



# Annual Report 2022

A good start for all children



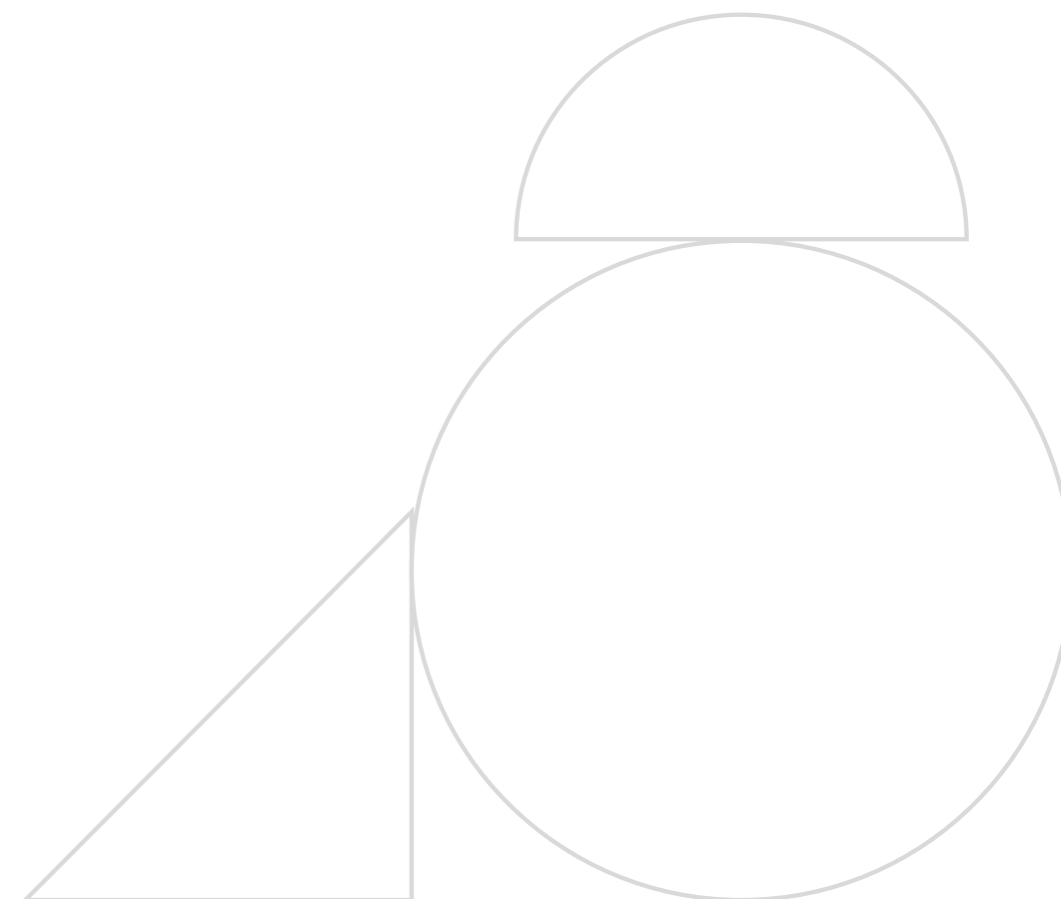
**“All children should  
be able to achieve  
the greatest possible  
realisation of their  
innate, intellectual  
potential.”**

– Oscar van Leer

## **Annual Report 2022**

Bernard van Leer Foundation

June 2023



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# Foreword by Foundation Leadership

## A year of transition sets the foundation for a good start

In 2021, we decided to streamline our management structure and integrate the activities of the Bernard van Leer Foundation and the Van Leer Group. As a result, in 2022, our Board of Trustees, management and staff focused on transitioning into a new organisational structure. We took this opportunity to reflect on our learning since our current strategy began in 2016 with an eye towards a new strategic plan set to launch in 2024. This exercise, conducted in parallel with our ongoing activities, demonstrated the exceptional teamwork and learning ability of our staff.

Through this exercise, we affirmed our commitment to the topic of early childhood development, which will continue to be our focus in our next strategic cycle. We also affirmed that part of our unique value proposition is our support to leaders from a diverse range of sectors, each of whom brings new perspectives to the early years, but who together share a commitment to take action for young children and families at scale. We have continued to work on our next strategic plan including extensive consultation with our partners around the world and expect to be able to share more in the autumn of this year.

In parallel, 'During the year, we continued to implement our ongoing programmes, with exciting results. We delivered a record number of executive education courses in collaboration our partners Harvard, INSEAD, the London School of Economics and Political Science and the Columbia University Dart Center. Together, we trained nearly 500 leaders from a wide range of sectors and backgrounds. These executive courses played a vital role in developing coalitions to support young children and families and strengthening our partners' ability to deliver and scale high-quality services and programmes.

We also saw many examples of progress on the ground. India's Ministry of Health unveiled Paalan 1000, a national social and behaviour change campaign and parenting app focused on the first 1,000 days of a child's life. In Ethiopia, the city of Addis Ababa launched the Future of Hope, an initiative to scale parent coaching, childcare and the development of playgrounds citywide. In Israel, Tel Aviv city launched Jaffa Reads, a programme designed to increase literacy rates by supporting Arabic-speaking parents to read to their children. In Brazil, 24 cities met in Boa Vista to exchange ideas and to see at first hand why Boa Vista is becoming known as the Brazilian capital of early childhood. We observed similarly exciting results throughout the other countries where we work.

Finally, we welcomed Rushda Majeed as our new Chief Programme Officer and Neil van de Meer as our new Chief Financial Officer, both of whom have come from within the organisation. We see these appointments as a testament to the talent and commitment of our staff to whom we are deeply grateful for their energy and dedication. With such an exceptional team and fantastic partners, we are excited to start the next chapter in our journey to support the wellbeing of babies, toddlers and the people who take care of them every day around the world.

*The Hague, 29 June 2023*



**Nanno Kleiterp**  
Chair, Board of Trustees



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



## About the Bernard van Leer Foundation

## A good start for all children

Founded in 1949, the Bernard van Leer Foundation focused in 1965 on working worldwide to ensure that babies and toddlers have a good start in life.

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 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:

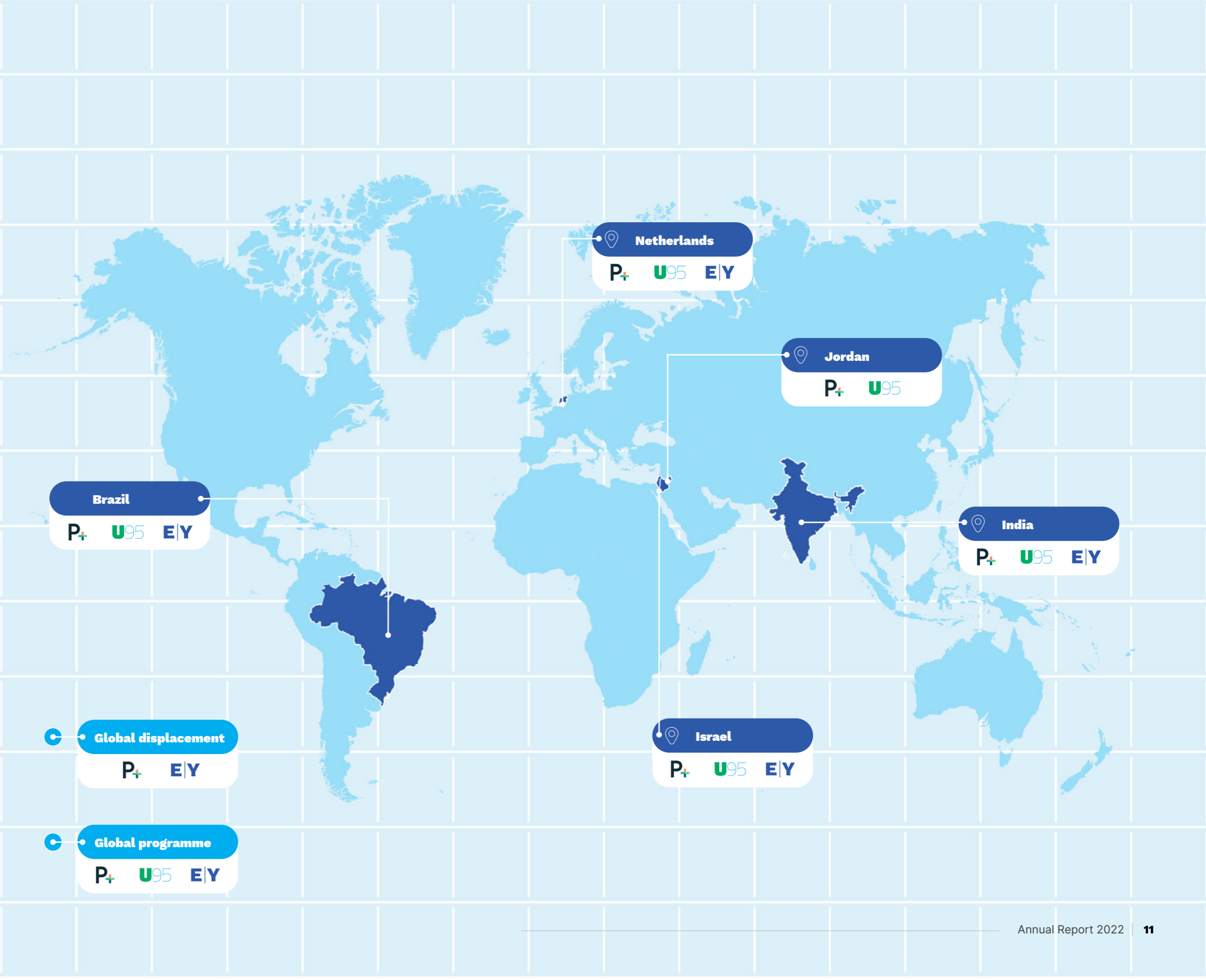
### **Early Years Thought Leadership**

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 the early years matter and ensures that the voices of young children are heard.

# Where we are working

The Foundation is active in a set of countries that together reflect global diversity in economic, geographical and cultural terms. We currently work in Brazil, Israel, India, Jordan and the Netherlands – where we develop long-term partnerships.

Our Global Displacement Portfolio also supports children and families experiencing displacement across geographies. Our teams on the ground work closely with local and national government and administrations, civil society, NGOs, communities and others to refine the most promising early years innovations. We also aim to spread scalable ideas beyond our focus countries, working with trusted partners to implement initiatives serving children all around the world.



<b>P+</b>	<b>Parents+</b>
<b>U95</b>	<b>Urban95</b>
<b>E Y</b>	<b>Early Years Thought Leadership</b>

# Investing to reach scale: a review of progress in 2022

**Across all areas of our work, we provide funding and support for a diverse range of partners to implement promising solutions in practice. After more than five decades of investing in early childhood development, we believe the major challenge is the transition to scale. By working together with governments, civil society, philanthropy, academia, international organisations and business, we find the best programmes and policies to improve children's lives. We partner with them by providing funding, expertise, networks and support to scale the programmes for maximum impact.**

Challenging global circumstances, and opportunities arising from new innovations, have required creativity and collaboration between Foundation staff and our partners. By working together, 2022 was a year when many of our long-term investments came to fruition and demonstrated the scaling potential of ideas within and beyond our core countries.

Coming out of the pandemic, there was a clear need to strengthen social and health systems that support parents and caregivers. We worked closely with our national government partners to implement initiatives that had been in development before Covid-19. In August, India's Ministry of Health unveiled Paalan 1000, a multi-partner initiative focused on the first 1,000 days of a child's life; it includes a national social and behaviour change campaign, and a parenting app. The ongoing initiative is envisioned to help caregivers across the country support their babies better by providing nurturing care. In the Netherlands, a new Ode to Parents campaign for the Gezonde Generatie (healthy generation)- an initiative of 24 collaborating health funds -focused on celebrating parents of young children, strengthening care networks, and lowering the threshold for giving and receiving support. We also held the fifth cohort of the 'Leading and Scaling Early Childhood Initiatives' executive education course with the Harvard Kennedy School of Government, with country teams from Ecuador, Guatemala (Food for the Hungry), India, Jordan, the Netherlands, Peru, United Arab Emirates, and Vietnam (OneSky) attending.

At the local level, our work with cities has scaled rapidly. At the end of 2022, Urban95 programmes were taking place in 81 cities around the world (see map on pp. 28–29). The Urban95 Academy -our executive education course with the London School of Economics and Political Science- also held the first three cohorts of the programme, training over 300 leaders from 100 cities. Thirty of those cities with the most promising ideas for supporting families in urban environments were invited to London to participate in residence weeks to develop their implementation strategies with additional technical assistance. Brazil, which has the largest national network of Urban95 cities, held a gathering in Boa Vista. Representatives from 24 Urban95 cities were able to connect, share ideas and visit inspiring initiatives that make Boa Vista the capital of early childhood in Brazil.

Seeing a growing need to better support displaced families, the Bernard van Leer Foundation, Porticus, LEGO and Hilton structured a USD 5 million partnership with the World Bank to unlock USD 350 million in funding for early childhood in crisis-affected countries. Our Global Displacement Portfolio was also able to respond in an agile way to growing global needs, making investments that focused on longer-term support and care of displaced children and caregivers. These included increased funding for the International Step by Step Association to strengthen their training for early childhood professionals at the forefront of the Ukraine crisis and supporting the adaptation and scaling of Amna's Baytna model by training local organisations to create safe spaces and offer mental health support to displaced families and frontline workers around the world.

Our commitment to embedding behavioural science in early childhood programmes also benefited from the creation of the ABC for ECD executive education course with INSEAD, BVA Nudge Consulting and Save the Children's CUBIC Centre, which we co-fund with the Conrad N Hilton Foundation. In 2022, over 90 professionals attended three separate courses that took place in Paris, São Paulo and Nairobi. The in-person course was strengthened by six months of follow-up coaching that helped to design effective parent-coaching programmes and urban interventions to increase positive behaviours. Promising initiatives coming out of the course include: Jaffa Reads Programme in Tel Aviv, Israel, designed to increase literacy rates by encouraging Arabic-speaking parents to read to their children, and a project led by the Queen Rania Foundation in Jordan that applied behavioural science to a reading programme that using chatbot technology to nudge parent-child reading at home.

Our flagship journal *Early Childhood Matters* also amplified growing evidence and examples of applying behavioural science to the early years through a range of ideas in 28 articles from 50 authors from around the world.

Starting in June, we also began a systemic strategy review that marked the start of planning our next strategic cycle beginning in 2024. A clear observation was the growing demand for spreading scalable ideas coming from our core countries to other geographies. A key initiative we have already launched with Big Win Philanthropy is 'Children: The Future Hope of Addis Ababa', which is led by the Addis Ababa City Administration. Implementation of the programme accelerated in 2022 with the creation of a coordinating unit focusing on early childhood within the municipality.

We realise that, as we scale, we still face challenges related to quality, sustainability and inclusion. Looking ahead to 2023, the final year of our current strategy, we remain convinced of the potential of scale and are continuing to learn more on how to work at various levels of government, in addition to other trusted partners in philanthropy and business.



## **New investments in 2022**





**Parents+**

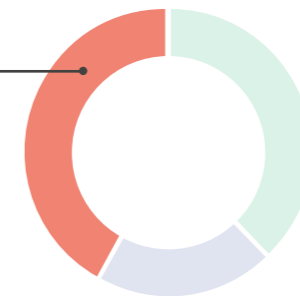
## Combining coaching for parents and other caregivers with services that meet families' basic needs

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 babies' and toddlers' 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 caregivers' 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.

**EUR 6,206,838**  
Parents+ investments



**Parents+**

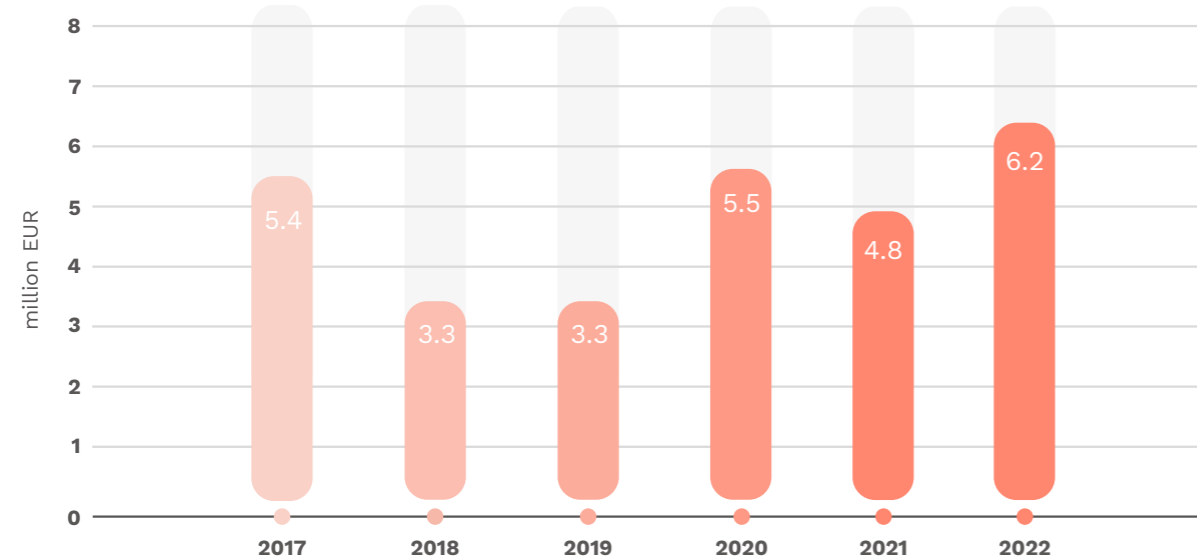
**“Caregivers' wellbeing is an essential part of babies' and toddlers' healthy development.”**

# Parents+

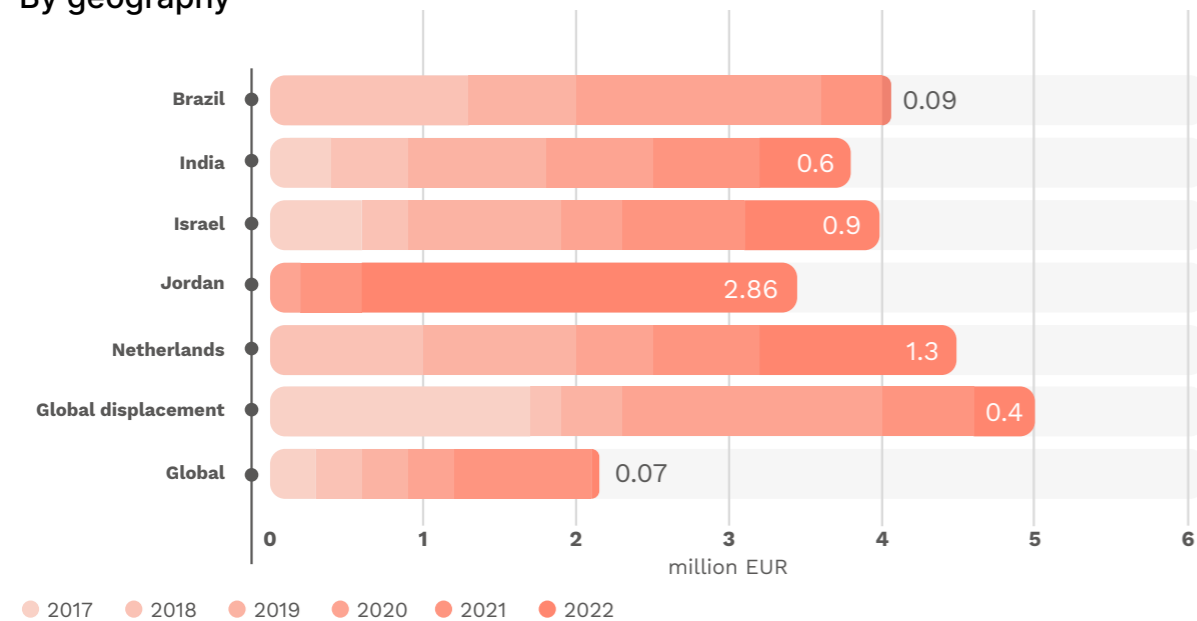


## Parents+: summary of investments (2017–2022)

### By year



### By geography



## Parents+: new investments approved in 2022

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Cross Content Comunicação Integrada Ltda. EPP	93,360	Improve knowledge and facilitate professionals' interactions with families with young children
<b>Total Brazil</b>	<b>93,360</b>	
<b>India</b>		
Charities Aid Foundation (CAF) India	462,836	Support the state government of Odisha to scale-up Parents+ work in the <i>anganwadi</i> system
Slugline Films Private Limited	163,768	Hold a two-day launch event for the Paalan1000 campaign and parenting app with high-level participation
<b>Total India</b>	<b>626,604</b>	
<b>Israel</b>		
Lotem Organizational Development Strategies Ltd	571,097	Continue to integrate parenting support into the national well-baby clinic services
Hop! Channel Ltd (HMG)	179,623	Create and disseminate digital content to support more positive parent-child interactions
Department of Architecture, Bezalel Academy of Arts and Design	119,948	Build on a design competition for well-baby clinics by publicising the winning ideas
<b>Total Israel</b>	<b>870,668</b>	

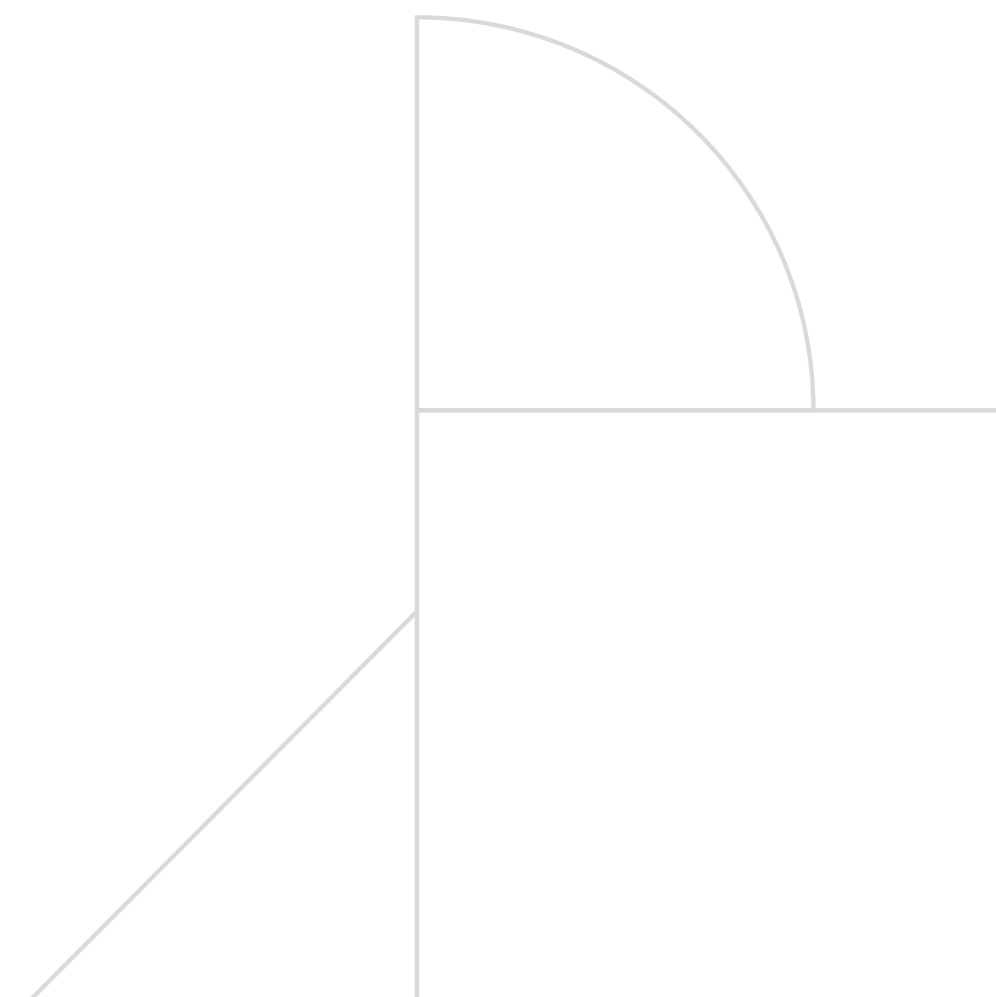
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Jordan</b>		
Plan International Netherlands	1,500,000	Enhance capacity to implement policies and services through alignment and lessons learned
Queen Rania Foundation for Education and Development	724,753	Design a national behavioural change campaign to encourage parents to read with children
The Royal Health Awareness Society (RHAS)	487,296	Improve healthcare and community support for mothers suffering from postpartum depression
The Royal Health Awareness Society (RHAS)	20,570	Cover the increased costs of delivering a training programme face to face rather than virtually
Seven Circles Lines for Management Consultancy	19,129	Produce a book that shares the stories of around 50 diverse mothers and fathers in Jordan
World Vision Netherlands	107,789	Support improved access to quality play-based learning for children at risk of abuse and neglect
<b>Total Jordan</b>	<b>2,859,537</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Netherlands</b>		
Samenwerkende GezondheidsFondsen (SGF)	607,500	Strengthen the Healthy Generation 2040 project's focus on caregiver behaviour change
Stichting Centering Nederland	295,429	Scale a group-based care model to all pregnant refugee women in the Netherlands
Stichting HealthKIC	249,200	Increase investment in prevention aimed at improving health outcomes for young children
Tilburg University	99,157	Support an intervention aimed at helping mothers with postnatal depression or anxiety
Firma Twist	31,200	Conduct a planning process to develop and launch the Foundation's new national strategy
De ArgumentenFabriek	24,203	Influence the direction of a national programme to improve the mental health of caregivers
<b>Total Netherlands</b>	<b>1,306,689</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global displacement</b>		
PRISM The Gift Fund	100,000	Build the capacity of local organisations working with refugee populations from Ukraine using Amna's approach
International Step by Step Association (ISSA)	99,950	Support organisations providing services to Ukrainian families in Ukraine and elsewhere
Fondazione AVSI	99,860	Promote the psychological wellbeing of Ukrainian mothers and children in shelters
Spring Impact	64,687	Develop and codify Amna's approach to scaling-up capacity building of local organisations
Arab Network for Early Childhood Development (ANECD), hosted by the Arab Resource Collective (ARC)	14,373	Cover increased project costs related the worsening economic and social situation in Lebanon
<b>Total Global displacement</b>	<b>378,870</b>	

<b>Global</b>		
Asociación RED SUMA	20,798	Design a plan to decentralise the management and implementation model of Cuna Más
Ministerio de Desarrollo e Inclusión Social (MIDIS), Peru	50,312	Evaluate the Cuna Más programme to inform adjustments to promote efficiency and results
<b>Total Global</b>	<b>71,110</b>	

**Total Parents+ 6,206,838**





**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 81 cities around the world.

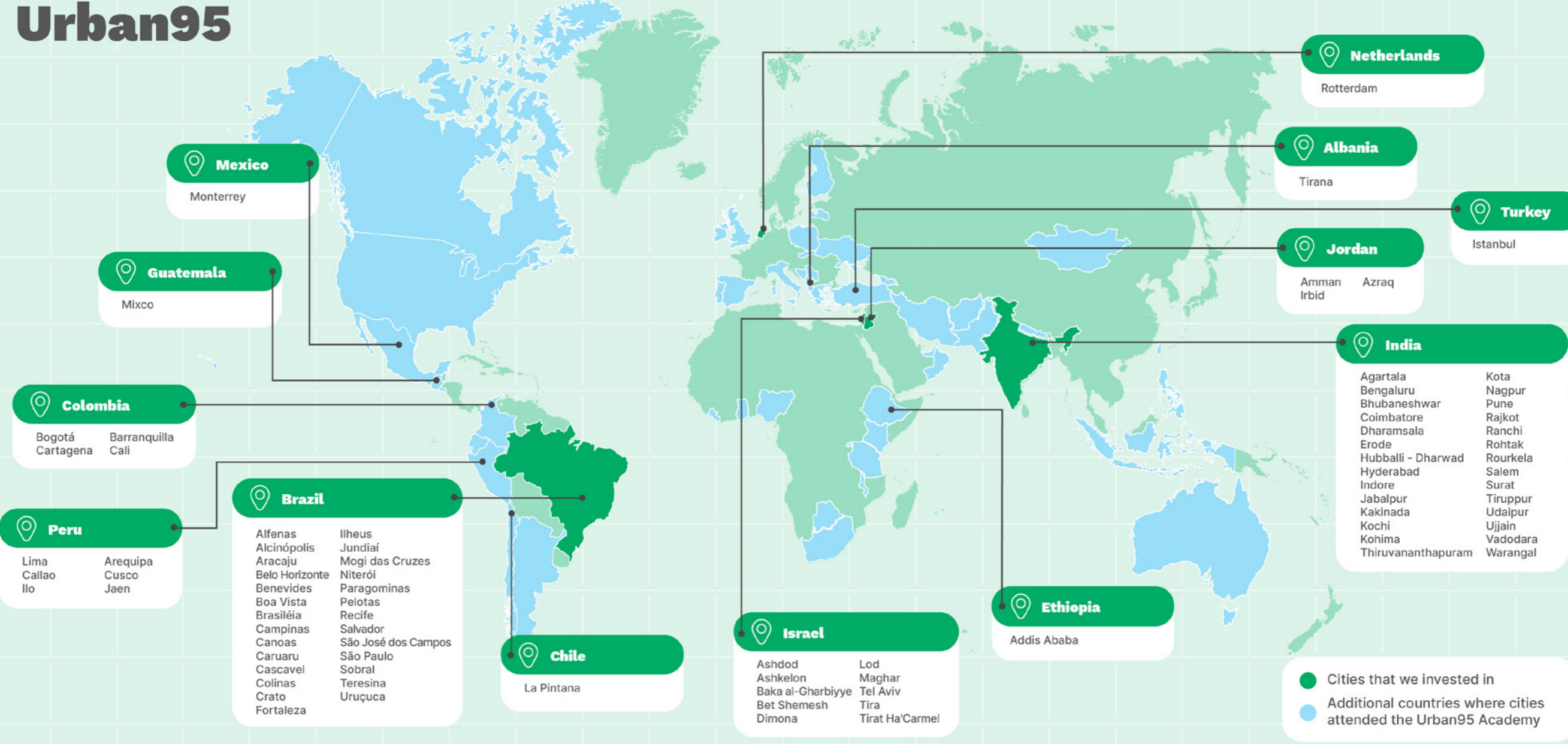
More than a billion children live in cities, and rapid urbanisation means that number is growing. Our goal is to encourage cities to create spaces where children can grow, learn, create, imagine and play. A city that works for babies, toddlers and their caregivers is a city that works for everyone.

**URBAN95** foundation

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

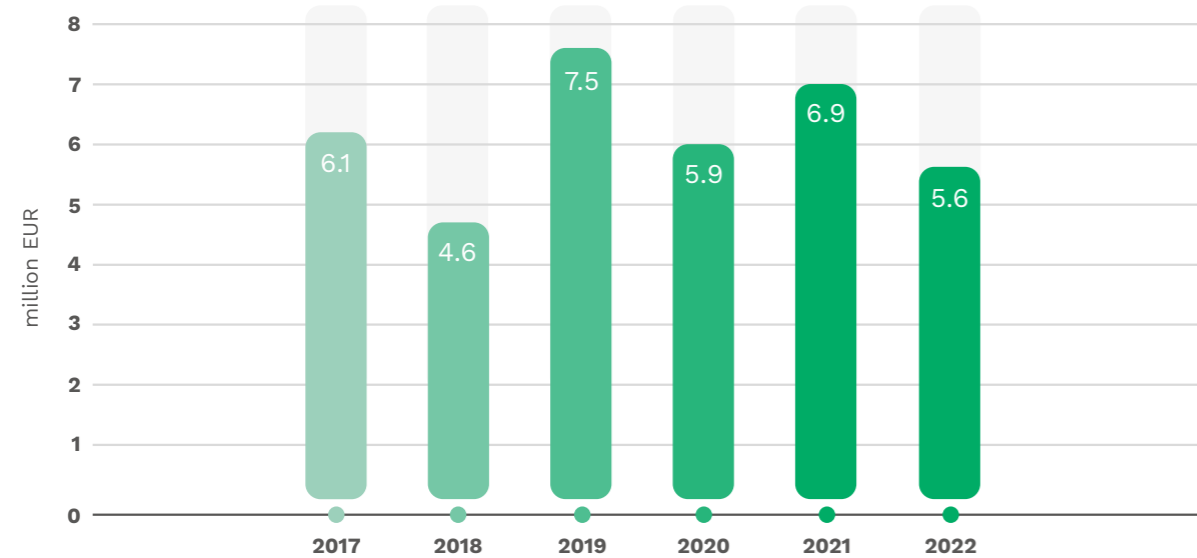


# Urban95

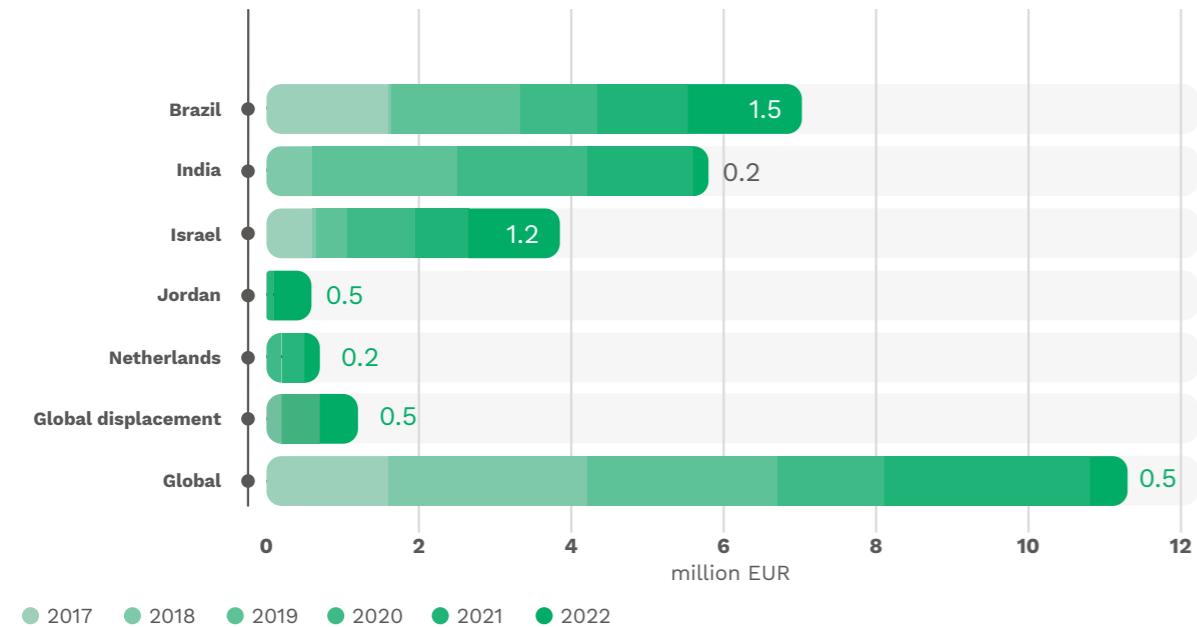


## Urban95: summary of investments (2017–2022)

### By year



### By geography



## Urban95: new investments approved in 2022

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Estudio +1	451,286	Build the capacity of five cities to identify Urban95 opportunities and institutionalise practices
Instituto de Arquitetos do Brasil (Brazilian Institute of Architects) (IAB)	307,247	Implement a newly developed methodology to create more child-friendly neighbourhoods
Recife Agency for Innovation and Strategy (ARIES)	192,732	Support the political and technical sustainability of Recife's ten-year early childhood plan
Instituto Alana	152,965	Develop the 'naturalised parks' model to make cities both greener and more child-friendly
Ikone Ltda	147,423	Provide technical assistance to support community engagement in urban interventions
Centro de Criação de Imagem Popular (CECIP)	84,255	Cover increased project costs related to exchange rate movements
Descobrir Brincando	81,252	Phase out of the project
Tahelie Arquitetura Ltda	42,844	Support the network to become autonomous and promote learning among member cities
Purpose Foundation	38,700	Bringing playful experiences in underserved communities in São Paulo and Bahia
IFAN Instituto da Infância	17,832	Cover increased project costs related to exchange rate movements
<b>Total Brazil</b>	<b>1,516,536</b>	



PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>India</b>		
Multiple resource people	158,220	Provide technical support to the country's Urban95 programmes
Pitchfork Partners Strategic Consulting LLP	9,965	Provide support for Urban95 communications
<b>Total India</b>	<b>168,185</b>	

<b>Israel</b>		
The Israeli Green Building Council (ILGBC)	438,614	Expand Urban95 to additional cities through training, peer learning and awareness raising
Tel Aviv Yafo Foundation	407,502	Ensure the sustainability of Urban95 tools and systems and generate learning for other cities
Center for Educational Technology (CET)	325,256	Evaluate the impact of expanding Urban95 into new cities to inform decisions in real time
<b>Total Israel</b>	<b>1,171,372</b>	

<b>Jordan</b>		
Civic Ltd	464,075	Pilot a model of partnership with municipalities to include young children in urban planning
Red Carpet Productions	75,734	Produce an awareness-raising documentary film that tells stories of Syrian refugees in Jordan
<b>Total Jordan</b>	<b>539,809</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Netherlands</b>		
IVN Natuureducatie (Institute for Nature Education)	165,680	Scale-up the blue-green schoolyard model to improve young children's access to nature
Stichting Nationaal Jeugdfonds Jantje Beton	29,000	Support opportunities for young children in temporary refugee shelters to play and socialise
Frisse Blikken (Fresh Forces)	9,108	Evaluate the impact of partners' participation in the Foundation's Urban95 convening
<b>Total Netherlands</b>	<b>203,788</b>	

<b>Global displacement</b>		
Rockefeller Philanthropy Advisors	520,682	Identify and support five projects focused on migrant and refugee children and caregivers
<b>Total Netherlands</b>	<b>520,682</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global</b>		
Clean Air Fund	377,110	Support evidence-based advocacy on addressing the impact of air pollution on young children
Superpool ApS	349,626	Create links and resources based on Urban95 interventions in Istanbul and Marmara region
OECD Centre on Well-being, Inclusion, Sustainability and Equal Opportunity (WISE)	199,168	Generate and share evidence on how neighbourhood inequalities affect children's development
London School of Hygiene & Tropical Medicine	149,969	Research and raise awareness about how decarbonising cities can benefit babies and toddlers
Stichting BYCS Global Foundation	100,014	Pilot interventions in three diverse cities to promote cycling among women caregivers
Capita Social, Inc.	90,746	Connect advocacy on climate change and early childhood to improve policies on both issues
United Charitable	81,000	Support emerging leaders in parent-led advocacy for climate action on behalf of children
Resolution Studio	38,249	Develop and implement interventions on behaviour change for caregivers in Addis Ababa
Nervera Serviços de Informática Ltda – Atlasintel	10,000	Improve a tool used to measure the connections among stakeholders in our Urban95 network
Qendra Marrëdhënie (Relationship Center) QMDH	8,788	Technical Assistance for Urban95 Academy cities
Arup International Projects Limited	1,660	Adapt the VR tool for introducing Urban95 to new audiences based on feedback from users
Multiple resource people	31,704	Provide technical support to Addis Ababa municipality on parent support and behaviour change

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Multiple resource people	5,681	Support the Air Beam Swap campaign to analyse collected data and generate recommendations
Multiple resource people	19,268	Support the coordination and management of the Urban95 initiative in Addis Ababa municipality
<b>Total Global</b>	<b>1,462,983</b>	
<hr/>		
<b>Total Urban95</b>	<b>5,583,356</b>	



# Early Years Thought Leadership

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

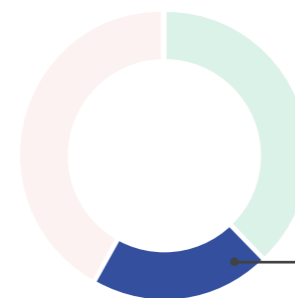
In the early 1970s, Bernard van Leer Foundation staff realised that many of the people they met working on early childhood development around the world did not know about each other. As a result, it was hard for them to see how their work and ideas could help one another serve young children more effectively.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

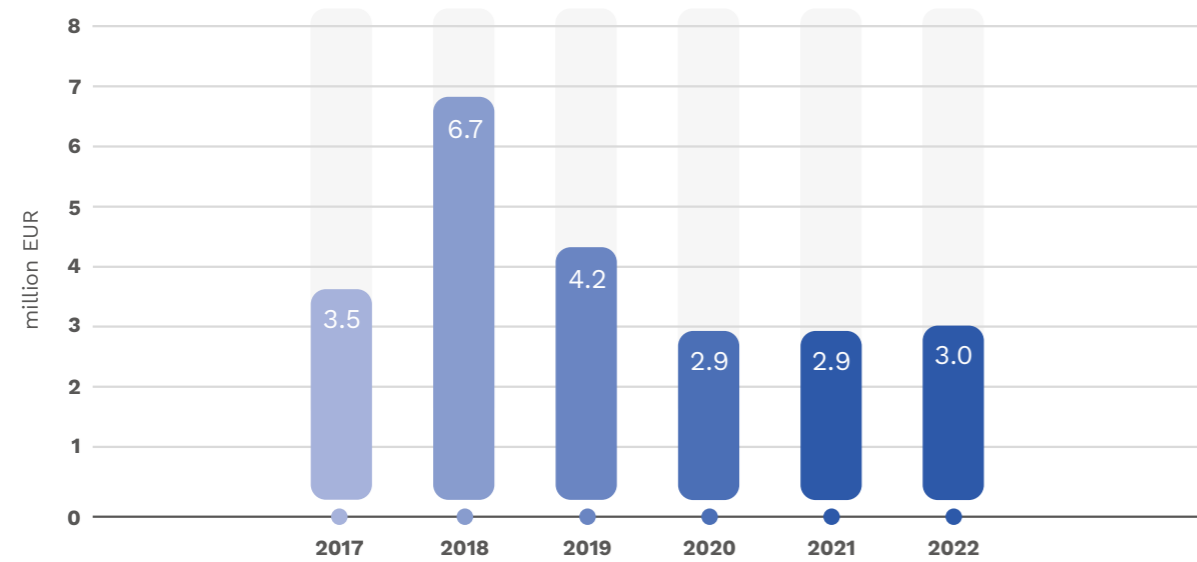


**EUR 3,028,575**

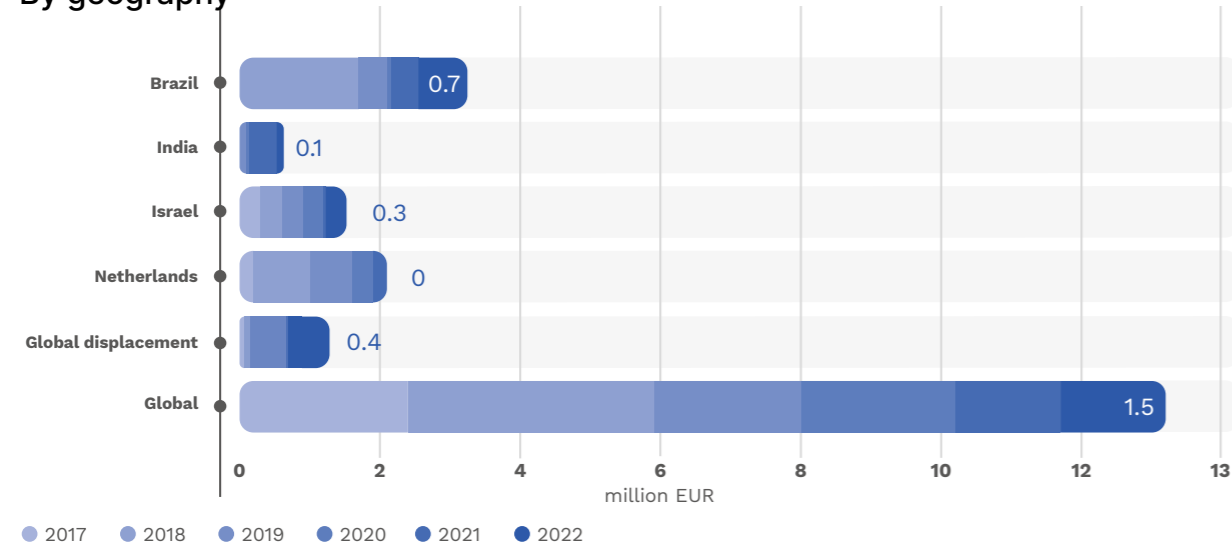
Early Years Thought Leadership investments

## Early Years Thought Leadership: summary of investments (2017–2022)

### By year



### By geography



## Early Years Thought Leadership: new investments approved in 2022

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Brazil</b>		
Harvard T.H. Chan School of Public Health	415,463	Build the capacity of leaders to design policies based on the science of early childhood
Fundação Maria Cecília Souto Vidigal (FMCSV)	138,594	Support a range of initiatives to produce and disseminate knowledge for policymakers
Agência de Notícias dos Direitos da Infância (ANDI)	89,737	Inform advocacy by analysing priority actions on the rights of Brazilian babies and children
Allma Hub	29,314	Implement and evaluate behaviour change strategies on non-violence and contact with nature
<b>Total Brazil</b>	<b>673,108</b>	

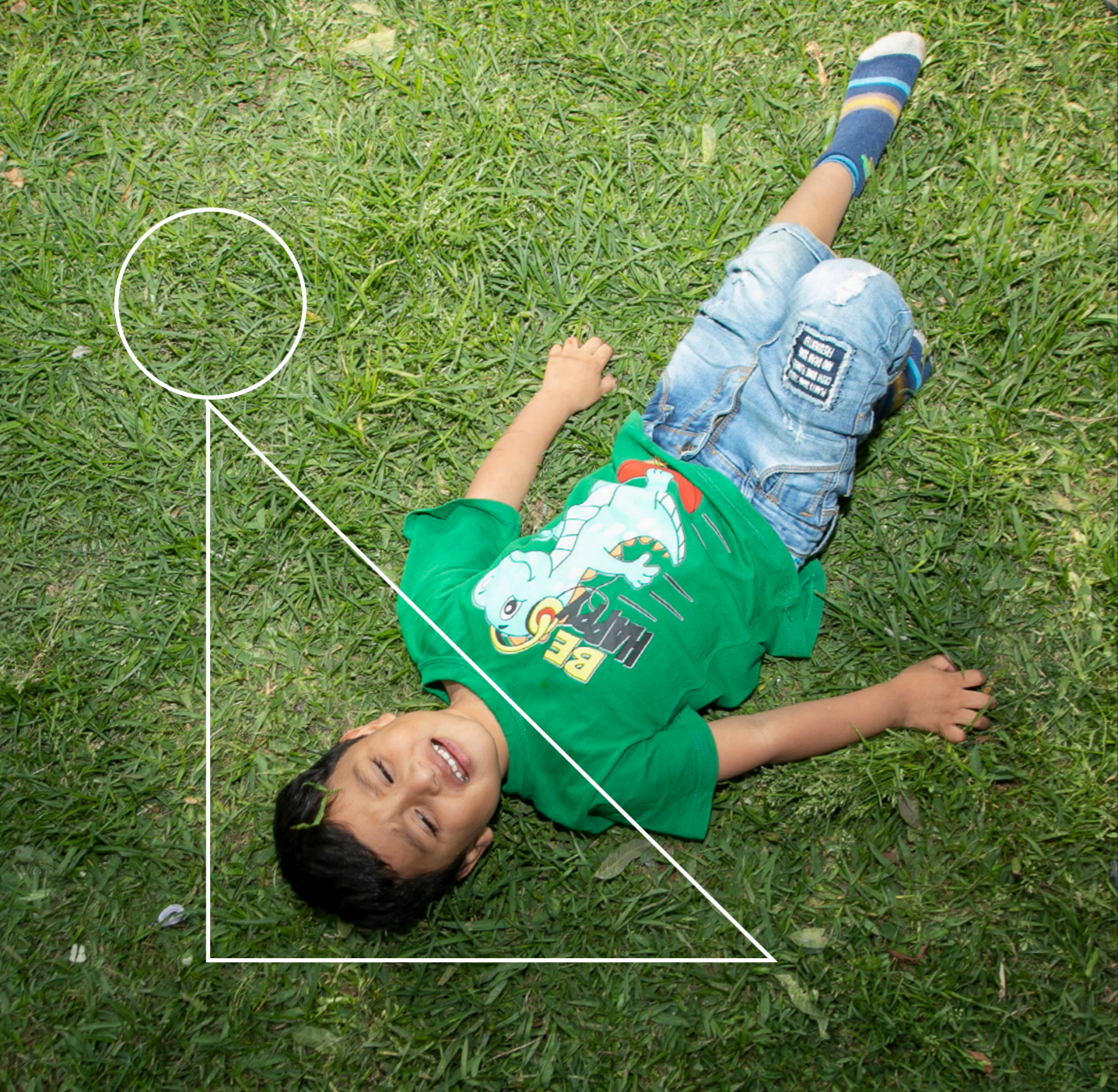
<b>India</b>		
On Purpose Consulting Private Limited	11,262	Study sustainable solutions to the impacts of air pollution on young children in India
<b>Total India</b>	<b>11,262</b>	

<b>Israel</b>		
Taub Center for Social Policy Studies in Israel	321,171	Research policy options to address the impacts of inequality on young children in Israel
Multiple resource people	31,316	Evaluate projects and align indicators and outcomes across the country programme
<b>Total Israel</b>	<b>352,487</b>	

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
<b>Global displacement</b>		
World Bank Group	250,517	Unlock investment and increase thought leadership on the early years in crisis contexts
International Rescue Committee (IRC)	80,000	Support the Moving Minds Alliance's work to scale-up support for young children affected by displacement
Save the Children Netherlands	50,000	Mainstream a focus on children up to age 3 and their caregivers in humanitarian responses
World Vision International, USA	50,000	Roll out a new model of child-friendly spaces for use when a crisis situation has stabilised
<b>Total Global displacement</b>	<b>430,517</b>	

<b>Global</b>		
ITAD Ltd	399,490	Review the Parents+ and Urban95 programmes to better understand its impact and inform future work
Results for Development Institute (R4D)	130,061	Analyse the use of existing technological tools for early childhood workers and caregivers
Slum Dwellers International	111,330	Expand knowledge about effective community interventions in informal settlements
Africa Early Childhood Network (AfECN)	106,018	Build capacity for research, advocacy and knowledge generation in sub-Saharan Africa
Asia-Pacific Regional Network for Early Childhood (ARNEC)	104,879	Expand the uptake of knowledge on early childhood development and climate change
Inter-American Dialogue	98,670	Produce country reports to promote a common regional policy agenda on early childhood

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Busara Center for Behavioural Economics, Inc.	94,253	Create and launch a global behavioural science resource for early childhood practitioners
Espaço Àra Consultoria Educacional	92,275	Design a methodology for educators to coach parents in improved caregiving behaviours
World Health Organization (WHO)	73,464	Cover an increase in implementation costs caused by delays related to Covid
Chez Boris Design	69,000	Redevelop the Foundation's corporate website to improve messaging and interactivity
Dovetail Consulting Ltd	66,590	Develop a framework to evaluate the value generated by investments in Urban95 in Jundiaí
A.I.S.E. Consulting Group	50,270	Develop case studies to generate learning about the Foundation's historical work in Peru
Arab Network for Early Childhood Development (ANECD), hosted by the Arab Resource Collective (ARC)	48,355	Support the establishment and development of national networks on early childhood
Harvard Kennedy School	8,266	Hold the fifth in a five-year series of executive education courses
Multiple resource people	107,039	Provide technical assistance to the Foundation's partners on behaviour change strategies
Multiple resource people	1,241	Improve understanding of the value generated by the Foundation's investment in projects
<b>Total Global</b>	<b>1,561,201</b>	
<b>Total Early Years Thought Leadership</b>	<b>3,028,575</b>	



# Staff and governance

## Overview of the Foundation's team at 31 December 2022

UNIT	JOB TITLE	NAME
Executive Office	Chief Executive Officer	Michael Feigelson
	Executive Assistant to CEO	Blanca Rey Ariza
	Programme Manager Innovation and Learning	Irina Ivan
Programme	Chief Programme Director	Rushda Majeed
	Executive Assistant to CPO	Vacancy
	Representative, the Netherlands	Leontien Peeters
	Programme Coordinator, the Netherlands	Josien Schrijnemakers
	Programme Administrator, the Netherlands	Jolanda de Haan
	Representative, Brazil	Claudia de Freitas Vidigal
	Programme Coordinator, Brazil	Thais Sanchez Cardoso
	Programme Administrator, Brazil	Christina Winnischofer
	Programme Coordinator, Peru	Vanesa Láinez Núñez
	Representative, India	Vacancy
	Programme Coordinator, India	Vacancy
	Programme Administrator, India	Vacancy
	Representative, Israel	Daniella Ben-Attar
	Programme Coordinator, Israel	Michal Warnick
	Programme Administrator, Israel	Ellen Avraham
	Representative, Global displacement	Elvira Thissen
	Programme Coordinator, Global displacement	Vacancy
	Representative, Jordan	Farah Jadallah
	Programme Coordinator, Jordan	Alia Al-Rawashdeh

UNIT	JOB TITLE	NAME
Programme Support and Learning	Director Programme Support & Learning	Andrea Torres
	Travel & Events Officer	Lynda Hoek
	Urban95 Expert	Victoria Chavez
	Early Years Expert	Laura Ochoa Foschini
	Programme Administrator	Sana Mulla
	MEL Expert	Darja Dobermann
	Lead Programme Administration	Alicia Fernández
	Director K4P	Ankita Chachra
	Administrative Assistant	Vacancy
Communications	Lead Knowledge Uptake and Communications	Hannah Rothschild
	Digital Design Officer	Alexis Camejo
	Communications and Knowledge Uptake Officer	Vacancy
	Communications Consultant	Mariana Perez Cruz
People & Culture	Director People & Culture	Agnita Twigt
	Senior People & Culture Officer	Agnes Buis
	People & Culture Officer	Xiao Hang Nguy
Finance & Operations	Chief Financial Officer	Neil van der Meer
	Senior Financial Officer	Irene Menheere
	Director Finance and Investment	Tim Otto
	Cleaner	Patricia Linares-Mahecha
	Financial and Accounting Officer	Cihan Hakyemez
	Control and Optimisation Officer	Perry Verwer
	Manager ICT and Facilities	Steffan Hoeke
	Impact and Financial Analyst	Perry Verwer
	Finance and Investment Analyst	Javier Lopez

Female/Male F: 31 M: 7  
FTEs: 36.73

No. of team members and FTEs: 39

No. of team members: 38

# The Foundation's Board of Trustees

(in alphabetical order)

## Yarom Ariav

*Trustee since 2015*

Yarom Ariav is the Executive Chairman of Lavi Capital Ltd. He also serves as Chairman of the Future Scientists Center, the Investment Committee of Israel Sovereign Fund, the Lod Foundation and the Investment Committee of Jewish Agency Pension Funds, and is a member of the boards of Tzur Shamir Ltd, Sonol Ltd, Amot Ltd and Miskey Hanegev. In addition, he is an economic and strategic consultant. Yarom served as Director General of the Ministry of Finance from 2007 to 2009, where he was responsible for setting and implementing the Israeli macroeconomic policy and leading the Israeli economy through the financial crisis. He chaired the steering committee for Israel joining the OECD, and was a central figure in the Israeli administration. Prior to his work in government, Yarom served as President and CEO of ICL Fertilizers Europe, a division of Israel Chemicals (ICL) Group. Between 1984 to 1993 Yarom served the Government of Israel in several positions.

## 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 pension industry veteran and former central banker. He was CEO of PGGM Investment Management and member of the executive committee of PGGM N.V. from 2011 to 2020. He has since taken on a variety of roles. Eloy is interim chair of the Global Impact Investing Network (GIIN), member of Hassana's Board Investment Committee and a supervisory board member of Ahlström Invest. He is an advisor to Australian Super and Hillhouse Investment Management. Eloy holds a master's and bachelor's degree from Nyenrode Business University and a graduate diploma from the Johns Hopkins University, SAIS Europe. He is married and has two children.

## Ory Okolloh

*Trustee since 2020*

Ory is currently a Partner at Verod-Kepple Africa Ventures, a pan-African focused venture capital firm that backs exceptional founders in and from Africa. Previously, Ory was the Managing Director, Omidyar Network and Luminate Group in Africa, both impact investing arms of The Omidyar Group. She serves on the Board of Directors of several organisations including the Thomson Reuters Founders Share Company, Safaricom PLC, the East African Breweries Limited, Deloitte Africa, the Adecco Group Foundation, and is the Chair of the Stanbic Bank Kenya Foundation. In the past, Ory was Google's Policy and Government Relations manager for Africa. Ory was also at the forefront of developing technology innovation as a founding member of Ushahidi. She was the organisation's Executive Director from inception until December 2010. Ory is the co-founder of Mzalendo, a website that tracks the performance of Kenyan MPs, and Asphalt & Ink, a strategic advisory firm. In 2011 Ory was named a Young Global Leader by the World Economic Forum, and one of Africa's most Powerful Women by Forbes magazine. In 2014 she was Time 100's most influential people in the world.

## 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 Executive Committee of the Metro Atlanta Chamber of Commerce and is the Chair of the Board of Van Leer Jerusalem Institute.

## Ngairé Woods

*Trustee since 2020*

Professor Ngairé Woods is the founding Dean of the Blavatnik School of Government and Professor of Global Economic Governance at Oxford University. She is Vice-Chair of the Alfred Landecker Foundation's Governing Council and on the Boards of the Mo Ibrahim Foundation, the Stephen A. Schwarzman Education Foundation and the Institut National du Service Public. She is a member of the Asian Infrastructure Investment Bank's International Advisory Panel and of the Australian government's Strengthening Democracy Taskforce Expert Advisory Group. She is an Independent Non-Executive Director at Rio Tinto and sits on the advisory boards of the Centre for Global Development, the African Leadership Institute, the Hoffmann Global Institute for Business and Society and the School of Management and Public Policy at Tsinghua University.

## Sam Worthington, Vice-Chair

*Trustee since 2014*

Sam Worthington was President and CEO of InterAction from 2006 to 2022 where he represented US NGOs to the highest levels of government, the United Nations, multilateral organisations, and other stakeholders. Sam is a member of the Council on Foreign Relations, and sits on the Boards of the Van Leer Group Foundation, Plan International USA, Global Executive Leadership Initiative, and is Vice-Chair of Forus, a global NGO platform. He sits on the advisory council of the Center for Human Rights and Humanitarian Studies at Brown University and serves as Chair of the advisory council at UN Association-NCA. He was a 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 3 years of the Net Asset Value (as opposed to only the current year) as the basis for calculating the level of resources available for charitable spending.

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

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



# Financial Statement for the year ended 31 December 2022

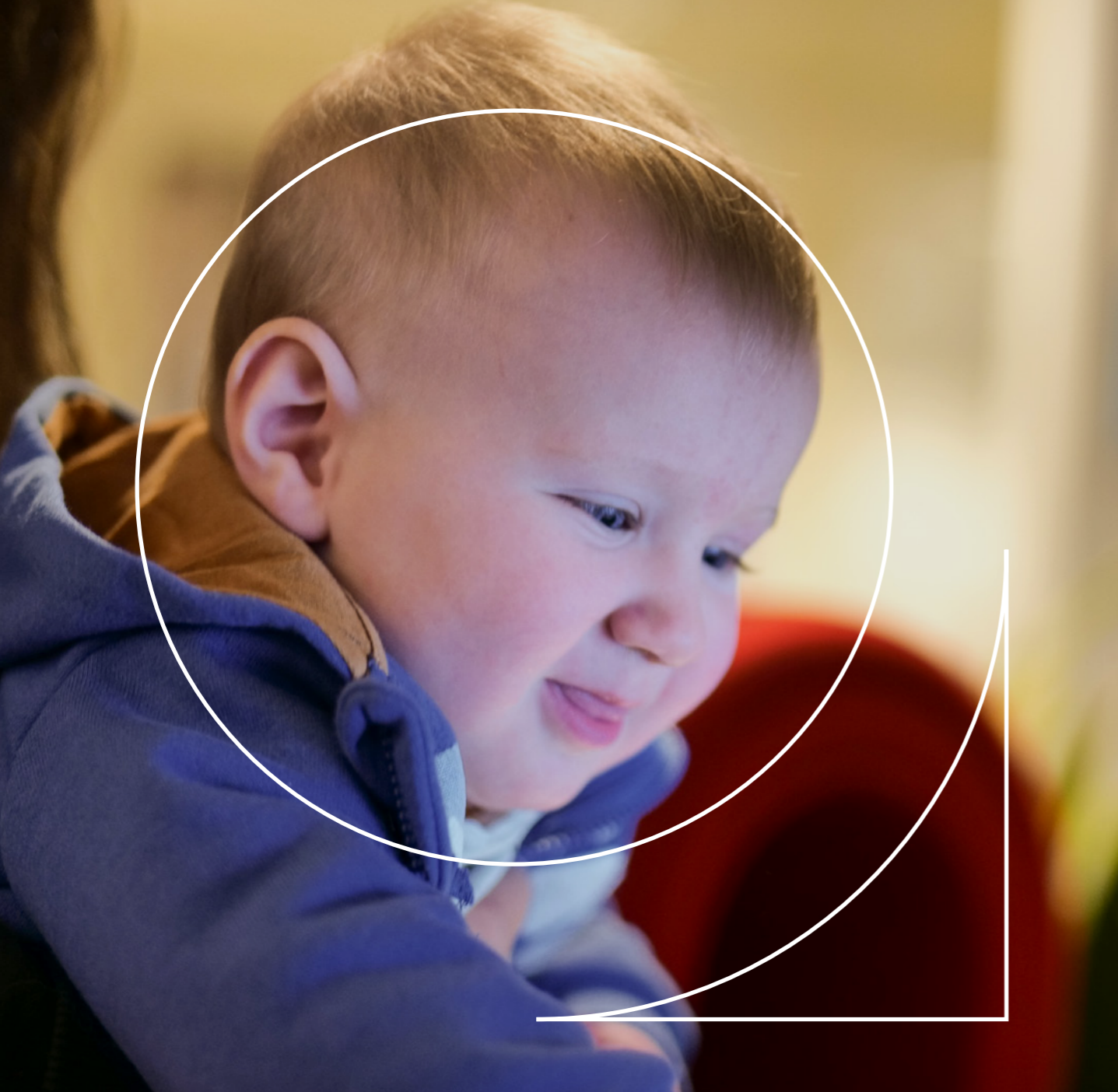
## Balance Sheet as at 31 December 2022 (in EUR)

After appropriation of operating result

	NOTES	2022	2021
<b>Assets</b>			
<b>Fixed assets</b>			
Intangible fixed assets	1	29,254	40,955
Tangible fixed assets	1	60,765	73,695
		<b>90,019</b>	<b>114,650</b>
<b>Current assets</b>			
Current account Van Leer Group Foundation	2	17,119,982	19,825,328
Other receivables	3	180,252	78,013
		<b>17,300,234</b>	<b>19,903,341</b>
<b>Cash and cash equivalents</b>			
Cash and bank	4	181,566	431,854
		<b>181,566</b>	<b>431,854</b>
<b>Total assets</b>		<b>17,571,819</b>	<b>20,449,845</b>
<b>Capital and reserves</b>			
Foundation capital	5	453,780	453,780
General reserve	6	1,281,385	978,646
Result of year		-201,443	302,739
		<b>1,533,722</b>	<b>1,735,165</b>
<b>Liabilities</b>			
<b>Non-current liabilities</b>			
Grants payable and Foundation-managed projects	7	2,399,083	3,763,515
<b>Current liabilities</b>			
Grants payable and Foundation-managed projects	7	13,247,414	14,301,286
Creditors	8	208,945	179,643
Accrued liabilities	9	182,655	470,236
		<b>16,038,097</b>	<b>18,714,680</b>
<b>Total liabilities</b>		<b>17,571,819</b>	<b>20,449,845</b>

## Statement of Income and Expenditure for the Year 2022 (in EUR)

	NOTES	BUDGET 2022	ACTUAL 2022	ACTUAL 2021
<b>Income</b>				
Van Leer Group Foundation	A	19,646,000	19,646,000	18,534,014
Interest	B	0	0	0
<b>Total income</b>		<b>19,646,000</b>	<b>19,646,000</b>	<b>18,534,014</b>
<b>Expenditure</b>				
Grants	C	16,149,662	12,285,755	12,490,676
Grants cancelled	C	0	-208,012	-383,495
Foundation-managed projects	D	0	3,252,317	2,437,919
Returned project funds	E	0	-26,862	-46,124
<b>Total activities</b>		<b>16,149,662</b>	<b>15,303,198</b>	<b>14,498,976</b>
Personnel operating expenses	F	3,292,000	3,538,612	3,091,118
Depreciation	F	95,000	59,562	56,267
Other operating expenses	F	1,014,000	945,173	576,786
<b>Total organisation</b>		<b>4,401,000</b>	<b>4,543,347</b>	<b>3,724,171</b>
Interest charges	G	0	-898	-8,128
<b>Result</b>		<b>-904,662</b>	<b>-201,443</b>	<b>302,739</b>
Appropriation of result added to/ (deducted from) General reserve	H		-201,443	302,739
<b>Total</b>			<b>-201,443</b>	<b>302,739</b>



# Photography

## Photography

- Cover** India. Courtesy of Jignesh C. Panchal.
- Page 6** Jordan. Courtesy of Alexis Camejo/Bernard van Leer Foundation.
- Page 8** Brazil. Courtesy of Clariane Ferraz.
- Page 14** Israel. Courtesy of Alexis Camejo/Bernard van Leer Foundation.
- Page 16** Turkey. Courtesy of Cihan Özdamar.
- Page 26** Brazil. Courtesy of Escola de Notícias.
- Page 36** Jordan. Courtesy of Alexis Camejo/Bernard van Leer Foundation.
- Page 42** Peru. Courtesy of Handrez Garcia Gonzales/Metropolitan Municipality of Lima.
- Page 52** Netherlands. Courtesy of Marieke Odekerken.
- Page 56** Netherlands. Courtesy of Alexis Camejo/Bernard van Leer Foundation.



Bernard  
van Leer  
FOUNDATION