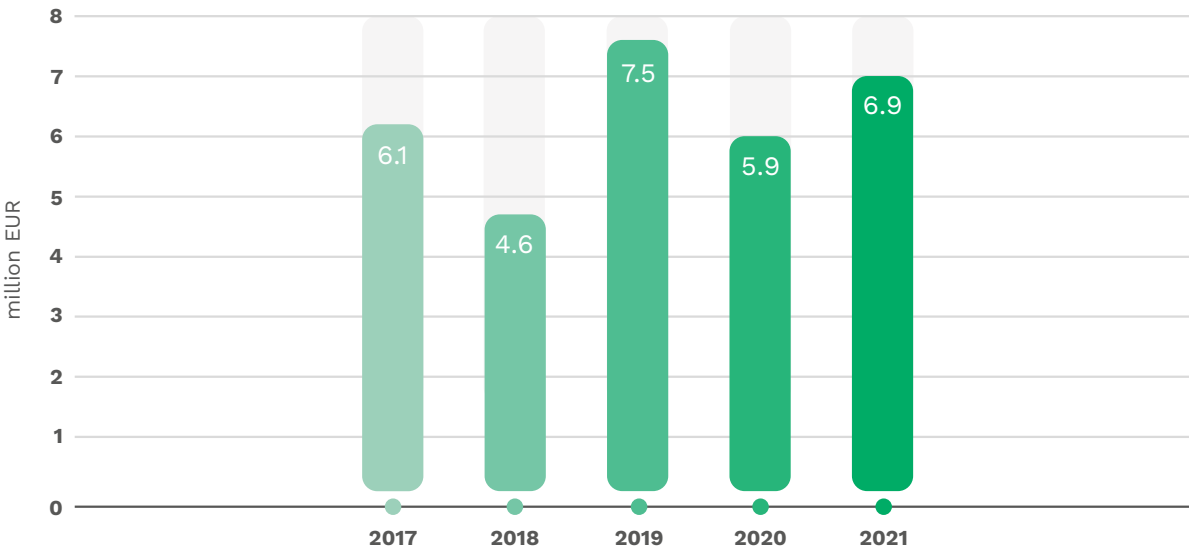
[The online launch event in March](#) attracted 238 participants, with a strong attendance from urban planners and designers, humanitarian and development organisations, early childhood specialists and government authorities. By the end of 2021, a total of 1,337 people had accessed the [Design Guide via the Proximity of Care website](#) and Arup had presented the guide to stakeholders including urban practitioners, city authorities, funders, academics and students at eight events, including roundtables, workshops and webinars. Arup is also using the guide to build the capacity of local organisations to improve the design of public space, for example in Chiclayo, Peru.

To support dissemination of the guide and assist decision makers in implementing it, we initiated a follow-up grant. This next phase will focus on expanding applicability and updating the guide – which is aimed primarily at informal and refugee settlements – to a wider variety of urban contexts and users. Arup will work with local grassroots organisations in the Foundation’s network to apply this guidance in their contexts.

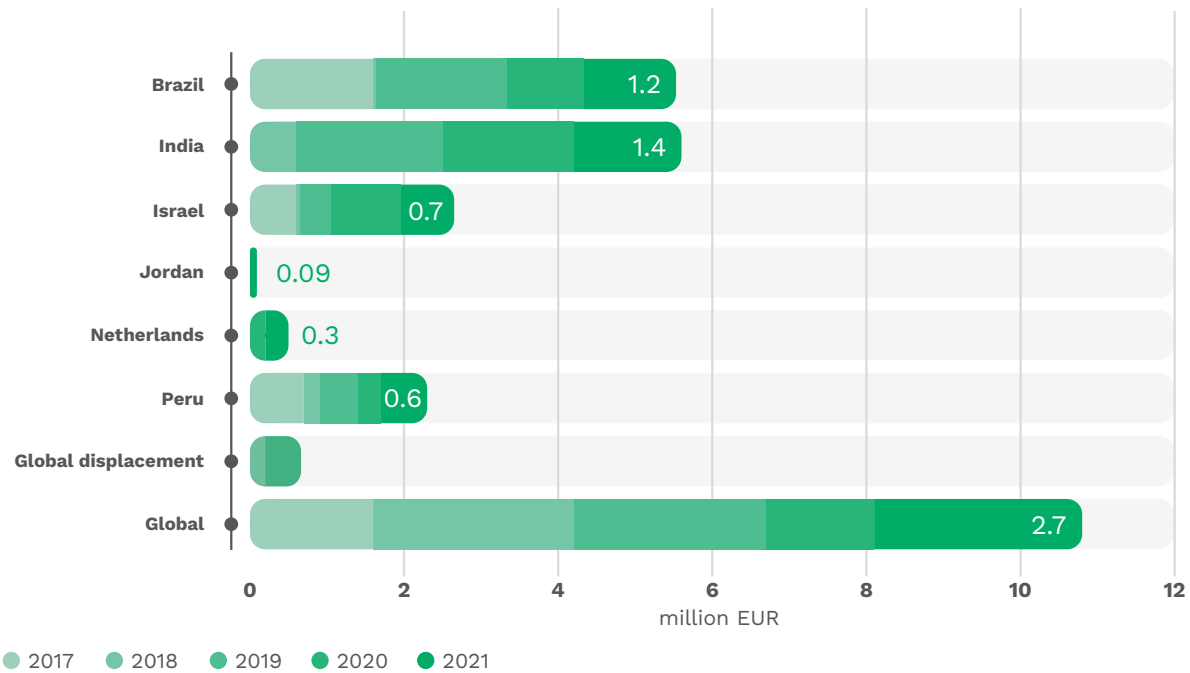


# Urban95: summary of investments (2017–2021)

## By year



## By geography



# Urban95: new investments approved in 2021

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Ateliê Navio	337,000	Integrate Urban95 ideas in the neighbourhoods of JAPI, São Camilo and Novo Horizonte
Centro de Criação de Imagem Popular (CECIP)	547,934	Support the Urban95 network in Brazil to include ten new municipalities
Instituto Alana	28,700	Call on parents to support movements that fight for clean air so that children can play outside
Instituto de Tecnologias Geo Sociais AddressForAll	283,646	Develop a monitoring system to integrate data from Urban95 cities
Instituto Saúde e Sustentabilidade	8,000	Hold webinars on air quality and the early years agenda in Brazil
<b>Total Brazil</b>	<b>1,205,280</b>	

<b>India</b>		
Aga Khan Foundation, India office	218,342	Integrate responsive and playful parenting practices within the context of Urban95 in Pune
All India Institute of Local Self-Government (AIILSG)	23,793	Strengthen the ability of Indian cities to implement projects for babies, toddlers and caregivers
CAF India - Charities Aid Foundation	412,941	Put in place an Urban95 project management support unit in Udaipur  Put in place an Urban95 project management support unit in Pune
DevInsights Private Limited	282,230	Put in place a monitoring and evaluation system for Urban95 and Parents+ partnerships in India
Jatan Sansthan	218,875	Scale-up work to support parents and early years service providers in Udaipur

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Pitchfork Partners Strategic Consulting LLP	1,615	Support Urban95 activities and advance the early years conversation across India
World Resource Institute United States of America	213,763	Develop a mobility policy brief and plan in Pune and a toolkit for use by other Indian cities
<b>Total India</b>	<b>1,371,559</b>	

## Israel

The Center for Educational Technology (CET)	230,078	Assess the achievements and impact of the Urban95 programme in Tel Aviv-Yafo  Assess the expansion of the Urban95 programme in Israel to three new cities
The Israeli Green Building Council (ILGBC)	438,259	Expand implementation of Urban95 in Israel to three "anchor cities" and more "satellite cities"
Multiple resource people	44,058	Create a digital platform to scale Urban95 ideas, policies and applications across Israel
<b>Total Israel</b>	<b>712,395</b>	

## Jordan

International Institute for Environment and Development (IIED)	38,626	Research the urban experience of refugee families in Jordan
Royal Scientific Society (RSS)	35,196	Hold workshops advocating for reforming policies around air quality linked to early childhood
Sixteenth of May (165-Sharkt Tasmeem Litajheez Almonasbat)	16,279	Support the Urban95 convening event in Jordan
<b>Total Jordan</b>	<b>90,101</b>	



PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Netherlands</b>		
Frisse Blikken	19,600	Produce a podcast based on the Global Urban95 convening in September 2021  Organise a meeting on clean air in the Netherlands and share lessons learned
Longfonds	213,433	Gain more knowledge on air quality and health and how to stimulate behavioural changes
Mecanoo Architects	10,500	Meet the VAT charge for services not included in the main grant
Urhahn   stedenbouw & strategie	53,210	Develop an online workshop to identify and strengthen existing Urban95 elements in cities in the Netherlands
<b>Total Netherlands</b>	<b>296,743</b>	
<b>Peru</b>		
Asociación Proyecto Alto Perú	35,187	Conduct a communications campaign to adapt the Boston Basics strategy to the Peruvian context  Conduct a campaign event on air pollution in association with the Municipality of Lima  Organise the Urban95 convening in Peru
Grupo de Análisis para el Desarrollo (GRADE)	60,000	Evaluate actions to raise awareness on early childhood in Lima
Municipalidad Metropolitana de Lima (MMPL)	340,275	Consolidate and scale-up programmes on early childhood development in Lima  Scale-up the transformation of public spaces to provide play and contact with nature for families
Sistema Urbano	183,000	Scale-up the Urban95 approach in Lima to other cities in Peru and the region
<b>Total Peru</b>	<b>618,462</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
Arup International Projects Limited	355,350	Hold a launch event for the Proximity of Care Design Guide  Support the application, adaptation and dissemination of the Proximity of Care Design Guide globally
Brookings Institution	304,601	Equip leaders with knowledge and strategies to reimagine cities as child-friendly learning ecosystems
Economic Faculty Association Rotterdam (EFR)	8,500	Research the impact of nature on early childhood development and caregiver wellbeing
GDCI (RPA): Global Designing Cities Initiative (Rockefeller Philanthropy Advisors)	688,071	Support cities to close streets around schools, daycare or health facilities for families to play
Gehl Architects	172,620	Build the capacity of the team in Tel Aviv to anchor the use of data more widely in the city administration  Crowd-source and map data on the availability of public spaces for babies in cities
Institute for Transportation and Development Policy (ITDP)	377,742	Foster a network of mobility champions to influence decision makers on steps to benefit young children
Superpool Mimarlik Ltd. Sti.	349,406	Implement Urban95 at scale, embedding experts in teams in key departments in Istanbul
United Way Worldwide	318,973	Stimulate a multi-sectoral community of Urban95 leaders in cities in Latin America

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Multiple resource people	78,966	<p>Provide technical support to the Addis Ababa City Administration on early childhood development</p> <p>Research infrastructure practices that can combine nature-based solutions with social impact</p> <p>Support the design of the curriculum for the Urban95 Academy</p> <p>Research data practices across selected cities ahead of the Urban95 convening</p> <p>Research infrastructure practices that can combine nature-based solutions with social impact</p> <p>Recruit a project manager for the Children: The Future Hope of Addis initiative</p> <p>Organise the global Urban95 convening on the subject of clean air</p> <p>Advisory/consultancy for the global Urban95 convening on clean air</p>
<b>Total Global</b>	<b>2,654,229</b>	
<hr/>		
<b>Total Urban95</b>	<b>6,948,769</b>	



# Early Years Thought Leadership

## Building a network of champions that advocate for young children and their families

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.

Today, our **Early Years Thought Leadership** network promotes the latest science and knowledge about early childhood development and the importance of caregiving. We bring together inspiring people from diverse backgrounds and experiences, we share what's working in transitioning early years initiatives to scale, and we support people to apply that knowledge.

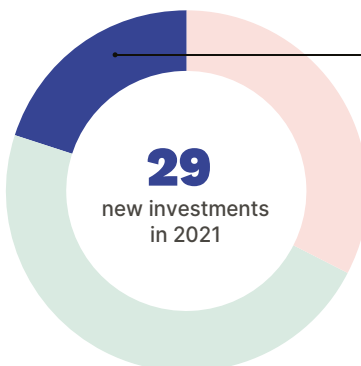
We support individuals and institutions advocating for young children with resources and opportunities including executive education courses, access to technical partners and knowledge products, study tours and convenings, connections to peers and experts, advice and coaching. Collaborating and combining our knowledge, the Early Years Thought Leadership network tells the world that the early years matter and ensures that the voices of young children are heard.

## Early Years Thought Leadership

**“Sharing knowledge about what’s working helps others to take early years initiatives to scale.”**

**EUR 14,683,071**

Full amount of investments made overall in 2021



**EUR 2,924,689**

Early Years Thought Leadership investments

**29**

new investments in 2021



# Moving Minds Alliance grows to 25 members

In 2017 the Bernard van Leer Foundation initiated the development of the [Moving Minds Alliance](#) – initially a small group of like-minded funders, working together to scale-up support for young children and families affected by crisis and displacement. In 2021 the MMA came of age as a strategic partnership of 25 organisations, including many at the forefront of crisis response worldwide, with a new governance and operational structure, and a new home in the International Rescue Committee.

The pace of the MMA's growth and the commitment of its members are testament to the original vision about the need for action on two fronts: first, joint advocacy to engage donors, humanitarian actors, networks and country governments to prioritise early childhood in crisis settings; and second, a network for learning and sharing insights.

Highlights of the MMA's work in 2021 included establishing a partnership with the World Bank to unlock more and better funding for crisis-affected countries, and the publication of a [research paper](#) assessing the presence of early years support in existing humanitarian standards and guidance documents. The MMA also funded two special issues of the [Journal on Education in Emergencies](#).

Together, the 25 members of the partnership combine programmatic, funding and research expertise in changing the life prospects of young children affected by crisis. In 2018, the last year for which figures are available, an estimated 29 million babies were born in conflict-affected areas, and many will spend their entire childhoods in situations of crisis and uncertainty.

The MMA's members are: Aga Khan Foundation, Bernard van Leer Foundation, BRAC, Comic Relief, Early Opportunities, Hilton Foundation, iACT, IRC, LEGO Foundation, MacArthur Foundation, MHPSS Collaborative, OSF, Plan, PMNCH, Porticus, Right to Play, Save the Children, Sesame Workshop, Theirworld, Two Lilies Fund, UNICEF, University of Virginia Humanitarian Collaborative, Vitol Foundation, War Child and World Vision.



## 29 million

babies born in  
conflict-affected areas



## 25

organisations are  
member of the  
Moving Minds  
Alliance partnership

# Data dashboard raises awareness of child and caregiver mental health

Launched in September 2021, [Countdown Global Mental Health 2030](#) is the world's first independent monitoring and accountability platform for mental health. [Countdown 2030](#) collates data on mental health by country into a free and interactive online dashboard, and has had nearly 2,000 users already. The Bernard van Leer Foundation supports the initiative as part of our [global advocacy activities to improve mental health support for young children and their caregivers](#).

The [dashboard](#) includes 53 indicators per country under three headings: the determinants of mental health, demand for mental health care, and strength of mental health systems. We hope advocates and policymakers will use it to identify data gaps, benchmark national performance against peers, and identify where actions are needed.

Mental health conditions such as depression and anxiety can profoundly affect a caregiver's ability to provide responsive care during the critical period for their baby's brain development, with long-lasting impacts. According to the World Health Organization, up to 20% of women in developing countries experience mental disorders before or after childbirth.

Countdown 2030 was developed by United for Global Mental Health with the support of the WHO, UNICEF, [GlobalMentalHealth@Harvard](mailto:GlobalMentalHealth@Harvard), Global Mental Health Peer Network and *The Lancet*. Since the launch, UNICEF has intensified its involvement in the project, sharing and advocating on the basis of Countdown 2030 data with a focus on children and caregivers.

The global movement UHC2030 has also shown interest through their Civil Society Engagement Mechanism in incorporating a focus on child and caregiver mental health in their work to achieve universal, free health coverage across the world. A UHC working group has been launched in the Global Mental Health Action Network in which child and maternal mental health has been a key activity area. It now has nearly 150 members.

Alongside supporting Countdown 2030, in 2021 we established a partnership with the WHO to integrate mental health and psychosocial support in mother and child services, and funded ongoing research by the Center for Urban Mental Health at the University of Amsterdam into emerging evidence that caregivers in urban areas are more likely to suffer from mental health issues.



Nearly  
**2,000**  
users

**53**

indicators on mental  
health per country on  
online dashboard

# Israel's Ministry of Education takes responsibility for daycare

After years of [lobbying and advocacy work by the Coalition for Education from Birth](#), 2021 saw Israel's government transfer responsibility for daycare institutions from the Ministry of Labor, Welfare and Social Services to the Ministry of Education. The Ministry of Education already handles kindergarten for children aged 3 to 6, so responsibility for children from birth to age 3 promises to create greater continuity of care.

The Coalition for Education from Birth was formed in 2015, bringing together professionals in fields including daycare operators, educational counsellors, parents, civil society organisations and academics. It is led by ANU – Making Change with support from the Bernard van Leer Foundation. Persuading the government to shift responsibility for daycare to the Ministry of Education was one of its three main objectives.

Daycare had been handled by the Ministry of Labor, Welfare and Social Services because it was historically seen primarily as a way of enabling mothers to join the workforce. The Coalition has made the case that daycare should be considered instead from an educational perspective, with properly remunerated employees who are trained in promoting child development. Most under-3s in Israel are cared for outside the home, but only a minority – 23% – go to a daycare facility that is regulated and supervised by the government.

For many years, advocacy to shift daycare to the Ministry of Education has met political and budgetary obstacles. Members of the Coalition built the case by attending conferences, issuing position papers, and working closely with supportive Members of the Knesset – notably Margie Manga, Karine Elharar and Manuel Trajtenberg – to influence decision makers.

During recent elections, the Coalition lobbied all parties to include this issue in their political platforms. The groundwork paid off when MK Yifat Shasha Biton – who has a background in early education and a close relationship with the Coalition following her successful efforts to pass the [Daycare Supervision Law](#) – was appointed Minister of Education in the new government.

As Yifat Shasha Biton [says](#):

“The transition of early childhood education to become the responsibility of the Ministry of Education is a great, important and significant historical move. It will allow the education system to create an educational and systemic continuum from birth to age 18, tailored to the child's needs at all stages of education, growth and development.”

The Coalition continues to engage in ongoing meetings with Ministry of Education officials to support the move.



**Yifat Shasha Biton**  
Minister of Education  
of Israel

**“The transition of early childhood education to become the responsibility of the Ministry of Education is a great, important and significant historical move.”**

Most  
**under-3s**  
are cared for outside the home



Only **23%** go to daycare regulated and supervised by the government

# Executive Director chairs Abu Dhabi's new WED movement

The Bernard van Leer Foundation's Executive Director, Cecilia Vaca Jones, was invited in 2021 to chair the board of the [World Early Childhood Development \(WED\) Movement](#). This newly launched coalition, based in Abu Dhabi, is taking a unique approach to networking in the early childhood space – one that is firmly based on innovative ideas and concrete solutions.

The Movement set up three “breakthrough working groups”, which conducted research and presented recommendations to the Abu Dhabi government. Initial results of testing these ideas will be showcased at an event in March 2022, sharing solutions that can be emulated at regional and global level. The working groups were on the themes of:

- **Tech humanity for children** – redesigning the relationship between children, parents and tech companies, including by developing child-centric design principles for apps, products and content.
- **21st century lifestyle** – creating spaces where children can be children, free from the anxiety-inducing demands often placed on them by schools and parents. The team identified “energetic lifestyles” as a guiding idea and identified an agenda for further research including wearable technologies and gut microbiome monitoring.
- **Emotional wellbeing and social interaction** – helping adults to model the ability to identify and express their emotions, and encouraging employers to promote child-friendly practices in the workplace. Ideas shared by this working group included indoor parks with natural green spaces, and customised vehicles bringing “adventures on wheels” to families' doorsteps.

With many areas of overlap between the WED Movement's three themes and the Foundation's Parents+ and Urban95 initiatives, we see scope to drive a common agenda to improve the wellbeing of children and caregivers. Our involvement as WED's strategic and knowledge partner is an example of achieving influence and impact through technical support and trust.



# Messages projected on public buildings mark Brazil's early years month

Over ten consecutive nights in August 2021, a public awareness campaign saw [messages about early childhood projected](#) onto high-profile buildings in ten Brazilian cities. Tailored to each city, the messages drew attention to the importance of public policies that prioritise pregnant women, babies, children and caregivers, and the daily actions caregivers can take to support their children's development.

Brazil's first-ever "[early years month](#)" started at the National Congress in the nation's capital, Brasília. Permission to project messages onto the building was made possible by the support of Leandre Dal Ponte, Federal Deputy and President of the Parliamentary Front for Early Childhood. Over the following nine nights, messages were projected in Campinas, Jundiaí, Caruaru, Aracaju, Fortaleza, Crato, Niterói, Pelotas and Brasília. Each was marking the end of their first year as an Urban95 partner city.

"Inspiring people, mobilising leaders and sensitising society about the importance of the early years, so that no child is left behind, has been my mission," says Leandre Dal Ponte, "because I believe that only healthy child development is able to make humans more prepared for adulthood, less violent, more creative, with the possibility of achieving higher levels of education, knowledge and life skills."

The campaign was considered a success, with the projections attracting widespread attention and media coverage and enabling city leaders to publicly reinforce their commitment to making their cities more attractive for raising a family. The Urban95 network in Brazil continued to expand in 2021, and now encompasses 24 cities.



**Leandre Dal Ponte**  
President of the  
Parliamentary Coalition  
for Early Childhood  
Development, Brazil

**"I believe  
that only  
healthy child  
development  
is able to make  
humans more  
prepared for  
adulthood."**







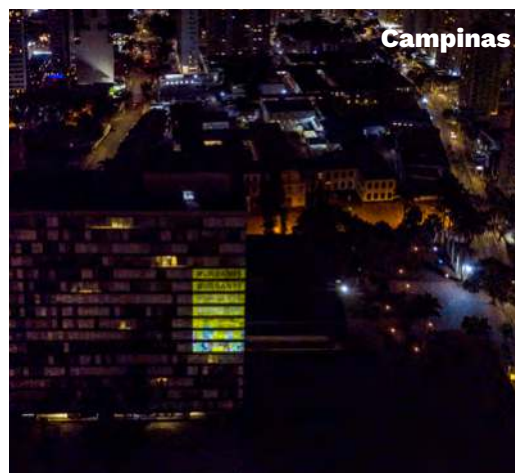
**Brasília**



**Fortaleza**



**Crato**



**Campinas**



**Aracaju**



**Caruaru**



**Jundiaí**



**Niterói**



**Pelotas**

# Ode to Parents campaign celebrates caregivers and aims to normalise giving and accepting support

The first 1,000 days of a child's life sets the foundation for their long-term health and happiness – and what happens in the first 1,000 days depends to a large extent on parents and the support they receive. We supported the [Ode to Parents campaign](#), launched in the Netherlands in October 2021, to celebrate parents, normalise the idea that parenting is not always easy, and encourage giving and accepting support in the early years.

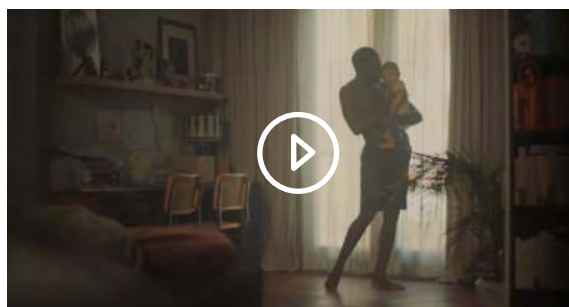
Before developing the campaign, we invested significant time and resources in formative research to better understand the circumstances of different parents, what motivates them, and what barriers new parents face. We had been thinking about a more traditional public information campaign, advising parents on what they should do. However, we were struck by research findings about how many parents in the Netherlands say that parenting makes them proud (96%) and that they find it difficult (91%). More than half said they feel insecure about their parenting, and 67% admit they are reluctant to ask for help.

These figures convinced us to focus instead on a campaign that connects with parents on an emotional level first, to confirm their sense that they are critically important to their children and want to do what is best, that others also do not find it easy, and that it is OK to talk about their difficulties and seek support. The [Ode to Parents video](#) was viewed over 400,000 times on social media, and reached over 5 million television viewers, driving more than 20,000 people to the [“first 1,000 days”](#) website in the first two months after the campaign was launched.

In December 2021 other foundations built on the Ode to Parents platform with a follow-up campaign targeting specific parenting behaviours such as cuddling, reading and singing, and responsive parenting. Moving forward, we plan to use the platform to support caregivers and promote specific parenting behaviours in the years ahead. The campaign shows the potential of combining direct engagement with caregivers and work to influence policy and services to better support them, especially those in vulnerable circumstances.

The campaign is part of the [Gezonde Generatie 2040](#) (“Healthy Generation 2040”) project, an initiative of the Samenwerkende Gezondheidsfondsen, or Collaborating Health Foundations – a partnership between the 24 largest health funds in the Netherlands. Healthy Generation is a multi-year, multi-stranded programme that aims to achieve the world's healthiest generation in 2040 by collectively investing in measures to prevent ill-health and promote health and happiness. With Noaber Foundation, we supported the project to focus on the first 1,000 days, and successfully advocated for the new Dutch government to embrace this as a national goal – including a strong focus on mental health as part of the National Prevention Accord.

By demonstrating the critical importance of caregivers in the first 1,000 days, the Ode to Parents campaign also strengthened our [policy influencing work towards universal access to childcare](#) with WOMEN inc, BMK (the social childcare industry association) and the Child Care Fund. This work resulted in a big policy change in the Netherlands that will make childcare free, or nearly free, for all working parents.

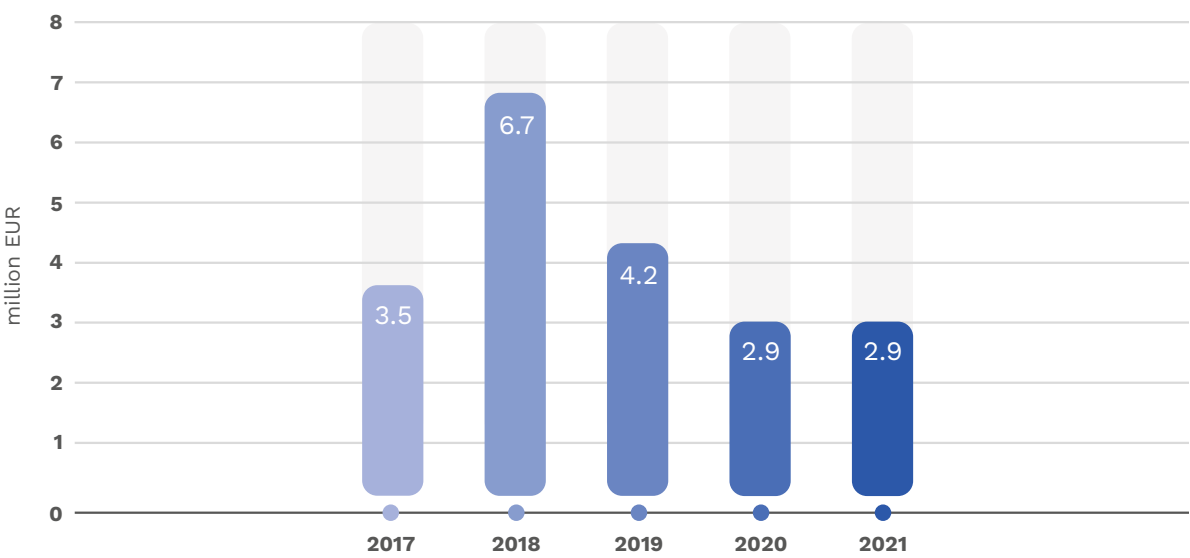




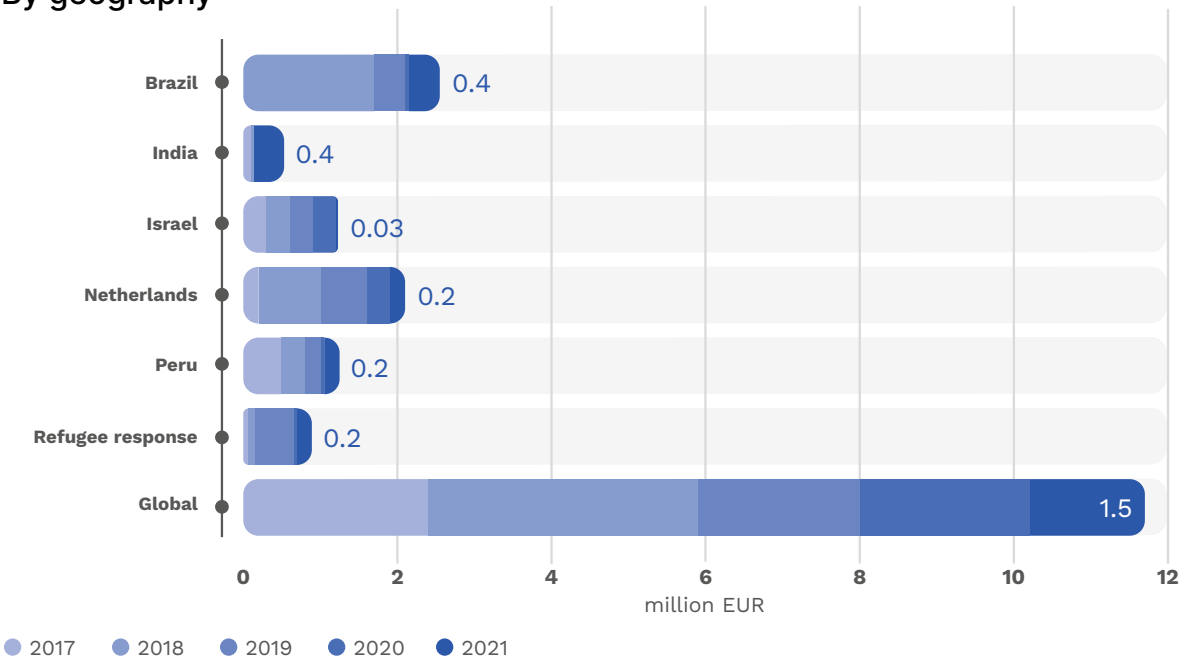


# Early Years Thought Leadership: summary of investments (2017–2021)

By year



By geography



# Early Years Thought Leadership: new investments approved in 2021

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Allma Hub	208,056	Develop a behaviour change strategy to improve child development indicators
Agência de Notícias dos Direitos da Infância (ANDI)	150,400	Influence early childhood legislation and policies in Brazil
Associação Nacional das Universidades Particulares (ANUP)	26,400	Produce a distance learning course on early childhood care for higher education institutions
<b>Total Brazil</b>	<b>384,856</b>	
<b>India</b>		
ICLEI – Local Governments for Sustainability, South Asia	320,031	Conduct a study on young children and climate change and identify actions to improve resilience  Conduct household surveys on how children and caregivers use local public spaces
Indian Express Online Services Pte Ltd	57,691	Strengthen media outreach to bolster support for early childhood investment
Sattva Consulting Pvt Ltd	30,258	Conduct a scoping study on networks and organisations working in early childhood
<b>Total India</b>	<b>407,980</b>	
<b>Israel</b>		
Multiple resource people	27,334	Support evaluations of programmes in the country
<b>Total Israel</b>	<b>27,334</b>	



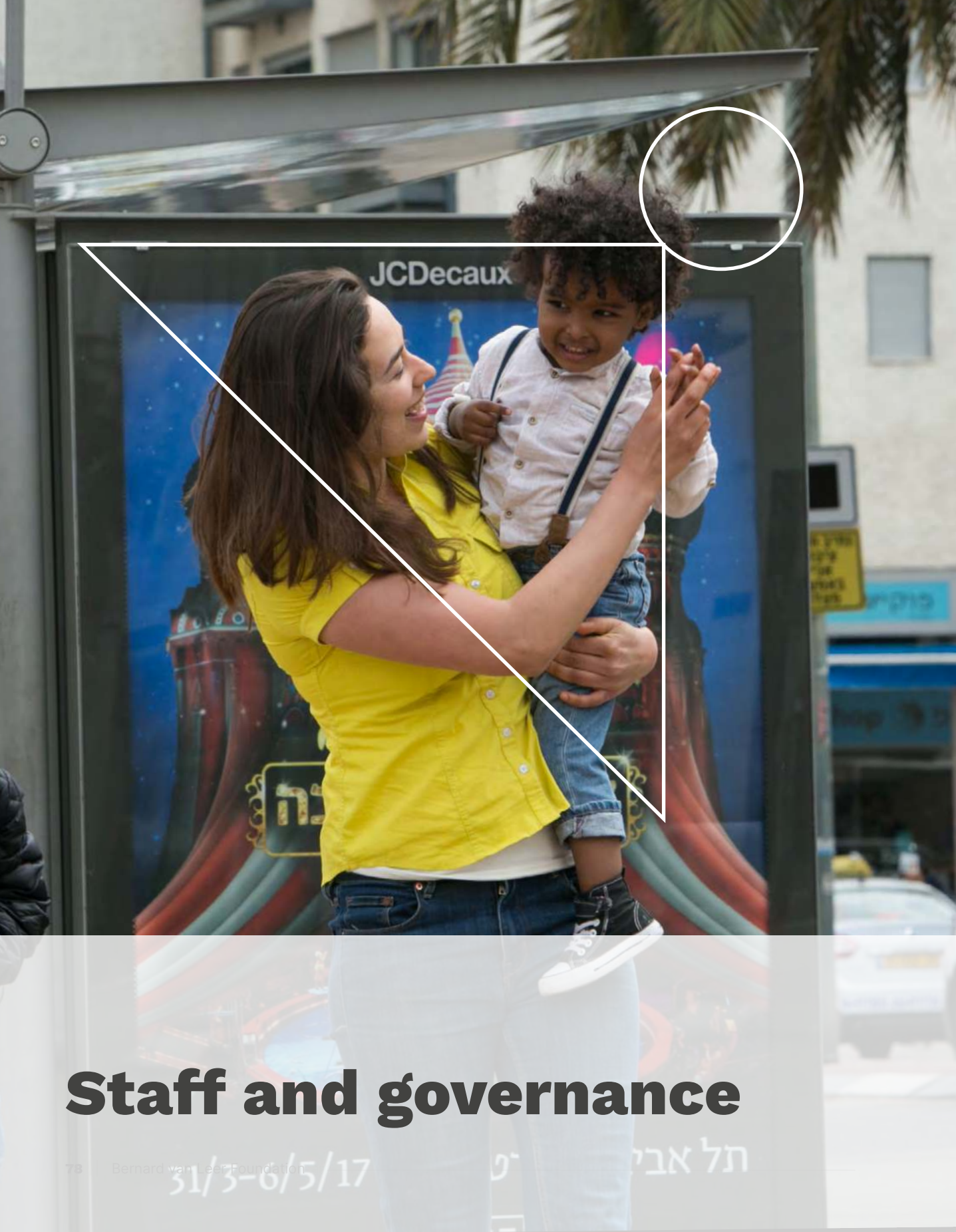
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Netherlands</b>		
Erasmus School of Economics	239,905	Improve infrastructure for collecting data on children, the living environment and preventive healthcare
<b>Total Netherlands</b>	<b>239,905</b>	

<b>Peru</b>		
Dinámica, Centro de Desarrollo Profesional	85,326	Hold further courses for executives in early childhood policy leadership
Fundación Baltazar y Nicolás	69,000	Enhance advocacy on early childhood policies in the public agenda
<b>Total Peru</b>	<b>154,326</b>	

<b>Global displacement</b>		
International Rescue Committee (IRC)	190,000	Scale-up the activities of the Moving Minds Alliance on advocacy, sharing and learning
<b>Total Global displacement</b>	<b>190,000</b>	

<b>Global</b>		
Leadership et Humanité	15,000	Mentor and support working parents to improve their families' health and wellbeing
BYCS Global Programs bv	10,000	Conduct a scoping study on expanding advocacy on cycling for babies, toddlers and caregivers  Document the achievements of the Magic Moments campaign
RAWaudio Ltd	59,996	Film a short documentary on how early years projects responded to the pandemic

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Action Against Hunger Canada	154,303	Improve how data on malnutrition is collected, analysed and shared to address humanitarian crises
Arab Network for Early Childhood Development (ANECD)	54,839	Consolidate the network's capacity to promoting early childhood knowledge in the Arab world
Asia-Pacific Regional Network for Early Childhood (ARNEC)	89,862	Research the multisectoral solutions on early childhood development and environmental health
Dart Center for Journalism and Trauma, a project of the Columbia Graduate School of Journalism	346,447	Scale-up training for journalists in covering early childhood issues
Despacio	35,437	Conduct online training for leaders on gender and childhood in urban mobility and public space
Fundación Horizonte Ciudadano (FHC)	251,450	Conduct advocacy on air pollution and children's rights violations in the context of migration
International Step by Step Association (ISSA)	348,897	Strengthen knowledge and policy development on supporting the early childhood workforce  Broker knowledge among network members to support influencing practice and policy
Soapbox Communications Limited	54,931	Codify the Bernard van Leer Foundation's branding and messaging  Redevelop the Bernard van Leer Foundation's corporate website
Universidad de Santiago de Chile	16,000	Further study the impact of Covid-19 on health services to inform policy advocacy
Multiple resource people	83,126	Support the use of behavioural approaches across Foundation-funded activities  Support implementation of the Foundation's behavioural science strategy
<b>Total Global</b>	<b>1,520,288</b>	
<b>Total Early Years Thought Leadership</b>	<b>2,924,689</b>	



# Staff and governance

# Overview of the Foundation's team at 31 December 2021

UNIT	JOB TITLE	NAME
Executive Office	Executive Director, Bernard van Leer Foundation	Cecilia Vaca Jones
	Executive 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	Josien Schrijnemakers
	Programme Administrator, the Netherlands and Jordan	Jolanda de Haan
	Representative, Brazil	Claudia de Freitas Vidigal
	Programme Coordinator, Brazil	Thais Sanchez Cardoso
	Programme Administrator, Brazil	Christina Winnischofer
	Programme Coordinator, Peru	Vanesa Laínez Núñez
	Representative, India	Rushda Majeed
	Programme Coordinator, India	Shipra Sharma
	Programme Administrator, India	Sana Mulla
	Representative, Israel	Daniella Ben-Attar
	Programme Coordinator, Israel	Michal Warnick
	Programme Administrator, Israel	Tali Sharon
	Representative, Global displacement	Elvira Thissen
	Programme Coordinator, Global displacement	Kay Lankreijer
	Representative, Jordan	Farah Jadallah
	Programme Coordinator, Jordan	Alia Al-Rawashdeh
Knowledge for Policy	Knowledge for Policy Director	Ankita Chachra
	Lead, Learning to Scale	Sherria Ayuandini
	Lead, Early Years	Rachel Maranto
	Lead, Knowledge Uptake and Communications	Hannah Rothschild
	Event and Administration Officer	Maria Elena Tabares
	Communications and Knowledge Uptake Officer	Melissa van Well-Dijkshoorn
	Urban95 Officer	Victoria Chavez Barriga
	Digital Design Officer	Alexis Camejo

UNIT	JOB TITLE	NAME
Operations	Operations Director	Neil van der Meer
	Lead, Human Resources	Agnita Twigt
	Human Resources Officer	Agnes Buis
	Human Resources Officer	Xiao Hang Nguy
	Lead, Programme Administration and Control	Alicia Fernández
	Financial Officer	Irene Menheere
	Financial and Accounting Officer	Patrick-John Gonsalves
	Impact and Financial Analyst	Perry Verwer
	Senior ICT Officer	Steffan Hoeke
	Cleaner	Patricia Linares-Mahecha

Female/Male   F: 34   M: 5      No. of team members: 39      No. of nationalities: 15      FTEs: 37.09

The total number of staff increased from 37 in 2020 to 39 in 2021, while the nationalities represented at the Foundation remained unchanged at 15.

Due to Covid-19 and the continued need for remote working throughout 2021, the Foundation increased its investment in maintaining a productive, healthy, and positive working environment. Changes, which will continue to evolve in 2022, included an expansion of our team focused on human resources and several initiatives to engage in dialogue with staff members about what they value and how the Foundation can support them. To reflect this, we also changed the name of the Human Resources department to the People and Culture team as of January 2022. This is intended to reinforce the importance of the people working within the Foundation and their contribution towards realising a good start for all children.

## 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 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
Executive Assistant to CEO	Lynda Hoek*
Investment Manager	Bob Galesloot
Finance Manager	Tim Otto
Programme Manager, Innovation and Learning	Irina Ivan

\* maternity cover

### 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 eight members.

# Members of the Board of Trustees

(in alphabetical order)

## Yarom Ariav

*Trustee since 2015*

Yarom Ariav 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 Chairman of the Investment Committee of Israel Sovereign Fund, 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*

Wim Borgdorff is founder and former executive of AlpiInvest, a leading private equity investment manager. Previously, he was a member of the Board of CDC, the UK government's Development Finance Institution. Prior to AlpiInvest he held positions as a Senior Managing Director 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 is a Board member of the Global Impact Investing Network, an advisor to AustralianSuper and an Advisory Board member of the African Green Infrastructure Investment Bank initiative. He was the Chief Investment Management of Dutch pension fund service provider PGGM, and a member of the Task Force on Climate-related Financial Disclosures. Prior to PGGM he served as director of Financial Markets at De Nederlandsche Bank and represented the Netherlands in several ECB and BIS committees.

## Ory Okolloh

*Trustee since 2020*

Until recently, Ory Okolloh was the Managing Director of Omidyar Network and Luminate Group in Africa. She serves on the Board of Directors of several organisations, including the Thomson Reuters Founders Share Company, East African Breweries Limited, the Adecco Group Foundation, and is the Chair of the Stanbic Bank Foundation. Previously, Ory was Google's Policy and Strategy Manager for Africa. She is also an Aspen Global Leadership Network (AGLN) Fellow and was at the forefront of developing technology innovation as a founding member of Ushahidi, and co-founder of Mzalendo.

## 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*

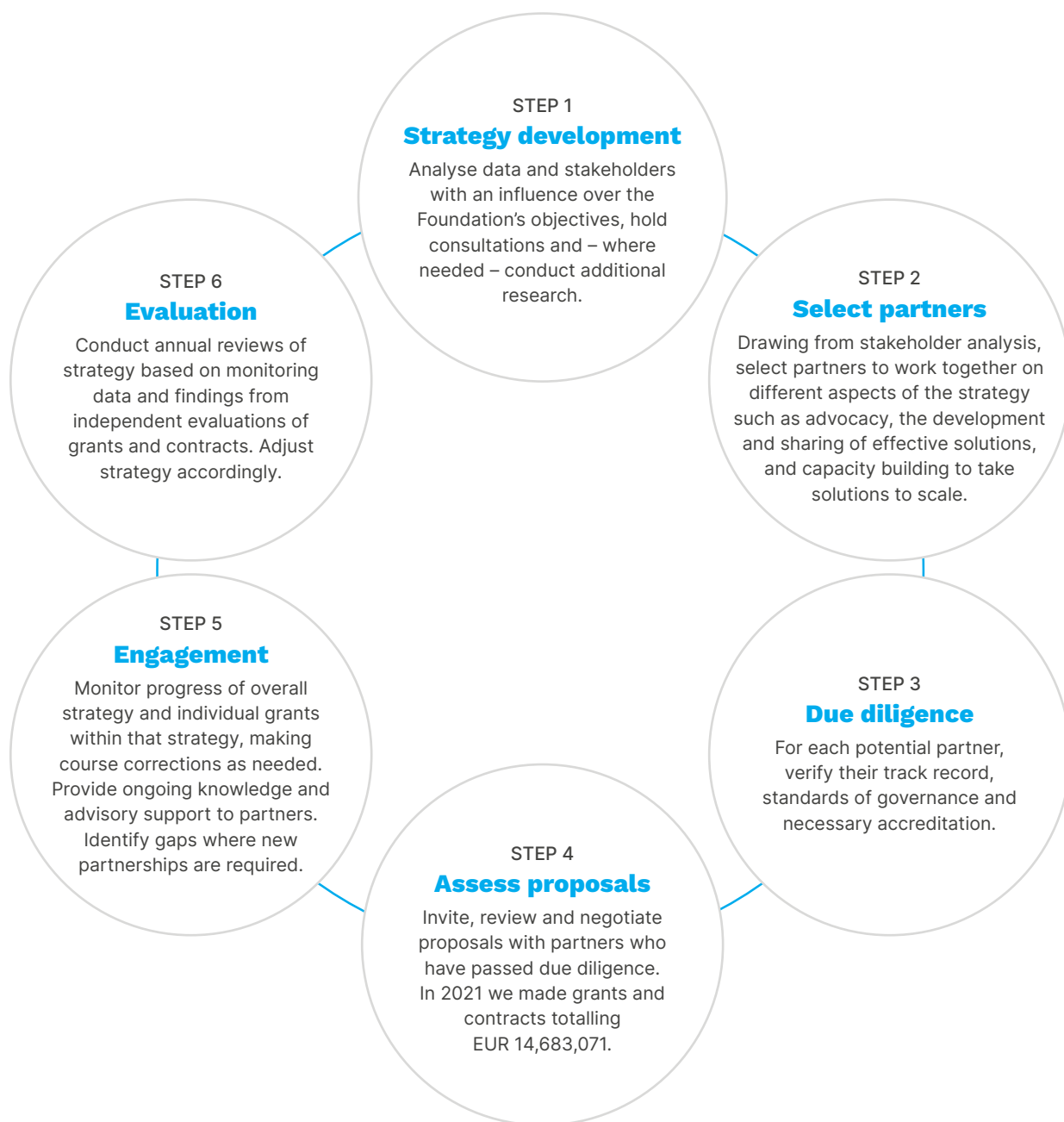
Ngaire Woods is the founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University. She serves as a member of the Asian Infrastructure Investment Bank's International Advisory Panel, and is an Independent Non-Executive Director at Rio Tinto. Ngaire is Chair of the Harvard University Visiting Committee on International Engagement and co-Chair of the World Economic Forum Global Future Council on Frontier Risks.

## 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 2021, the Foundation had a total of EUR 18,064,801 in outstanding commitments (2020: EUR 19,225,628).

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

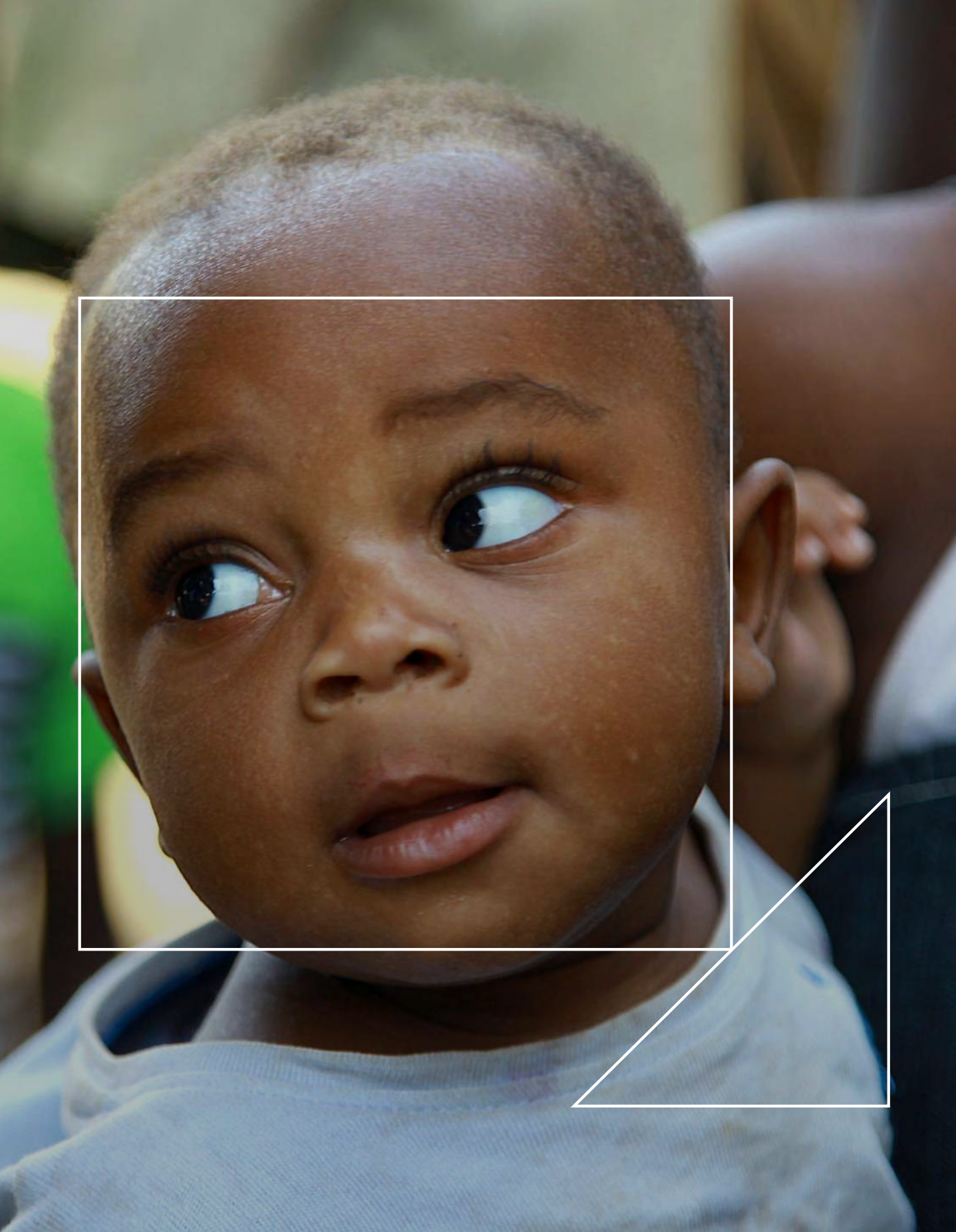
The Foundation depends almost exclusively on the Van Leer Group Foundation for its income.

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 three 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

مرحباً بكم في التقرير السنوي لمؤسسة برنارد فان لير لعام 2021. نلخص مهمتنا في تحسين الفرص للأطفال الصغار وأسرهم - خاصة أولئك الذين يعانون من ظروف اجتماعية واقتصادية صعبة.

في عام 2021، انضم الأردن إلى قائمة "البلدان الأساسية" لدى مؤسستنا، جنباً إلى جنب مع البرازيل والهند وإسرائيل وهولندا. يعكس اختيارنا للبلدان التنوع في المصطلحات الاقتصادية والجغرافية والثقافية، الأمر الذي يمكننا من اختبار الجدوى العالمية للأفكار والنهج.

وعداً عن بلداننا الأساسية، لدى المؤسسة أيضاً برنامج نزوح عالمي، يركز على دعم اللاجئين، إضافة إلى سلسلة من "شركات التعلم" التي ندعم من خلالها شركاء موثوقين، أو نقوم بجمع تحالفات أصحاب المصلحة حول قضايا محددة.

في عام 2021، قدمنا مبلغ إجمالي قدره 14,683,07 يورو من التمويل والدعم لمجموعة متنوعة من الشركاء، بهدف تطوير طريقة جديدة في التفكير، وتنفيذ حلول واعدة في الممارسة، وتوسيع نطاق الأفكار الناجحة وخاصة في محاور التركيز الثلاثة لخططنا الاستراتيجية الحالية:

- محور **Parents+** الذي يجمع بين تدريب الآباء ومقدمي الرعاية الآخرين مع الخدمات التي تلبي الاحتياجات الأساسية للعائلات - مثل رعاية ما قبل الولادة وبعدها، أو الرعاية الجيدة للأطفال أو الخدمات الاجتماعية - سواء كانت تقدمها الحكومات أو البلديات أو القطاع الخاص أو المنظمات غير الربحية. في عام 2021، استثمرنا مبلغ 4,809,613 يورو في مشاريع مثل مجموعات الدعم عبر الإنترنت للأمهات الإريتريات اللاجئات في هولندا، وتدريب المرشدين الاجتماعيين البرازيليين على دمج تطبيق WhatsApp في عملهم.

- محور **Urban95** الذي يدرج التركيز على الرضع والأطفال الصغار ضمن تخطيط المدن وتصميمها وإدارتها، مع التركيز على الأماكن العامة والتنقل الحضري وتخطيط الأحياء. في عام 2021، استثمرنا مبلغ 6,948,769 يورو في أعمال مثل التوسع في مدينتي تيرا وبيت شيمش الجديدتين في إسرائيل، وتمويل المدن الهندية لتجربة الأفكار من خلال "تحدي رعاية الأحياء"، وإنشاء "أكاديمية Urban95" للتعليم التنفيذي مع كلية لندن للاقتصاد والعلوم السياسية.

- يتضمن محور "قيادة الفكر في السنوات الأولى" بناء شبكة من الرواد الذين يدافعون عن الأطفال الصغار وأسرهم. نحن نجتمع بين الأشخاص الملهمين من خلفيات وخبرات متنوعة، ونشارك ما ينجح في نقل مبادرات السنوات الأولى بهدف توسيع نطاقها، وندعم الأشخاص لتطبيق تلك المعرفة. قمنا في عام 2021 باستثمار مبلغ 2,924,689 يورو في أعمال مثل توسيع "تحالف Moving Minds"، الذي يدعو إلى دعم الأطفال اللاجئين الصغار، وإنشاء لوحة بيانات عالمية حول الصحة العقلية للأطفال ومقدمي الرعاية.

نحن نعمل باستمرار على إدخال طرق تفكير جديدة في مجال السنوات الأولى. فقد ركزنا هذا العام بشكل خاص على التقاطع بين تغير المناخ والطفولة المبكرة، وإمكانية المناصرة المشتركة. وهناك العديد من الحلول - مثل تعزيز المشي وركوب الدراجات الهوائية، وإنشاء المزيد من المناطق الطبيعية (المناطق الخضراء) - التي من شأنها مساعدة المدن على الحد من تغير المناخ أو التكيف معه مع تحسين نوعية الحياة للعائلات التي لديها أطفال صغار.

نهدف، في جميع مجالات عملنا، إلى التغيير على مستوى النظام، وتعزيز القيادة والمهارات والقدرات والإرادة اللازمة لحشد الجهود على نطاق واسع. نحن نؤمن بالسياسات والبرامج العالمية التي تلبي احتياجات جميع الأطفال الصغار، مع بذل جهود إضافية لضمان حصول الفئات الأكثر حرماناً على الدعم الذي يحتاجون إليه.

# Overzicht

Dit is het jaarverslag over 2021 van de Bernard van Leer Foundation. Het is onze missie om de kansen voor jonge kinderen en de mensen die voor hen zorgen te verbeteren – vooral voor hen die zich bevinden in een situatie van sociale en/of economische achterstand.

In 2021 is Jordanië in aanvulling op Brazilië, India, Israël en Nederland toegevoegd aan onze lijst van focuslanden. Onze keuze voor deze landen weerspiegelt diversiteit in economisch, geografisch en cultureel opzicht, wat ons in staat stelt de mondiale relevantie van ideeën en initiatieven te testen.

Naast onze focuslanden hebben we ook een Global Displacement programma, dat zich richt op de ondersteuning van vluchtelingen, en een reeks “learning partnerships”, waarmee we bestaande partners ondersteunen of allianties van belanghebbenden rondom specifieke kwesties bijeenbrengen.

In 2021 hebben we in totaal 14.683.071 EUR aan financiering en steun geboden aan uiteenlopende partners om nieuwe denkwijzen te ontwikkelen, veelbelovende oplossingen in de praktijk toe te passen en succesvolle ideeën op te schalen in de drie aandachtsgebieden van ons huidige strategische plan:

- **Parents+** combineert coachingsactiviteiten voor ouders en andere verzorgers met diensten die tegemoetkomen aan de basisbehoeften van gezinnen – zoals prenatale en postnatale zorg, kwalitatief goede kinderopvang en sociale hulpverlening – ongeacht of dit nu geleverd wordt door overheden, gemeentes, de private sector of non-profit organisaties. In 2021 hebben we 4.809.613 EUR geïnvesteerd in Parents+ projecten, zoals online steungroepen voor zwangere vluchtelingen uit Eritrea in Nederland en training van Braziliaanse huisbezoekers om WhatsApp in hun werk te integreren.
- **Urban95** verwerkt aandacht voor baby's en peuters in het plannen, ontwerpen en besturen van steden, met de nadruk op openbare ruimten, stedelijke mobiliteit en wijkplanning. In 2021 hebben we 6.948.769 EUR geïnvesteerd in Urban95 activiteiten, zoals het uitbreiden naar de nieuwe steden Tira en

Beit Shemesh in Israël, het financieel steunen van steden in India om de ontwikkeling van ideeën te begeleiden via de Nurturing Neighbourhoods Challenge en het oprichten van een Urban95 Academy voor leiderschapstraining met de London School of Economics and Political Science (LSE).

- **Early Years Thought Leadership** omvat het opbouwen van een netwerk van voorvechters die opkomen voor jonge kinderen en hun families. We brengen inspirerende mensen van diverse achtergronden en ervaringen bij elkaar, delen wat werkt bij het opschalen van initiatieven met betrekking tot de eerste levensjaren van kinderen en ondersteunen mensen om die kennis toe te passen. In 2021 hebben we 2.924.689 EUR geïnvesteerd in hieraan gerelateerd werk zoals het uitbreiden van de Moving Minds Alliance, die pleit voor steun aan jonge vluchtelingkinderen, en het oprichten van een internationaal data-dashbord over de geestelijke gezondheid van kinderen en hun verzorgers.

We introduceren doorlopend nieuwe denkwijzen op het gebied van de eerste levensjaren van kinderen. Dit jaar hebben we ons vooral gericht op het snijvlak van klimaatverandering en de vroege kinderjaren en de mogelijkheid van een gezamenlijke belangenbehartiging. Verschillende oplossingen – zoals het bevorderen van wandelen en fietsen, en het creëren van meer groene publieke ruimten – kunnen steden helpen klimaatverandering te beperken of zich hieraan aan te passen en zo tegelijkertijd de kwaliteit van het leven van gezinnen met jonge kinderen te verbeteren.

In alle gebieden waarop wij werken streven wij naar structurele verandering op systeemniveau en het versterken van leiderschap en vaardigheden, en het vermogen en de bereidheid die nodig zijn om actie op schaal te genereren. We geloven in universeel toepasselijk beleid en programma's die in de behoeften van alle jonge kinderen voorzien, terwijl tegelijkertijd altijd die extra stap gezet wordt om zeker te stellen dat de meest benadeelde groepen de steun krijgen die ze nodig hebben.



# Aperçu

**Nous avons le plaisir de vous présenter ce rapport annuel 2021 de la fondation Bernard van Leer. Il est de notre mission d'améliorer les chances des jeunes enfants et des gens qui prennent soin d'eux – tout particulièrement ceux en situation d'inégalités sociales et économiques.**

En 2021, la Jordanie a rejoint notre liste de « pays centraux » aux côtés du Brésil, de l'Inde, de l'Israël et des Pays-Bas. À travers notre sélection de pays transparents une diversité économique, géographique et culturelle nous permettant d'évaluer la pertinence mondiale de nos idées et de nos approches.

Au-delà de ces pays centraux, nous disposons également d'un programme de Déplacements mondiaux focalisé sur le soutien aux réfugiés, ainsi qu'une série de « partenariats d'apprentissage » par lesquels nous apportons notre soutien aux partenaires de confiance ou instaurons des coalitions de parties prenantes autour de thématiques spécifiques.

En 2021, nous avons contribué à hauteur de 14 683 071 euros en financements et soutiens à différents partenaires afin de développer une nouvelle pensée, mettre en œuvre des solutions prometteuses et porter à plus grande échelle des idées couronnées de succès axées autour des trois domaines principaux de notre plan stratégique actuel:

- **Parents+** combine le coaching aux parents et autres soignants aux prestations couvrant les besoins de base des familles – comme les soins prénataux et postnataux, une prise en charge de l'enfance ou des prestations sociales de qualité – portés par les gouvernements, les municipalités, le secteur privé ou les organisations à but non lucratif. En 2021, nous avons investi 4 809 613 euros dans différents projets, comme les groupes de soutien en ligne pour les mères érythréennes réfugiées aux Pays-Bas ou encore la formation de visiteurs à domicile brésiliens à l'intégration de WhatsApp dans leur travail.
- **Urban95** incorpore la focalisation sur les nouveau-nés et les tout-petits dans la planification, la conception et la gestion des villes pour leur accorder davantage d'importance dans l'espace public, la mobilité urbaine

et la planification des quartiers. En 2021, nous avons investi 6 948 769 euros dans différents travaux, comme l'expansion aux nouvelles villes de Tira et Beit Shemesh en Israël, le financement de villes indiennes pour piloter des idées par le biais de Nurturing Neighbourhoods Challenge (Défi pour des quartiers valorisants) et la création d'une académie Urban95 pour l'enseignement exécutif avec la London School of Economics and Political Science.

- **Early Years Thought Leadership** (Leadership de pensée autour de la petite enfance) consiste en la création d'un réseau de champions s'érigeant en défenseurs des jeunes enfants et de leurs familles. Nous rassemblons des personnes inspirantes aux origines et expériences variées, faisons connaître ce qui fonctionne dans la mise en œuvre à grande échelle d'initiatives de transition en petite enfance et apportons notre soutien pour que les gens puissent mettre ces connaissances en pratique. En 2021, nous avons investi 2 924 689 euros dans différents travaux comme l'expansion de Moving Minds Alliance (Alliance des penseurs en mouvement), qui œuvre au soutien des jeunes enfants réfugiés ou encore la mise en place d'un tableau de bord avec des données mondiales sur la santé mentale des enfants et de leurs soignants.

Nous transposons continuellement de nouvelles idées au domaine des premières années de la vie. Cette année, nous nous sommes particulièrement concentrés sur l'intersection entre le changement climatique et la petite enfance et le potentiel offert par le déploiement d'efforts en synergie. Différentes solutions – comme la promotion de la marche et du vélo et la création de davantage de zones vertes – peuvent aider les villes à réduire le changement climatique ou à s'y adapter tout en améliorant la qualité de vie des familles avec enfants en bas âge.

À travers tous nos domaines d'activités, nous visons à parvenir à un changement à l'échelle du système par le renforcement du leadership, des compétences, des capacités et de la volonté nécessaires au déploiement à grande échelle de nos actions. Nous croyons aux politiques et programmes universels qui s'adressent à tous les jeunes enfants et vont plus loin encore pour s'assurer que les plus défavorisés aient accès au soutien dont ils ont besoin.

ברוכים הבאים לדו"ח השנתי של קרן ברנרד ון ליר לשנת 2021. משימתנו היא להעניק ולשפר הזדמנויות לילדים בגיל הרך ומי שמטפל בהם - בעיקר ילדים הגדלים באוכלוסיות מוחלשות, כלכלית וחברתית.

בשנת 2021 מדינת ירדן הצטרפה לרשימת "מדינות הליבה" שלנו לצד ברזיל, הודו, ישראל והולנד. המדינות שבחרנו מגוונות כלכלית, גאוגרפית ותרבותית, ומאפשרות לנו לבחון ולעסוק בגישות ורעיונות מגוונים ברחבי העולם.

לצד מדינות הליבה, אנו מפעילים את התוכנית Global Displacement programme, המתמקדת במתן תמיכה לפליטים, ובסדרה של שותפויות למידה שבאמצעותן אנו תומכים בשותפים נאמנים או יוצרים קואליציות של בעלי עניין שונים סביב נושאים ספציפיים.

בשנת 2021 השקענו 14,683,071 אירו במימון ובתמיכה במגוון שותפויות. סייענו להם לפתח דרכי חשיבה חדשות, להוציא לפועל פתרונות מבטיחים, וכן להגדיל את השימוש ברעיונות מוצלחים בשלושת תחומי ההתמקדות העיקריים בתוכנית האסטרטגית שלנו:

- **תוכנית Parents+** משלבת בין מתן הדרכה להורים ולמטפלים לבין נתינת תמיכה לשירותים שתפקידם למלא צרכים בסיסיים של משפחות, כגון טיפול לפני ואחרי לידה, מעונות איכותיים ושירותי רווחה - בין אם השירותים הללו ניתנים על ידי ממשלות, עיריות, המגזר הפרטי או ארגונים ללא מטרות רווח. בשנת 2021 השקענו 4,809,613 אירו בפרויקטים כגון קבוצות תמיכה מקוונות לאימהות פליטות בהולנד שנמלטו מאריתריאה, ובהכשרת מבקרי-בית לאימהות אחרי לידה, בברזיל.

- **יוזמת Urban95** שמה תינוקות, פעוטות ומטפליהם במרכז לצד תכנון, עיצוב וניהול ערים גדולות, בדגש על מרחבים ציבוריים, יכולת ניידות בתוך העיר ותכנון שכונתי. בשנת 2021 השקענו 6,948,769 אירו להטמיע את הפרויקט בערים חדשות בישראל, כמו טירה ובית שמש (לצד תל אביב שכבר מטמיעה את הפרויקט במלואו), במתן מימון לערים בהודו כדי שיוכלו להתנסות ברעיונות חדשים במסגרת "אתגר טיפוח השכונות", ובהקמת אקדמיית Urban95 לאנשי חינוך ברמה הניהולית, בשיתוף עם בית הספר לכלכלה של לונדון (LSE).

**יוזמת Early Years Thought Leadership** כוללת בניית רשת של שותפים נאמנים הפועלים בשם ילדים בגיל הרך ובני משפחותיהם. אנו יוצרים חיבורים בין אנשים בעלי רקעים מגוונים, משתפים רעיונות בין שותפינו, פועלים בהרחבת יוזמות המקדמות את הגיל הרך ותומכים באנשים שמבקשים להחיל את הידע הזה. בשנת 2021 השקענו 2,924,689 אירו בעבודה כגון הרחבת עבודתו של ארגון Moving Minds Alliance, הפועל למתן תמיכה בילדי פליטים ובהקמת לוח מחוונים גלובלי המספק נתונים על בריאות הנפש של ילדים והמטפלים שלהם.

אנו ממשיכים לשלב דרכי חשיבה חדשות בתחום הגיל הרך. השנה שמנו דגש על החיבור בין שינויי האקלים לבין הגיל הרך, ובפוטנציאל בשילוב שני הנושאים הללו. עלו כמה פתרונות משיתוף פעולה זה כגון, עידוד הליכה ורכיבה על אופניים, ויצירת אזורי טבע נוספים בעיר. יוזמות אלו יכולים לעזור לערים להתאים את עצמן לשינויי האקלים ולהקל על ההתמודדות המגיעה עם אתגר זה, ובו בזמן, לשפר את איכות החיים של משפחות עם ילדים קטנים.

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

# Apresentação

**Bem-vindo(a) ao Relatório Anual da Fundação Bernard van Leer de 2021. Nossa missão é melhorar as oportunidades para crianças pequenas e para as pessoas que cuidam delas – especialmente aquelas que estão em situação de desvantagem social e econômica.**

Em 2021, a Jordânia se juntou à nossa lista de “países principais” ao lado do Brasil, Índia, Israel e Holanda. A escolha dos lugares em que atuamos reflete a diversidade que existe em termos econômicos, geográficos e culturais dos países, o que nos permite testar a relevância global das ideias e abordagens praticadas por nós.

Além de nossos países principais, temos um programa de Deslocamento Global que é focado no apoio a refugiados e migrantes, e em uma série de “parcerias de aprendizado”, na qual apoiamos parceiros confiáveis ou incentivamos as coalizões das partes interessadas em torno de questões específicas.

Em 2021, fornecemos um total de EUR 14.683.071 para o financiamento e apoio de uma rede diversificada de parceiros com o intuito de desenvolver novas ideias, implementar na prática soluções promissoras, e escalar as ideias de sucesso nas três áreas de foco do nosso plano estratégico atual:

- **Parents+** combina coaching para pais e outros cuidadores por meio de serviços que atendem às necessidades básicas das famílias – como acompanhamentos pré-natais e pós-natais, creches de qualidade para as crianças ou serviços sociais – sejam estes prestados por governos, municípios, setor privado ou organizações sem fins lucrativos. Em 2021, investimos EUR 4.809.613 em projetos como os grupos de apoio online para mães refugiadas da Eritreia na Holanda e também em treinamentos para que os visitantes domiciliares brasileiros integrem o WhatsApp no processo formativo para o seu trabalho.
- **Urban95** é uma iniciativa para bebês e crianças pequenas focada no planejamento, design e na gestão das cidades com ênfase nos espaços públicos, na mobilidade urbana e no planejamento de bairros.

Em 2021, investimos EUR 6.948.769 em trabalhos como a expansão para as novas cidades de Tira e Beit Shemesh, em Israel. Além disso, fomentamos o financiamento de cidades indianas para testar ideias através do Nurturing Neighborhoods Challenge. Junto a isso, estabelecemos um curso executivo com a London School of Economics and Political Science (LSE), chamado Urban95 Academy, onde aprofundamos a formação de lideranças nessa temática.

- **Early Years Thought Leadership** promove a construção de uma rede de profissionais que advogam pelas crianças pequenas e suas famílias. Reunimos pessoas inspiradoras que possuem trajetórias e experiências diversas, compartilhamos e escalamos as iniciativas que apresentaram bons resultados para dar suporte na execução deste conhecimento. Em 2021, investimos EUR 2.924.689 em trabalhos como a expansão da Moving Minds Alliance, que defende o apoio a crianças refugiadas e migrantes, e a criação de um painel global com dados sobre a saúde mental de crianças e seus cuidadores.

Estamos continuamente trazendo novas formas de pensar e atuar no campo dos primeiros anos de vida das crianças. Este ano nos concentramos em particular na relação entre as mudanças climáticas e a primeira infância, e no potencial da advogar em conjunto. Várias soluções – como promover caminhadas, ciclismo e criar mais áreas de natureza – podem ajudar as cidades a mitigar ou se adaptar às mudanças climáticas, além de melhorar a qualidade de vida das famílias com crianças pequenas.

Em todas as nossas áreas de trabalho, visamos mudanças sistêmicas, fortalecendo as lideranças, as habilidades, a capacidade e a disposição que são necessárias para mobilizar ações em escala. Acreditamos em políticas e programas universais que atendem a todas as crianças pequenas, ao mesmo tempo em que nos esforçamos para garantir que os mais desfavorecidos recebam o apoio de que precisam.

# Visión general

Presentamos el reporte anual 2021 de la Fundación Bernard van Leer. Nuestra misión es ofrecer mejores oportunidades a las niñas y los niños pequeños y quienes los cuidan, especialmente aquellos que viven en condiciones socioeconómicas desfavorables.

En 2021, Jordania se sumó a nuestra lista de países clave, formada por Brasil, India, Israel y Países Bajos. Los países con los que trabajamos son diversos 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.

Aparte de nuestra labor con los países clave, contamos con un programa de Desplazamientos Globales, que se centra en prestar asistencia a poblaciones refugiadas. Con ellos llevamos a cabo una serie de iniciativas de formación, con las que apoyamos a varias contrapartes de nuestra confianza o formamos coaliciones de partes interesadas en cuestiones específicas.

En 2021 dedicamos un total de 14 683 071 EUR a financiar y apoyar a varias contrapartes para que desarrollaran nuevas ideas, implantaran soluciones con potencial y ampliaran la escala de las ideas que estaban funcionando bien, en las tres áreas clave de nuestro plan estratégico actual:

- **Parents+:** actividades para orientar a padres y madres, entre otros responsables del cuidado infantil, y servicios pensados para cubrir las necesidades básicas de las familias (como cuidados antes y después del parto, cuidado infantil de calidad o servicios sociales), ya sean prestados por entidades gubernamentales, municipales, privadas o sin ánimo de lucro. En 2021 invertimos 4 809 613 EUR en proyectos como los grupos de apoyo online para madres refugiadas eritreas en los Países Bajos y proyectos de formación en Brasil para enseñar al personal encargado de las visitas a domicilio a integrar WhatsApp en su trabajo.
- **Urban95:** inclusión de las necesidades de la primera infancia en la planificación, el diseño y la gestión de las ciudades, con especial énfasis en los espacios públicos, la movilidad urbana y la planificación de

los barrios. En 2021 invertimos 6 948 769 EUR en tareas como la incorporación de las nuevas ciudades de Tira y Beit Shemesh (Israel), la financiación de ciudades indias para probar ideas en fase piloto mediante el «Nurturing Neighbourhoods Challenge» y la creación de Urban95 Academy para impartir programas de enseñanza ejecutivos en conjunto con London School of Economics and Political Science.

- **Early Years Thought Leadership:** creación de una red de líderes defensores de las niñas y los niños pequeños y de sus familias. Reunimos a personas inspiradoras con distintos bagajes y experiencias, compartimos lo que está funcionando a la hora de ampliar la escala de las iniciativas destinadas a la primera infancia; y ayudamos a poner en práctica lo aprendido. En 2021 invertimos 2 924 689 EUR en tareas como la ampliación de la Moving Minds Alliance, que promueve el apoyo a las niñas y los niños pequeños refugiados, y la creación de un panel digital de datos globales sobre la salud mental de la infancia y de quienes se ocupan del cuidado infantil.

Aportamos constantemente nuevas reflexiones al ámbito de la primera infancia. Este año nos hemos centrado en la relación entre el cambio climático y la primera infancia, así como en el potencial de realizar actividades de defensa, de forma conjunta. Varias soluciones (como el fomento de los desplazamientos a pie y en bicicleta y la creación de zonas verdes) pueden ayudar a las ciudades a mitigar el cambio climático o adaptarse a él y, al mismo tiempo, mejorar la calidad de vida de las familias con niñas o niños pequeños.

Para lograr el cambio sistémico al que aspiramos en todos los ámbitos en los que trabajamos, 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 la población más desfavorecida reciba la ayuda que necesita.









# **Our financial summary 2021 and outlook for 2022**

## Overview budget and actual (in EUR)

	BUDGET 2021	ACTUAL 2021	BUDGET 2022
<b>Income</b>			
Van Leer Group Foundation	18,534,014	18,534,014	19,646,000
Other income	0	0	0
Interest	0	0	0
<b>Total income</b>	<b>18,534,014</b>	<b>18,534,014</b>	<b>19,646,000</b>
<b>Expenditure</b>			
Total grants and Foundation-managed projects	14,825,994	14,861,721	16,149,662
Returned project funds	0	(46,124)	0
Currency difference	0	66,874	0
Cancellation previous years	0	(383,495)	0
Operating expenses	4,421,800	3,724,171	4,401,000
Non-operating (gain)/losses	0	8,128	0
<b>Total expenditure</b>	<b>19,247,794</b>	<b>18,231,275</b>	<b>20,550,662</b>
<b>Net result</b>	<b>(713,780)</b>	<b>302,739</b>	<b>(904,662)</b>
<b>Capital and reserves</b>			
Foundation capital	453,780	453,780	453,780
Reserves before net result	978,646	978,646	1,004,662
Net result	(713,780)	302,739	(904,662)
<b>Total capital and reserves</b>	<b>718,646</b>	<b>1,735,165</b>	<b>553,780</b>

## Financial summary 2021

In late 2019 the Van Leer Group has 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.

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; however, due to the impact of Covid-19 on various operating activities, the actual operating expenses for 2021 (EUR 3,724,171) were 15.8% lower than the originally budgeted amount (EUR 4,421,800). These unspent funds are recognised within reserves before net result (EUR 1,311,385) and made available to increase the total grant and Foundation-managed projects in 2022.

In 2021, after almost 30 years of activity in Peru, the Foundation is approaching full completion of its phase-out exit strategy, with anticipated completion of limited remaining activities for conclusion in 2022.

The Foundation presents positive results over 2021 and the capital and reserves are positive as of 31 December 2021. The Foundation is solvent, and the liquidity position is good.

## Outlook 2022

The total approved income from the Van Leer Group Foundation in 2022 amounts to EUR 19,646,000 with total capital reserves of EUR 2,037,903. The operating budget adopted for 2022 assumes that the Foundation will operate in a global environment that is more resilient to the Covid-19 pandemic and able to increasingly execute more operational activities compared to 2021.

The Foundation does not anticipate significant changes in personnel, operating model or strategy in 2022, but does intend to start a strategic review process after the summer. The lease for the offices in the Hague, the Netherlands, will expire per January 2023 and the foundation will move to new premises at the end of 2022.

Geopolitical events developing in Russia/Ukraine currently have limited direct impact on the Foundation. The Foundation will continue to monitor the developments and assess any direct or indirect risks that might result from the situation.

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.

Dated 23 March 2022

**Bernard van Leer Foundation Executive Director:** Cecilia Vaca Jones

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



# **Financial Statement for the year ended 31 December 2021**



## Balance Sheet as at 31 December 2021 (in EUR)

After appropriation of operating result

	NOTES	2021	2020
<b>Assets</b>			
<b>Fixed assets</b>			
Intangible fixed assets	(1)	40,955	60,452
Tangible fixed assets	(1)	73,695	90,479
		<b>114,650</b>	<b>150,931</b>
		<b>0</b>	<b>0</b>
<b>Current assets</b>			
Current account Van Leer Group Foundation	(2)	19,825,328	17,713,922
Other receivables	(3)	78,013	126,138
		<b>19,903,341</b>	<b>17,840,060</b>
<b>Cash and cash equivalents</b>			
Cash and bank	(4)	431,854	3,179,191
		<b>431,854</b>	<b>3,179,191</b>
<b>Total assets</b>		<b>20,449,845</b>	<b>21,170,175</b>
<b>Capital and reserves</b>			
Foundation capital	(5)	453,780	453,780
General reserve	(6)	1,281,385	978,646
		<b>1,735,165</b>	<b>1,432,426</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Grants payable and Foundation-managed projects	(7)	3,763,515	3,787,099
<b>Current liabilities</b>			
Grants payable and Foundation-managed projects	(7)	14,301,286	15,438,529
Creditors	(8)	179,643	171,610
Accrued liabilities	(9)	470,236	340,511
		<b>18,714,680</b>	<b>19,737,749</b>
<b>Total liabilities</b>		<b>20,449,845</b>	<b>21,170,175</b>



## Statement of Income and Expenditure for the Year 2021 (in EUR)

	NOTES	BUDGET 2021	ACTUAL 2021	ACTUAL 2020
<b>Income</b>				
Van Leer Group Foundation	(A)	18,534,014	18,534,014	18,646,376
Other Income	(A)	0	0	0
Interest	(B)	0	0	11,555
<b>Total income</b>		<b>18,534,014</b>	<b>18,534,014</b>	<b>18,657,931</b>
<b>Expenditure</b>				
Grants	(C)	14,825,994	12,490,676	11,018,486
Grants cancelled	(C)	0	(383,495)	(435,204)
Foundation-managed projects	(D)	0	2,437,919	4,128,952
Returned project funds	(E)	0	(46,124)	9,550
<b>Total activities</b>		<b>14,825,994</b>	<b>14,498,976</b>	<b>14,721,784</b>
Personnel operating expenses	(F)	3,294,222	3,091,118	3,204,525
Depreciation	(F)	71,344	56,267	69,558
Other operating expenses	(F)	1,056,234	576,786	573,953
<b>Total organisation</b>		<b>4,421,800</b>	<b>3,724,171</b>	<b>3,848,036</b>
Financial assets (impairment)/or reversal	(G)	0	0	14,445
Interest gains/(losses)		0	(8,128)	(2,989)
<b>Total non-operational result</b>			<b>(8,128)</b>	<b>11,456</b>
<b>Result</b>		<b>(713,780)</b>	<b>302,739</b>	<b>99,567</b>
<b>Appropriation of result</b>				
Added to/(deducted from) General reserve	(H)		302,739	99,567
<b>Total</b>			<b>302,739</b>	<b>99,567</b>

## Cash Flow Statement for the Year 2021 (in EUR)

		2021	2020
<b>Cash flow from operating activities</b>			
Net result		302,739	99,567
Adjustments for:			
Depreciation of tangible fixed assets		29,027	34,872
Depreciation of intangible fixed assets		27,240	34,686
Change in liabilities	(1,023,075)		515,308
Change in current assets	(2,063,281)		(355,477)
		<u>(3,086,356)</u>	<u>159,831</u>
<b>Cash flow from operating activities</b>	<b>(A)</b>	<u><b>(2,727,350)</b></u>	<u><b>328,956</b></u>
<b>Cash flow from investment activities</b>			
Purchases of fixed assets		(14,542)	(79,678)
Assets under construction		(5,445)	(31,037)
<b>Cash flow from investment activities</b>	<b>(B)</b>	<u><b>(19,987)</b></u>	<u><b>(110,715)</b></u>
<b>Cash flow from financing activities</b>	<b>(C)</b>	<u><b>0</b></u>	<u><b>0</b></u>
<b>Change in Cash and Bank</b>	<b>(A+B+C)</b>	<u><b>(2,747,337)</b></u>	<u><b>218,241</b></u>
Balance cash and bank 1 January		3,179,191	2,960,950
Balance cash and bank 31 December		<u>431,854</u>	<u>3,179,191</u>
		<u><b>(2,747,337)</b></u>	<u><b>218,241</b></u>

## Notes to the financial statements

### General

Bernard van Leer Foundation is a registered foundation with the Chamber of Commerce (KvK nr. 41197262) and was established in 1949. Its statutory location is in The Hague, the Netherlands. Visiting address: Lange Houtstraat 2, 2511 CW.

### Financial reporting period

The financial statements cover the year 2021, which ended at the balance sheet date of 31 December 2021. The comparative figures cover the year 2020, which ended at the balance sheet date of 31 December 2020.

### 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".

### Going concern

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

### Accounting policies

#### General

The financial statements are presented in euros ("EUR"), which is the Foundation's functional currency. All amounts have been rounded to the nearest euro.

Unless stated otherwise, assets and liabilities are carried at nominal value. An asset is disclosed in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity and the value can be measured reliably. A liability is recognised in the balance sheet

when it is expected to result in an outflow from the entity of resources embodying economic benefits and the amount of the obligation can be measured with sufficient reliability. Income is recognised in the statement of income and expenditure when an increase in future economic potential related to an increase in an asset or a decrease in a liability has arisen, the size of which can be measured with sufficient reliability. Expenses are recognised when a decrease in the economic potential related to a decrease in an asset or increase in a liability has arisen, the size of which can be measured with sufficient reliability. If a transaction results in a transfer of all or all future economic benefits and all or almost all risks relating to assets or liabilities to a third party, the asset or liability is no longer included on the balance sheet. Assets and liabilities are not included on the balance sheet if economic benefits are not probable and/or cannot be measured with sufficient reliability. Income and expenses are allocated to the period to which they relate.

#### Transactions in foreign currencies

Transactions denominated in foreign currency are translated into the relevant functional currency at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are recognised in the statement of income and expenditure in the period in which they arise, except for exchange differences on monetary items that are part of a net investment in a foreign operation.

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

#### Financial instruments

These financial statements contain the following financial instruments: loans granted and other receivables, current liabilities and other financial commitments. The Foundation has no derivative financial instruments embedded in contracts. The accounting policies of the financial instruments are discussed at the relevant balance sheet item and loans registered as gross amounts.

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

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

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

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

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

**Using estimates and judgements**

The preparation of the financial statements requires that management make judgements and use estimates and assumptions that affect the application of the accounting principles and the reported value of the assets and liabilities and the income and expenses. Actual results may differ from these estimates in the case of the loan. The estimates and underlying

assumptions are continually reviewed. Revised estimates are stated in the period in which the estimate is revised and in future periods for which the revisions have consequences.

**Intangible fixed assets**

Intangible fixed assets are stated at acquisition or construction cost, less accumulated amortisation and impairment losses.

**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 using 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 Jan 2021. The remaining 95% of the nominal value of the asset will be depreciated according to the schedule.

**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 disposed 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 uncollectible debts. These provisions are determined by individual assessment of the receivables.

### **Cash and cash equivalents**

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

### **Long-term and current liabilities and other financial commitments**

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

### **Contribution Van Leer Group Foundation**

The contribution of Van Leer Group Foundation is recognised in the profit and loss account in the year to which it relates, 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 in 2021 through to 2026.

- 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 and Fay Twersky serve on both the Board of the Bernard van Leer Foundation and the Van Leer Jerusalem Institute.

## **Taxation**

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

## **Capital and reserves**

The Bernard van Leer Foundation utilises a capital policy in co-operation with the Van Leer Group Foundation as it provides annual funding in order to fulfil its statutory obligations and mandate. Certain provisions are made in the statutes of both organisations to dictate funding or dissolution and are observed by the Board of Trustees. The principles of the capital policy by the Bernard van Leer Foundation are set out to ensure management can anticipate the agreed minimum capital and reserves and manage accordingly. These include:

1 Minimum going concern. In order to maintain a healthy going concern, the Foundation will commit to maintain:

- (a) the "starting" Foundation capital unchanged at EUR 453,780 (or NLG 1,000,000)
- (b) a general reserve that does not decrease below the amount of EUR 100,000.

2 Reserves. The general reserve is unrestricted allowing for it to be allocated following the normal procedures for allocating spending.

## 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 2021	29,414	85,561	4,918	31,037	150,930
Additions current year	2,299	12,243	–	5,445	19,987
Cumulative additions	180,244	195,742	12,450	5,445	393,881
Depreciation current year	27,240	26,683	2,344		56,267
Cumulative depreciation	144,734	124,621	9,876		279,231
Assets taken in use	31,037	–	–	(31,037)	–
Book value 31 December 2020	35,510	71,121	2,574	5,445	114,650
Cumulative additions -/- Cumulative depreciation	35,510	71,121	2,574	5,445	114,650

For work in progress, the Foundation is expanding its ERP software capabilities and undertook extensive work to release a new grant management interface (called Lightning) with the work finalised in the 4th quarter of 2021. Depreciation started upon activation of this new ERP tool.

### 2 Current account Van Leer Group Foundation

	2021	2020
Balance 1 January	17,713,922	17,379,635
Amount of preliminary allocation to the Foundation	18,534,014	18,646,376
Disbursements of preliminary allocation to the Foundation	(16,811,508)	(18,646,376)
Other settlements	388,900	334,287
Balance 31 December	19,825,328	17,713,922

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 transfers between Bernard van Leer Foundation and Van Leer Group for shared operational expenses.

### 3 Other receivables

	2021	2020
Prepayments	70,144	97,966
Other receivables	7,869	28,172
	<b>78,013</b>	<b>126,138</b>

The prepayments were primarily made up of rent for offices in the Netherlands, India, and Israel.

### 4 Cash and bank

	2021	2020
Bank	<b>431,854</b>	<b>3,179,191</b>

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

### 5 Foundation capital

	2021	2020
Foundation capital	<b>453,780</b>	<b>453,780</b>

### 6 Reserves

<b>General reserve</b>	<b>2021</b>	<b>2020</b>
Balance 1 January	978,646	879,079
Operating result	302,739	99,567
<b>Balance 31 December</b>	<b>1,281,385</b>	<b>978,646</b>

There are no restrictions on the general reserve. The 2021 result will be added to the general reserve.

## 7 Grants and Foundation-managed projects

	2021	2020
Balance 1 January	19,225,628	18,757,579
Grants/FMP contracts approved*	14,683,071	14,872,081
Grants/FMP contracts cancelled*	(383,495)	(435,204)
Rate of exchange	66,875	6,853
Grant payments	(15,527,278)	(13,975,681)
<b>Balance 31 December</b>	<b>18,064,801</b>	<b>19,225,628</b>

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 2022.

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

### Specification commitment Bernard van Leer Foundation

Definition/Year	To be paid			
	Total	2022	2023	2024
Grants	14,500,810	11,380,228	2,866,598	253,984
Foundation-managed projects	3,563,991	2,921,058	491,176	151,757
<b>Total</b>	<b>18,064,801</b>	<b>14,301,286</b>	<b>3,357,774</b>	<b>405,741</b>

The amount payable for the year 2022 is shown on the balance sheet as a current liability of EUR 14,301,286.

The amounts payable after the year 2022 are shown on the balance sheet as a non-current liability of the years 2023 and 2024 in the amount of EUR 3,763,515.

## 8 Creditors

	2021	2020
Accounts payable	179,643	171,610

The accounts payable are due within one year.



## 9 Accrued liabilities

	2021	2020
Holiday allowances	71,112	70,763
Wage tax	130,883	128,019
Other liabilities	268,241	141,729
	<b>470,236</b>	<b>340,511</b>

These liabilities are due within one year. The December 2021 wage tax was accrued and paid in full in January 2022. The other liabilities are made up of accrued unspent vacation days of staff, severance and outstanding payments to service providers.

## Financial instruments

### General

During the normal course of business, the Foundation uses various financial instruments that expose it to market and/or credit risks. This relates to financial instruments that are included on the balance sheet such as financial and current assets and liabilities. The Foundation does not trade in financial derivatives and follows procedures to limit the size of credit risk.

### Credit risk

More than 95% of the assets of Bernard van Leer Foundation are held with the Van Leer Group Foundation. Given the financial position of Van Leer Group Foundation this is seen as a remote credit risk. With regard to the other current assets and financial assets, impairments have been recognised resulting in limited current risk. In 2021 all balance amounts above EUR 500.000 incurred negative interest tied to the rate the ECB charges banks for deposit surpluses. This rate is currently –0.50%.

### Currency risk

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

### Interest rate risk and cash flow risk

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

### Liquidity risk

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

### Fair value

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

## Commitments and rights not shown on the balance sheet

### Van Leer Group Foundation

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

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

### Contribution Van Leer Group Foundation

The Van Leer Group Foundation approved in their Board of Trustees meeting of 12 September 2021 the budget for 2022 of EUR 19,646,000.

### 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 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 remaining period can be specified as follows:

2022	EUR 119,149
2023	EUR 9,929
<b>Total</b>	<b>EUR 129,078</b>

### 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:

2022	EUR 34,783
2023	EUR 23,949
<b>Total</b>	<b>EUR 58,732</b>

### Israel office obligations

A rental agreement was signed commencing 1 February 2018 and extended to 31 January 2024.

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

2022	ILS 59,670	EUR 16,971
2023	ILS 59,670	EUR 16,971
2024	ILS 4,973	EUR 1,415
<b>Total</b>	<b>ILS 124,313</b>	<b>EUR 35,357</b>

### Lease obligations

#### Printer/copier

The Bernard van Leer Foundation has a lease obligation for two printers for a total amount of EUR 7,978 up to 30 April 2024. The current lease contract was signed per April 2021 and the outstanding obligation can be specified as follows:

2022	EUR 3,419
2023	EUR 3,419
2024	EUR 1,140
<b>Total</b>	<b>EUR 7,978</b>

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

### A Van Leer Group Foundation and other income

	Budget 2021	Actual 2021	Actual 2020
Income	18,534,014	18,534,014	18,646,376
	<b>18,534,014</b>	<b>18,534,014</b>	<b>18,646,376</b>

The actual income over 2021 decreased slightly compared to 2020 according to the budget approved by the Van Leer Group Foundation Governing Council.

#### Income

The Bernard van Leer Foundation receives its income from the Van Leer Group Foundation to fulfil its mission. The Van Leer Group Foundation derives its income from a global portfolio of diversified investments. For more information regarding the Van Leer Group Foundation, please refer to its website [www.vanleergroupfoundation.nl](http://www.vanleergroupfoundation.nl). The annual report 2021 of the Van Leer Group Foundation will be published in June 2022.

### B Interest

	Budget 2021	Actual 2021	Actual 2020
Bank and deposit accounts	0	0	0
Other interest	0	0	11,555
	<b>0</b>	<b>0</b>	<b>11,555</b>

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

### C Grants

	Budget 2021	Actual 2021	Actual 2020
Grants approved	14,825,994	12,423,802	11,011,632
Grants cancelled*	0	(383,495)	(435,204)
Currency differences	0	66,874	6,853
	<b>14,825,994</b>	<b>12,107,181</b>	<b>10,583,281</b>

A grant is a (multi-) year commitment, and a Foundation-managed project is a contract. A grant or Foundation-managed project is approved when the Director of the Foundation signs the grant letter or a contract. The Grants budget 2021 includes both grants and programme contracts within the Foundation-managed projects where the actual 2021 expenditure is EUR 14,545,100, in line with the Grants approved budget 2021.

\* 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 planned future instalments (liabilities) are cancelled. In 2021, the Foundation cancelled a number of grant instalments, amounting to EUR 383,495, which became available for future grants.



## D Foundation-managed projects

	<b>Actual 2021</b>	<b>Actual 2020</b>
Programme contracts	2,259,269	3,860,448
Communications	154,333	198,631
Foundation sector	8,159	2,000
Network development	16,158	67,873
	<b>2,437,919</b>	<b>4,128,952</b>

## E Returned project funds

	<b>Budget 2021</b>	<b>Actual 2021</b>	<b>Actual 2020</b>
Grants	0	(46,124)	9,550
	<b>0</b>	<b>(46,124)</b>	<b>9,550</b>

The returned project funds are granted funds from previous years that are not spent at the time the project is closed that are subsequently returned to the Foundation. The returned project funds in 2021 were due to a project in Israel initiated in 2017.

## F Operating expenses

	Budget 2021	Actual 2021	Actual 2020
Board of Trustees	20,000	1,449	2,454
Personnel			
(a) salaries	2,634,310	2,600,487	2,682,235
(b) social charges	278,582	254,239	240,650
(c) pension	226,095	157,408	169,139
(d) general staff costs	60,235	20,515	31,330
(e) recruitment	30,000	21,009	50,441
(f) staff development	55,000	37,460	30,730
(g) temporary personnel	10,000	0	0
	<b>3,294,222</b>	<b>3,091,118</b>	<b>3,204,525</b>
Consultants	90,000	103,637	61,685
Staff travel/hospitality	380,000	46,817	65,989
Premises	204,399	148,475	171,828
Office equipment/expenses	240,857	199,521	180,726
Depreciation	71,344	56,267	69,558
Telecommunications	13,478	8,736	9,218
Audit fees	69,000	60,137	62,230
General costs	38,500	8,014	19,823
<b>Total</b>	<b>4,421,800</b>	<b>3,724,171</b>	<b>3,848,036</b>

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 2021 than in 2020 when the budget was set. The consultants cost for 2021 was higher than in 2020 due to implementation changes for the transition of the Human Resources Department into the People and Culture Department. 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 2021 (2020) and are recognised irrespective of whether the activities have been performed during the financial year 2021 (2020).

## 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 302,739 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 2021 financial year, the average number of team members employed by the Foundation, converted into full-time equivalents, amounted to 33.3 FTE of whom 10.6 FTE were contracted outside the Netherlands; for 2020 this number was 33.8 FTE of whom 11.1 FTE were contracted outside the Netherlands.

### Subsequent events

There were no subsequent events.

**Legal address:** The Hague, 25 March 2022

**Bernard van Leer Foundation Executive Director:** Cecilia Vaca Jones

**Board members (in alphabetical order):** Yarom Ariav, Wim Borgdorff, Nanno Kleiterp, Eloy Lindeijer, Ory Okolloh, Faye 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 2021 of Stichting Bernard van Leer Foundation, based in The Hague.

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 2021, and of its result for the year 2021 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 2021;
2. the statement of income and expenditure for the year 2021;
3. the cash flow statement for the year 2021; 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.

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. Management and the Board of Trustees are responsible for such internal control as management and the Board of Trustees determine 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 have 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 Foundation'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 Foundation 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 2022*  
*KPMG Accountants N.V.*  
*W. Kevelam RA*



**Photography**

# Photography

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FOUNDATION

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