

A good start for all children

Bernard van Leer Foundation | Annual Report 2017



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

– Oscar van Leer

Annual Report 2017

Bernard van Leer Foundation

March 2018

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Editor: Teresa Moreno

Writer: Andrew Wright

Text edited by Margaret Mellor

Spanish translation by Ana Gárate

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Laying the foundations for a shared future

Foreword by the Chair of the Board of Trustees

I write these words shortly after returning from the World Economic Forum's Annual Meeting in Davos, where the theme was 'creating a shared future in a fractured world'. Amid talk of how the Fourth Industrial Revolution will revolutionise the nature of the workplace, the Forum's Executive Chairman, Klaus Schwab, introduced the meeting by declaring the dawn of a new era in which 'human imagination and innovation are the driving forces behind economies'.

Nobody has a greater stake in the future than today's young children. And nobody has more potential to imagine, innovate and transform the future. It is by intervening more effectively in their early years that we can give them and ourselves the best chance to thrive. This has been the core belief behind the work of the Bernard van Leer Foundation for more than 50 years.

In 2017, we continued to pioneer work focused on supporting parents and making cities better places for children to grow up. We saw a number of our partnerships begin the transition to scale – one of main objectives of our current strategic plan. And, as these advances took place, we turned more of our attention and resources to helping our partners balance the demands of expansion with the need to monitor and maintain the quality required to give children the start in life they deserve. I'm please to share many of these examples through this year's annual report.

Recognising the importance of working across sectors to achieve scale, we also dedicated more time to bringing our partners together during the course of the year. In May and December we organised convenings in Amsterdam with groups of funders, government officials, city planners, architects, early childhood experts and behavioural scientists to help us think through how to accelerate the pace of progress. Both meetings were great examples of the positive energy that comes from bringing together a diverse group of leaders to share their knowledge and the role a foundation such as ours can play in helping such leaders to forge new partnerships and break new ground. You can read more about these activities on pages 27 and 44.

Our world is indeed fractured, and from a glance at any day's newspapers it would be easy to become discouraged. But the growing knowledge about how to give all kids a good start and the ever-widening range of organisations stepping up to make that happen represent a source of hope. I continue to be profoundly grateful to the Bernard van Leer Foundation's partners and staff for their drive and dedication to building a shared future and look forward to more in 2018.

The Hague, 14 March 2018



Robert Swaak
Chair, Board of Trustees

Nobody has a
greater stake in the
future than today's
young children.





Learning quickly about implementation at scale

Message from the Executive Director

In the last two years, I have used these pages to talk about the challenge of taking small projects that improve young children's health, nutrition and learning to scale.

I shared my view that this transition to scale is the foremost challenge in early childhood development today and I described how we have designed our 2016–2020 strategic plan to address that challenge. In 2017, our portfolio of partnerships grew and, in several cases, made a big jump towards achieving that ambition.

Five examples come to mind:

- 1 In Brazil, our partnership with the national government picked up pace with the launch of Criança Feliz, a home visiting programme that by year-end had already conducted visits to more than 165,000 families and was active in nearly half the country's municipalities.
- 2 In Peru, also focused on home visiting, we continued our partnerships with state and local government, reaching over 58,000 out of our target of 86,000 children; an impact evaluation by GRADE and University College London showed positive and robust effects on children.
- 3 In India, our partnership with the state government of Odisha trained nearly 7000 childcare workers in multilingual early learning methodologies and we launched a follow-up training for their supervisors to provide them with reinforcement and support.
- 4 In the Middle East, our partners the International Rescue Committee and Sesame Workshop won a USD 100 million grant from the MacArthur Foundation, which will help them take lessons from pilot projects we supported to scale in the context of the Syrian refugee response.
- 5 And in Côte d'Ivoire, we ended the year working closely with partners the Jacobs Foundation and the UBS Optimus Foundation to sign an agreement with the Power of Nutrition, aiming for a national scale-up of integrated nutrition and parent coaching.

Our newest programme, Urban95, also picked up steam with an increasing number of cities and urban experts reaching out to learn more about what we're doing. Perhaps the best indicator of the pace of growth was that we went from a portfolio of two Urban95 city partnerships (Tel Aviv and Bhubaneshwar) to seven, starting projects in Recife, Boa Vista, Istanbul, Bogotá and Piura. All of this helped to inform the development of our Urban95 starter kit, an inventory of promising practices for cities that we plan to launch in the first half of 2018.

Amid this growth and excitement, I've been grappling with the question of what it means for the Foundation to support our partners when they begin implementation at scale. We are learning quickly – through both success and failure. We have seen, for example, how complex the operations of large-scale programmes quickly become and how critical it is in that context to spot mistakes rapidly and course-correct without delay. For this reason, we worked hard on identifying reliable indicators that we



Michael Feigelson
Executive Director

In 2017, our portfolio of partnerships grew and, in several cases, made a big jump towards achieving the ambition to scale.



can track across programmes and measure quickly to get a sense of how implementation is going.

I am deeply grateful to our partners and our team for their dedication and for the way they have approached the challenge of achieving impact at scale. In 2018, I look forward to continuing this journey – to failing fast, learning quickly and making a difference for our youngest citizens.

The Hague, 14 March 2018





A good start for
all children

The Bernard van Leer Foundation's mission is to improve opportunities for young children growing up in circumstances of social and economic disadvantage.

Our income derives from the sale of the packaging business built by our founder, Bernard van Leer, during the first half of the 20th century.

It was Bernard's son, Oscar van Leer, who focused the Foundation's activities on children. We remain guided by Oscar's belief that giving all children a good start in life is not only the fair thing to do, but also an effective pathway to building more peaceful, prosperous and creative societies.

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.

Our history

Bernard van Leer (1883–1958) built a worldwide business in steel drums between 1920 and 1940. An old-fashioned captain of industry, who had only a primary education and worked his way up, he was known as a bold man with an intuitive feel for business. One of his favourite sayings was ‘You can say no, but you mustn’t tell me it can’t be done’.

Van Leer’s Vereenigde Fabrieken built its success on an order for drums from Bataafse Petroleum Maatschappij, the company that would later become known as Shell, and a licensing agreement with the American Flange & Manufacturing Company to produce and sell the Tri-Sure drum closure outside North America. Bernard set up drum factories in Western Europe, Africa and the Caribbean, generally close to Shell refineries.

Bernard spent much of the Second World War in the United States, and was impressed by meeting industrialists who had put their fortunes into foundations for various social or cultural aims. Under Dutch law, it was impossible to disinherit your wife and children, so in 1946 Bernard took up residence in a hotel in Lausanne, Switzerland. Taking advantage of provisions in Swiss law, his wife and his two sons signed legal documents waiving their rights to inherit.

On 10 November 1949, the Bernard van Leer Stiftung (Foundation) was set up in Lucerne in Switzerland. The objectives were initially very broad, allowing the income to be used for ‘religious, charitable, scientific, literary and educational purposes’.

After Bernard passed away in 1958, responsibility for the business and the charitable foundation fell to his son, Oscar, then aged 43 and living in America, where he had set up engineering firms in acoustics and optics. Oscar moved back to Europe, establishing an office for the Foundation in The Hague.

The main problem was that nobody knew to which group of people Bernard wanted his money to go. Initially, most of the Foundation’s grants went to institutions for handicapped people, but this was to change in 1963 when Oscar, while travelling on a plane to New York, read an article titled ‘The disadvantaged child and the learning process’ by Martin Deutsch, a developmental psychologist at the University of New York.



'The lower-class child,' Deutsch argued, 'comes to school with few of the skills necessary to meet school demands.' That meant that 'his initial failure is almost inevitable, and the school experience becomes negatively rather than positively reinforced'. Research showed that 'early intervention in language areas, perhaps preceded by an emphasis on perceptual training, can facilitate the transition from home to school'.

Oscar phoned Deutsch when his plane landed in New York, and arranged to meet for lunch straight away. The two began a dialogue that led, a year later, to the decision that the Foundation's main aim would be 'to enable children and youth through school going age to achieve the greatest possible realisation of their innate, intellectual potential'.

In 1966, the Foundation made its first international grant for early childhood development to the University of the West Indies in Jamaica. Today, more than 50 years later, its focus continues to be on supporting the youngest children to reach their full potential.

The lasting influence of our partnerships

1966 ● **1966–2006:** We partnered with the University of the West Indies to help improve the quality of preschool education in Jamaica. The University of the West Indies continues to be a leading global authority on early childhood development.

1971 ● **1971–1996:** We partnered with the Kenya Institute of Education to develop a national preschool education system including curriculum, learning materials and a decentralised structure for teacher training. In the 1990s, this led to the first World Bank loan for early childhood education in Africa.

1976 ● **1976–2012:** We worked with civil society and university partners to develop community-driven models of early childhood development in Colombia. These were widely adopted by government institutions, extending services to 1.5 million children – many in poor communities affected by the armed conflict.

1979 ● **1979–1983:** We provided funding to Dr Howard Gardener’s project on human potential at Harvard University. The resulting theory of multiple intelligences, challenging the validity of IQ tests, has been heavily influential in the field of education.

1980 ● **1980–2015:** We supported ATFALE to transform Morocco’s traditional Koranic schools into a high-quality national public preschool system, with teacher training run through the University of Rabat and a curriculum focusing on child development.

1981 ● **1981–2008:** We worked with CANTERA and other partners in Nicaragua to develop a community-based preschool model that has been adopted in polices and practice.

1994 ● **1994–2012:** We worked with the Comenius Foundation to develop a rural preschool model in post-Communist Poland which was later adopted by government and scaled through federal and European Union funding. Today, 90% of 3–5 year olds in Poland attend preschool.

2007 ● **2007–present:**

- We worked with partners in Odisha, India, to develop multilingual early learning in ten languages; our partnership with the state government to scale up has trained around 7000 childcare workers and 1900 supervisors, serving some 250,000 tribal children.

2017 ● **2017–present:**

- We worked with partners in Brazil to shape national policy on early childhood and field-test models for home visiting; with our support the government is scaling-up national home visiting programme Criança Feliz, which in late 2017 employed over 10,000 home visitors and reached over 167,000 children and 22,000 pregnant women.



During 2017...

We have been researching what lessons we can learn from the Foundation's work in selected countries where we were active for a long period of time and are no longer present.

Read more at bernardvanleer.org/publications-reports/series/historical-cases

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

Available at bernardvanleer.org/publications-reports/learning-from-experience

Our strategy (2016–2020): transition to scale

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

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

As reported in these pages in the last two years, in 2015–2016 we focused on designing and launching the current strategic plan. This brought many new ideas and partnerships, alongside significant changes to our team and the way we work. 2017 was centred on the execution of the strategic plan with a strong emphasis on monitoring and analysis of ongoing projects to allow us to learn and adapt more quickly.

In the coming pages you will read about how we are supporting our partners around the world to pioneer solutions in two areas that we believe have potential for impact and scale:

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

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

In parallel to the focus on these two solutions, we are continuing our more than 50-year tradition of

helping to track, curate and share the latest advances in the field of early childhood development. By nurturing dialogue and debate about the youngest children and connecting early childhood specialists with policymakers, funders and managers positioned to make large-scale investments, we aim to strengthen the **Building Blocks** on which this field of work can grow and prosper in the future.

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

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



Where we are working

The Foundation is active in a set of countries that together reflect global diversity in economic, geographical and cultural terms.

This diversity is intentional. We believe that by working in dissimilar contexts, we can help test the global relevance of ideas and approaches and are also well positioned to share what we learn across regions.

In this spirit, we also have a global programme through which we engage in selected partnerships outside the core set of countries. The purpose of this programme is to tap into centres of excellence in line with our strategic priorities and to seize emerging opportunities to spread what we are learning to help serve children in places where we do not plan to have a long-term active engagement.

(active 1973–)

Brazil



(active 1978–)

Peru



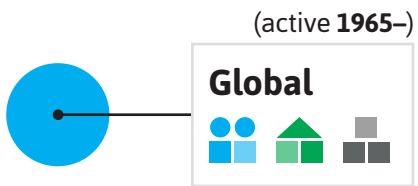
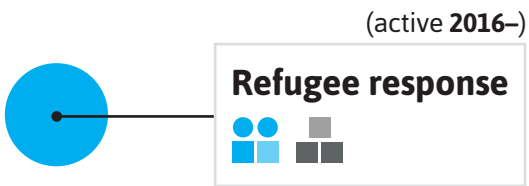
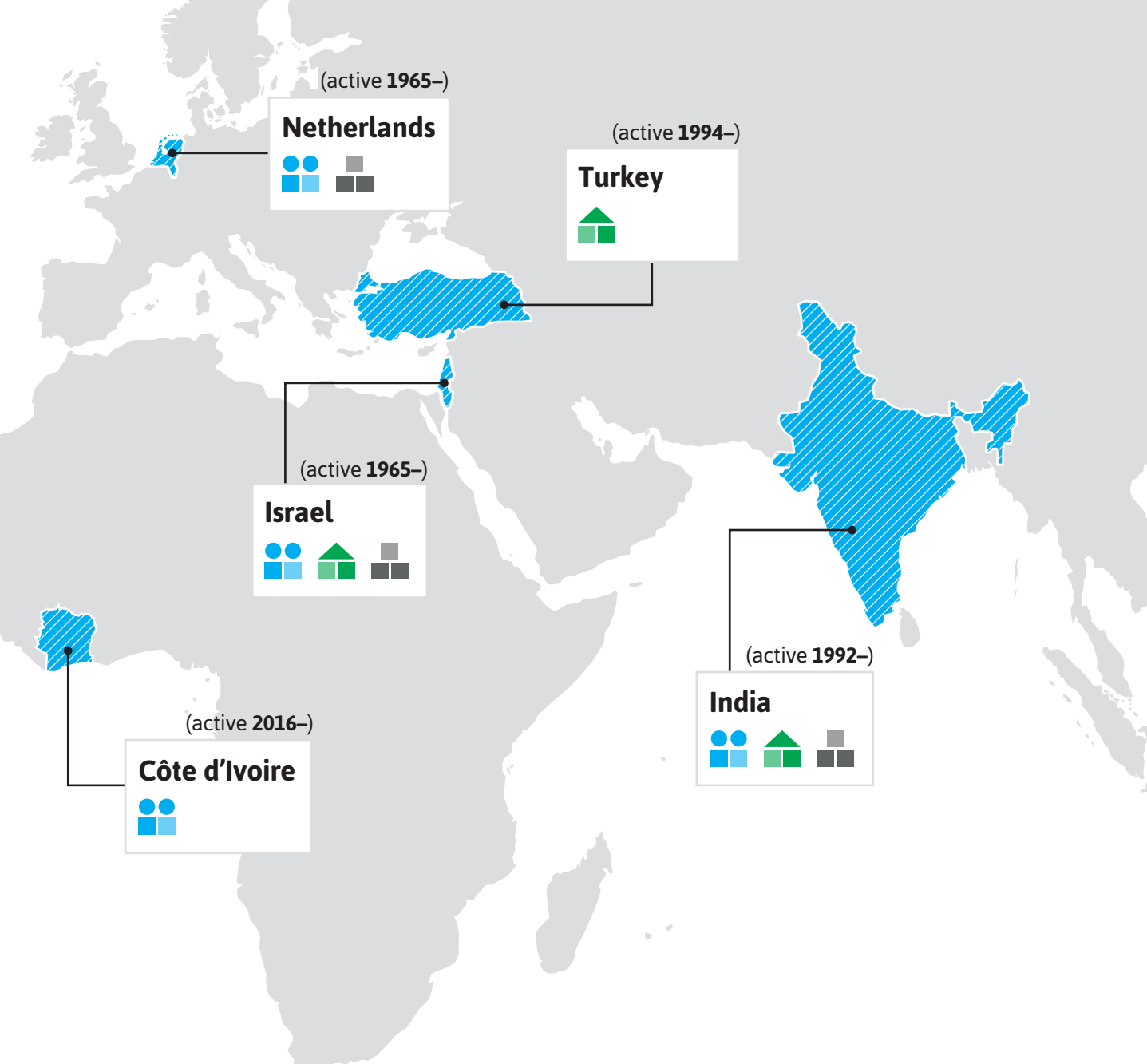
Parents+



Urban95



Building Blocks

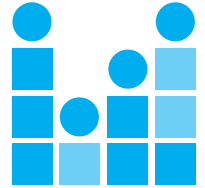




Parents+

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

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



We focus on parents and caregivers because the way mothers, fathers and other family members nurture and support children in their early years is among the most decisive factors in healthy child development. We do not believe there is a uniform model – context matters and adaptation is essential. We have, however, identified six outcomes during 2017 that we are trying to mainstream across our work on Parents+:

- attendance at a minimum of four pre-natal visits
- exclusive breastfeeding for the first six months
- healthier food preparation
- storytelling and reading
- caregiver–infant play
- reduced caregiver stress and isolation.

We are investing in two types of Parents+ partnerships: multi-year partnerships that aim to take promising practices from pilot to scale, and knowledge-focused partnerships that aim to document and share expertise about good practice in scaling bundled parent-coaching programmes. In 2017, we saw many of these initiatives take shape and move closer to the goal of achieving impact at scale.

Brazil's home visiting programme expands to reach more children

By the end of 2017, home visitors from Brazil's national Criança Feliz programme had visited 167,454 children and 22,946 pregnant women.

Criança Feliz was set up by the Ministry of Social Development with support from the Bernard van Leer Foundation, drawing on our experience of home visiting projects in the country; a team from Criança Feliz participated in the 2017 edition of our executive programme with the Harvard Kennedy School (see page 57) where they were able to step back and plan for what aims to be one of the largest-scale efforts of its kind in the world. The programme is aiming to reach over 3 million children by 2020.

'The more the public understands the importance of the first years of a child's life, the more support the programme will have and the greater its impact will be,' says Osmar Terra, a former physician who led the Parliamentary Early Childhood Front before becoming Minister of Social Development. 'There is no social programme with a better ratio of benefits to costs than this one. It is a long-term investment that will change the future of families, offering pathways out of lives marked by violence and poverty.'

Around half of all families in Brazil meet conditions of social vulnerability that will make them eligible for Criança Feliz, which involves weekly home visits from before birth for the child's first thousand days, followed by less frequent visits until the child can start preschool at the age of 4 years. 'It's a sign that you're doing well,' observes Núbia Izidório, a programme coordinator in Pacatuba, when 'mothers arrive, asking why their children are not in the programme, why they are different from the daughter of the neighbour who is attending the programme.'

The methodology for the home visits is based on the UNICEF/WHO *Care for Child Development* programme. 'It's great to have someone accompanying to advise you. Sometimes, we mothers cannot see the needs from our children, but it is great



to know that there is someone who will help us,' says Glaucia de Castro, a mother from Parnaíba. Denizi Dias, a programme supervisor in Capixaba, adds: 'It is very gratifying when we see the smile of the mother and the child at the moment of the activities; that is where we are sure of the importance of the programme in the lives of the families served.'

It is up to each individual municipality in Brazil to decide whether or not to join Criança Feliz: at the end of 2017, around 45% of municipalities – 2545, from a total of 5570 – had signed up. Home visiting was already active in 1758 of them, with a total of 10,237 home visitors having been hired. The coming year will be crucial for Criança Feliz, as it seeks to continue to scale quickly without losing quality and navigate the political challenges associated with national elections.

The Criança Feliz programme is aiming to reach over 3 million children by 2020.

Training workers to support children and parents in India's tribal communities

Nearly 7000 early childhood workers went through a week-long training programme in 2017, which will enable them to directly support children and their caregivers in tribal communities of Odisha.

The training – carried out by a Project Management Unit at the Department of Women and Child Development in the state capital, Bhubaneswar – is part of a collaboration between the Bernard van Leer Foundation and the state government of Odisha.

The workers come from *anganwadis* in 12 districts of the state: Mayurbhanj, Keonjhar, Sundergarh, Kandhamal, Sambalpur, Dhenkanal, Koraput, Rayagada, Malkanagiri, Gajapati, Kalahandi and Ganjam. *Anganwadis*, also known as Integrated Child Development Services centres, are government-run facilities providing health, nutrition and early learning services for young children.

The training, based on nearly a decade of work by partners in Odisha such as the People's Rural Education Movement, focused on promoting activities

such as storytelling, singing, and other forms of non-verbal communication that help nurture early brain development and prepare the ground for formal learning. Sessions reinforced the importance of using a child's mother tongue alongside the official state language, and the need to engage parents in early learning activities at home.

'Concepts like brain science, the benefits of teaching in mother tongue and parents' involvement are totally new concepts we never had a chance to listen to prior to this,' said one participant in the training, from Mayurbhanj. Another, from Gajapati, added that most workers agreed 'children are more interested and happy to learn and interact in their mother tongue.'

Trainees committed to use the new knowledge in their work, but the question ahead is how to continue to support them as they grapple with the challenges of their day-to-day activities. To address this, we began another tier of training focused on *anganwadi* supervisors. In addition to researching the effects of the training on the *anganwadi* centres, this will be our focus in the coming year.



Launching Parents+ for Syrian refugees

Young children are commonly overlooked in humanitarian responses to crisis situations. Millions are at risk of not realising their development potential, as prolonged exposure to violence and stress has potentially long-lasting impacts on their health, learning and well-being. Yet much is known about how to build the resilience of these children and get them back on track.

During 2017, we worked to set up a coalition of foundations to help build the capacity of implementing agencies to deliver early child development services at scale, and to advocate for more funding and focus from bilateral and multilateral donors and host country governments. Launched in early 2018 as the Moving Minds Alliance, it brings together Open Society Foundations, ELMA Philanthropies, Comic Relief, Vitol Foundation and Jacobs Foundation.

We have also funded several partners – including Plan International, Sesame Workshop, the International Rescue Committee (IRC) and War Child – to develop and test cost-effective ways of incorporating parent coaching into services which already have stable funding and reach a lot of families, such as healthcare.



Parent coaching is not yet a priority for humanitarian donors, but there is huge demand for it: struggling with their own well-being amid the uncertainty of war and displacement, parents find it empowering to know what they can do to keep their children's development on as normal a path as possible.

This was shown by the strength of response to a questionnaire, distributed along with a one-page leaflet via a bakery: around three-fifths of questionnaires were returned, and four-fifths of respondents said that even the very basic information in the leaflet had been helpful. 'I have been waiting for something useful like this after not finding anyone to answer my questions,' wrote one respondent. 'I wish there was more attention and details on how to deal with fear,' wrote another; 'our children are really suffering from this.'

The end of 2017 brought important news: the MacArthur Foundation awarded a USD 100 million grant to Sesame Workshop and the IRC for joint work in Syria, Iraq, Jordan and Lebanon. This has created an exciting opportunity to use the learning from the home visiting and multimedia pilots we had already funded to inform the effort to take these programmes to scale.

Katie Murphy, the IRC's Senior Technical Advisor in Early Childhood Development, says: 'Support from the Bernard van Leer Foundation was instrumental in the inception phase of our partnership with Sesame and in the piloting of parenting programmes within the region – work that served as the foundation of our proposal and ultimately helped position us to win the MacArthur grant.'

Over the next five years, the programme aims to reach 9.4 million children via mass media, and 1.5 million through home-based and centre-based direct services. The broader goal is to create a model that can be adapted for humanitarian crises throughout the world.

Experts convene to make new connections

To make it easier for people to get practical ideas on Parents+, we began the process of developing a 'starter kit' that synthesises what we're learning.

The first step in this process took place in December when experts from 17 countries gathered in Amsterdam to explore and define best practices in delivering coaching to parents on child development.

Facilitated by our partner, Apolitical, we reviewed programmes that have and have not successfully scaled, and looked for common characteristics; identified good practices to overcome common challenges; explored how to brand parenting interventions; and discussed how best to use media, technology and behavioural economics to improve the cost-effectiveness of programmes.

One highlight was a panel featuring Ely Harasawa, Joan Lombardi and Cecilia Vaca Jones – three women who had played leadership roles in scaling early childhood programmes in their home countries of Brazil, the USA and Ecuador. They discussed how it feels to negotiate tough choices, manage setbacks, build political will and capitalise on opportunities.

Also a crowd favourite was an interview with Linda Leijdekker, from the First 1000 Days team of Amsterdam's Healthy Weight Programme, which the Bernard van Leer Foundation is supporting. 'It's important to be open-minded and imaginative about what might be the best ways of reaching particular communities' Linda explained, given that the latest understanding of positive practices in feeding and sleeping often challenge long-standing cultural ideas. The programme is recruiting 'Health Ambassadors' from communities to reinforce the messages of health professionals: 'when people start to hear the same thing from different directions, that's how you achieve critical mass.'

Three days of discussions ended with over 70 new ideas for exploration, an emerging consensus on the kind of guidance needed to help partners design and implement bundled parent coaching programmes, and a request from participants for more consistent learning across countries. In 2018, we plan to test the use of study tours as a vehicle for deeper exchange between partners and to launch a Parents+ Starter Kit with basic guidance and examples of good practice.



Exploring integrated interventions on nutrition and parenting

A question that comes up frequently in our work is: what services are best paired with parent coaching activities?

From Peru to the Netherlands to Côte d'Ivoire to India, the link to nutrition has been salient. Moreover, research suggests that nutrition interventions on their own may not be enough to get stunted children on the same developmental trajectory as their non-stunted peers: better results appear to come from including in these interventions support for responsive parenting. But what are the most effective ways to integrate parent coaching into nutrition interventions?

To learn more about this, we commissioned Aisha Yousafzai and Anuraj Shankar from the Harvard School for Public Health to research this question. Their study aims to create practical, evidence-based implementation guidelines for integrating nutrition and parenting programmes for children aged up to 5. So far, the team has reviewed close to 450 published

papers on the theory and practice of behaviour change and implementation strategies, drawn further data from grey literature and unpublished programme evaluations, and interviewed a wide range of stakeholders.

In 2018, we plan to use their findings to promote dialogue about the nexus between parenting and nutrition and to help our partners apply the findings in practice, a process we put into motion at the end of last year when we co-hosted a workshop at the Scaling Up Nutrition Global Gathering in Côte d'Ivoire, joined an Ivorian government delegation to Brazil to exchange ideas about how to best bring together efforts to improve children's nutrition and learning and ended the year by signing an exciting partnership with the Jacobs Foundation, the UBS Optimus Foundation and the Power of Nutrition to work together on a national scale-up of integrated nutrition and parent coaching in Côte d'Ivoire.



The transition to scale continues and evaluations show benefits are positive

Despite political changes in Peru, the commitment to scaling-up home visiting services continued and so did our work with the government, Red Innova and Kusi Warma in the regions of Loreto, Ucayali, Huancavelica and Apurimac, reaching at year-end 58,763 children out of a target of 86,000.

Elizabeth, 18 years old and pregnant, explains: 'I find home visits very useful because it gives me confidence and a sense of having a friend. I know that I have to take responsibility and feed myself properly. I talk to my baby and give her lots of love.'

In 2017, results also came in from an evaluation by the Group for the Analysis of Development (GRADE), in collaboration with University College London, of the impact of these visits in the state of Loreto where they were integrated into a centre-based initiative led by the Ministry of Development and Social Inclusion to tackle malnutrition.

The evaluators found that the programme had a significant positive impact on child development, including in areas such as fine motor skills and language. Findings were based on household surveys in February 2016 and February 2017, comparing 113 children who participated in the home visiting programme with 382 in a control group.

These findings were in line with other recent impact evaluations in Peru and beyond, including a larger-scale study of the national programme Cuna Más, funded by the Bernard van Leer Foundation and conducted by SASE Consultores and the Inter-American Development Bank. These studies also found robust and significant impacts on children's development, and that even on the most conservative assumptions, the cost to the Ministry of Social Inclusion – around USD 300 per child per year – resulted in benefits worth over three times as much. The results are especially interesting because the programme's implementation faced challenges and criticism in initial stages, and still has scope



for improvement. They show that even when not operating as well as they could, these types of programmes are a worthwhile investment that delivers meaningful benefits to young children and their families.

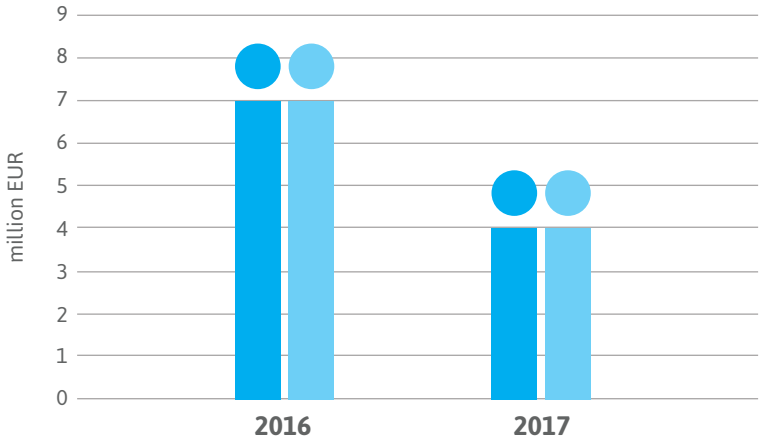
The experience of Hermenegilda, a community health worker with Kusi Warma, illustrates the impact: 'There was one father who considered my home visits a waste of time. One day, without enthusiasm, he brought his son to the early childhood centre. When he observed his son's face light up with joy on seeing the toys that were there, the man was surprised. I took the opportunity to talk with him about the importance of play for his child's development, and he listened to me. Now, in home visits, the family receives me with great cordiality and kindness. That strengthens me and gives me confidence to continue doing my work in my community.'

Home visiting programmes are a worthwhile investment that delivers meaningful benefits to young children and their families.

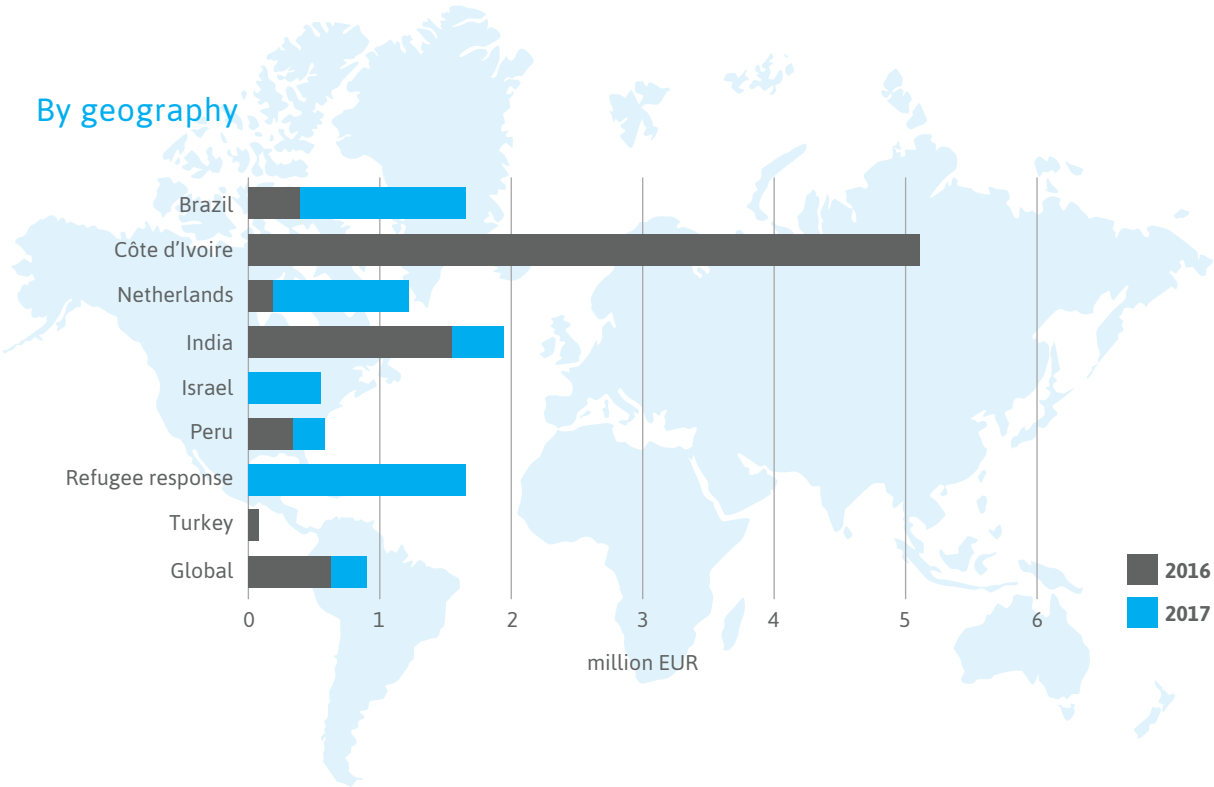


Parents+: summary of investment (2016–2017)

By year



By geography



Parents+: new investments approved in 2017

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
United Nations Development Programme – Brazil ¹	833,400	Support to Brazilian government to scale-up Criança Feliz home visiting programme
The Governing Council of the University of Toronto	254,600	Develop and deliver online course on cognitive sensitivity for practitioners, supervisors and monitors of Criança Feliz
Inspere Institute of Education and Research	151,900	Train supervisory staff to support the rapid scaling-up of the Criança Feliz home visiting programme
Multiple resource people	10,931	Expert support in advocacy and knowledge development
Total Brazil	1,250,831	

¹ United Nations Development Programme – Brazil is acting as a fiscal intermediary of the Foundation for the work on the scaling of Criança Feliz home visiting programme with the Ministry of Social and Agrarian Development

India		
Centurion University of Technology & Management	188,400	Cover unforeseen costs related to increased participation in a training for <i>anganwadi</i> workers as part of partnership with Odisha state government
Disha ²	175,872	Provide follow-up monitoring and mentoring to <i>anganwadi</i> workers trained as part of as part of partnership with Odisha state government
Kartabya	13,638	Propose a new draft policy for Odisha state on early childhood care and education
Multiple resource people	9,002	Expert support in advocacy and knowledge development
Total India	386,912	

² Disha is acting as a fiscal intermediary of the Foundation for the work with the *anganwadi* training with the Ministry of Women and Child Development in India

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Israel		
The National Council of Jewish Women (NCJW) Research Institute for Innovation in Education, Hebrew University	521,300	In partnership with the Ministry of Education, pilot a training programme for preschool teachers in Israel to engage with parents in advancing the development of young children
Shelanu Advisors	32,246	Conduct analysis of the potential to use of the Reach Out and Read parenting intervention in well baby health clinics
Total Israel	553,546	

Netherlands		
Erasmus MC – Department of Obstetrics and Gynaecology, Division of Obstetrics & Prenatal Medicine	213,908	Identify indicators of social vulnerability and develop maps to display its distribution in the Netherlands, to inform government on targeting interventions during a child's first 1000 days
Erasmus MC – Sophia, Generation R Study Group	200,000	Conduct a population-based cohort study from pre-conception on the influence on children of parental social deprivation, lifestyle and use of health care to inform interventions in a child's first 1000 days
Zorg Innovatie Forum	200,000	Increase the effect of existing services through implementing best practices, including on parent coaching, monitoring and reducing vulnerabilities
Andersson Elffers Felix	173,116	Create a learning trajectory for municipalities on effective interventions for the first 1000 days of a child's life
W & I Group BV	77,550	Research the behaviour of fathers and parents of various ethnicities to improve use of the parent segmentation model in Amsterdam
W & I Group BV	64,900	Develop practical methods that empower professionals in their work with parents of young children around healthy parenting
PHAROS Foundation	41,670	Research the support municipalities need to improve existing services and create an integrated first 1000 days policy
Andersson Elffers Felix	40,148	Development a scale-up strategy and implementation trajectory based on the Mothers of Rotterdam programme

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Netherlands		
HENRY (Health, Exercise, Nutrition for the Really Young)	14,618	Conduct a consultancy, training and scoping exercise on the Amsterdam Healthy Weight Initiative to strengthen work in the child's first 1000 days
Hogeschool Leiden	5,000	Explore the potential scaling up of OuderTeam.nu to help nurses reach low-income parents
Total Netherlands	1,030,910	

Peru		
Asociación Red Innova	224,100	Review the Cuna Más programme to facilitate cooperation with decentralised governments, improve monitoring and systematise good practices
Multiple resource people	10,750	Expert support in advocacy and knowledge development
Total Peru	234,850	

Refugee response		
International Rescue Committee UK	898,432	Integrate parent coaching into existing humanitarian health, education, and child protection programmes for young children in Lebanon and Jordan
Stichting War Child	255,547	Add early childhood development content to the caregiver support intervention and test its effects on parental well-being and behaviour
Plan Nederland	245,753	Develop a parenting and community awareness package that is culturally appropriate for Syrian refugees and the host community
VluchtelingenWerk Oost-Nederland	102,736	Pilot parent coaching activities for refugee parents and assess possibilities for scaling up
Nederlands Jeugdinstituut	93,322	Sustainably integrate informal parent support for refugee families into four national parenting programmes in the Netherlands

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Refugee response		
Spring Impact	74,500	Support Plan to develop a strategy for sustainably scaling its early childhood development programme in Jordan
Total Refugee response	1,670,290	

Global		
Harvard T H Chan School of Public Health	217,379	Review nutrition and parenting interventions to develop evidence-based recommendations to promote integrated nutrition and parenting programmes
World Health Organization	50,000	Hold a meeting to advance understanding of operationalising the concept of nurturing care in programmes to support caregiving
Total Global	267,379	

Total Parents+ 5,394,720





Urban95

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

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



In May 2017, we gathered experts from a range of related fields to discuss how our Urban95 initiative should evolve. Since then, we have focused our work on three areas alongside our more traditional efforts to improve social services for parents: how to design public space that works for young children and families; how to make daily travel cheaper, faster and more reliable for working families; and how to help cities manage data to better inform decisions about early childhood development.

We spent a large part of 2017 building partnerships with new cities to try out Urban95 in practice, engaging new communities of planners, architects and designers and introducing Urban95 into the broader conversation about the future of cities.

A new concept debuts in Bogotá and spreads to Recife

In 2017, we launched a new Urban95 partnership with Bogotá and Bloomberg Associates. Out of this collaboration came the concept of a ‘children’s priority zone’ – an idea that is rolling out as a pilot in one Bogotá neighbourhood.

The premise is to implement a package of interventions across a defined geographic area, beginning with temporary activities to engage communities, before moving on to more permanent investment in infrastructure and human resources.

Establishing a children’s priority zone starts with finding an anchor institution – perhaps a childcare centre, playground or health clinic – and defining a perimeter around it. Initial events are held to raise awareness and bring families in the community together. Issues affecting children are researched, and solutions proposed – for example, safer road crossings near schools or parks, the rehabilitation of abandoned space into a garden where families grow healthy food, or the allocation of land for a health outpost to increase accessibility for families.

In Bogotá, choosing the location of the first children’s priority zone involved a data-driven process led by partner Casa de la Infancia and involving multiple departments of the city government and other stakeholders. After mapping areas of greatest challenges for children, and opportunities for change presented by public interventions, a zone was chosen: in the Acacia and San Luis Colmena neighbourhoods of San Francisco, in the district of Ciudad Bolívar, where a new cable car – the Transmicable – is currently being constructed.

The zone, with a radius of around 200 metres, includes two kindergartens, two schools, and an estimated 2315 households. It currently lacks public space or transport options configured for children, but the team identified abandoned public spaces that could be renovated into places for children to play, and a network of pedestrian paths that could become safe routes for

families to walk between homes, play spaces and local services.

The children’s priority zone pilot project, called Crezco con mi barrio (‘Growing with my neighbourhood’), held its first event in October: in collaboration with local authorities, a street was closed between 10 a.m. and 3 p.m. on a Sunday, a football tournament held, and other activities laid on for families. Young people painted a mural of early childhood games. Around 300 people of all ages participated in the day’s events, with fathers and grandparents observed engaging with young children. Further such events are planned through 2018.

As the process of engaging the community in Bogotá was implemented, the Foundation was negotiating a partnership with the city of Recife in Brazil. That partnership – signed at the end of 2017 – adopted the children’s priority zone, giving us the opportunity to compare how this idea can work in different contexts and creating possibilities for a learning exchange between the two cities. In the coming year, we hope to see more cities adopt and experiment with the concept.



How Istanbul is using data to define its approach to Urban95

When we started to think about a strategy for Istanbul we asked ourselves: where are the most disadvantaged children? We initiated a partnership with Kadir Has University's Istanbul Studies Center and the Turkish Economic and Social Studies Foundation to develop maps of 39 district municipalities and the Metropolitan Municipality of Istanbul.

Each map helped visualise where and how the most disadvantaged children are living, intended to help municipalities target their resources. In 2017, these maps became the basis for more intensive partnerships with four of the municipalities who were energised by the idea of Urban95: Beyoğlu, Maltepe, Sarıyer and Sultanbeyli.

Most of the year focused on helping the four municipalities to develop a new home visiting programme that will begin implementation in 2018. Home visiting programmes in Turkey have generally consisted of one-time visits to identify welfare issues, rather than aiming to strengthen the capacities of parents. Last year, our partner Boğaziçi University developed the first home visiting model with Turkey-specific content to support parents of children aged up to 3 years. Mostly targeting disadvantaged families, the curriculum has 73 modules and envisages visits every two weeks, from late pregnancy until the child reaches 36 months.

The curriculum draws on various international models: Jamaica's Reach Up and Learn, the PATH adaptation of Care for Child Development, and the World Health Organization's Thinking Healthy.

Although the time was limited for such a large topic, the content was delivered in depth and in an exploratory way.

The university team developing the curriculum had ten days of training on Reach Up and Learn from West Indies University, and held focus groups to assess local needs in Istanbul. By the end of the year, they had finalised the curriculum, a training manual for home visitors and supervisors, and handouts for parents. They trained 18 home visitors and supervisors from the four district municipalities and they began using the maps to identify families to participate in the programme.

In a post-training evaluation, all 18 agreed that they had increased their knowledge about child development, improved their skills in identifying sensitive mother behaviours, and feel more secure and confident about implementing home visiting services. 'The trainers were experts in their fields,' one participant said. 'Although the time was limited for such a large topic, the content was delivered in depth and in an exploratory way.' Another added: 'The trainers helped us by listening to all of us and allowing us to find solutions altogether.'

The maps also served as the basis for beginning a discussion about what the municipalities can do to improve the design and use of parks and public space for young children and families – another core concern for Urban95. This led to a three-way partnership involving Studio-X Istanbul, the urban laboratory of Columbia University's Graduate School of Architecture, which will host a series of events to influence a large network of designers, architects and urban planners; Superpool, an architecture company which will work with the municipalities to experiment with new design ideas; and the Arts and Design Faculty of Kadir Has University, which will provide a studio course within their graduate programme on design.

As home visits and park designs get started in 2018, we will be working closely with the four municipalities to document their work and share it across the city, hoping it inspires others to join.

Child-friendly projects take shape in Bhubaneswar

As reported in these pages last year, the Bernard van Leer Foundation has partnered with the Bhubaneswar Development Authority to support Bhubaneswar's goal of becoming a child- and family-friendly city under India's national Smart Cities Mission.

With our backing, the Child-Friendly Smart City Centre has been providing technical support to incorporate child-friendly guidelines into planning and infrastructure development, and building the capacity of planners and municipal staff.

In 2017 the city completed the mapping of neighbourhoods in 57 out of its 67 wards, gathering data on the number of children in each ward and the services available to them, such as *anganwadis*, schools, hospitals, health facilities, parks and access to public transport. It initiated the construction of six new parks, scheduled for completion in February 2018, and the redesign of four informal settlements.

It also embarked on an 18-month project to revamp Janpath Road, a six-kilometre thoroughfare with eight lanes of traffic, including the redesign of three intersections used by children on their routes to school: new design features will include clearer road markings, traffic calming measures such as rumble strips and the raising of junctions, and child-friendly seating at bus stops.

In 2017 the city completed the mapping of neighbourhoods in 57 out of its 67 wards.



Digitaf connects Tel Aviv parents with city services

Every child born in Tel Aviv is now sent a Digitaf card. Launched in December 2017, Digitaf – which reads in Hebrew as a pun on ‘digital for toddlers’ – is a new addition to Tel Aviv’s pioneering online Digitel platform, which connects residents with municipal services.

Digitaf makes it easy for parents to book appointments with ‘well baby’ clinics, or find out about local childcare facilities or upcoming public events such as storytelling. It offers discounts on products, services and activities.

The Foundation’s Urban95 programme in Tel Aviv provided technical assistance to develop the idea when it emerged from research by the Bloomberg Innovation Team on the financial challenges faced by parents of young children and the difficulty of navigating municipal services. We facilitated the involvement of the Bezos Family Foundation, whose Vroom app provides brain-building tips to parents, to translate their content into the local language and context as part of the Digitaf platform. In partnership with the civil society organisation Mesila, we have ensured that content is also translated into Tigrina to serve the sizeable Eritrean asylum seeker population in the city.

Digitaf is one tangible outcome from the Urban95 programme’s trailblazing way of engaging with the municipal government: while the Bernard van Leer Foundation supports the salary of the Urban95 programme manager, Bosmat Sfadia-Wolf, via a grant to the Tel Aviv Foundation, she is employed by the municipality itself. She explains: ‘This way, I’m treated like an insider. I’m invited to meetings and it’s easier to organise meetings, with colleagues in the department and across departments. Having my voice in meetings, encouraging people to consider families with young children in their decisions, is really important and creates a lot of opportunities to make connections.’



Digitaf was developed in weekly meetings among multiple departments of the city’s government, which brought diverse partners around the table. Digitel previously provided information and discounted services only for children over the age of 3, and the department responsible immediately recognised how much more the platform could do for parents of younger children – and that this was worth investing in: most of the funds for Digitaf came from the city government’s budget.

The city’s mayor launched Digitaf at an event which featured a ‘takeover’ of City Hall by thousands of parents and under-3s, and special efforts are being made to reach less digitally literate parents in low-income groups who might otherwise be excluded. There are already examples of cities in India emulating the Digitel model, and Digitaf represents another innovation that others can follow.

Spreading Urban95 across Israel

Israel's cities are highly diverse, with different patterns of wealth and demographics presenting different challenges. For example, while Jewish towns tend to be planned, most Arab towns grow organically, and often lack open public spaces to play; high-rise living that works for families with two or three children may not be suitable for ultra-Orthodox families, who commonly have as many as 10 children.

If the Foundation's Urban95 programme worked with only one city in Israel, it would therefore have only limited relevance to others in the country. Our partners the Urban Clinic at Hebrew University established the Peer Cities Network to enable Urban95 solutions to scale across Israel by providing a space for cities to exchange experiences with peer cities facing similar challenges.

Nine cities joined, representing a range of sizes and cultural backgrounds: Beersheba, Elad, Holon, Jerusalem, Kfar Saba, Rahat, Sderot, Tel Aviv-Yafo and Umm al-Fahm. Each city government put forward two senior individuals, one from urban planning and one from the department dealing with children's issues. In many cases, these professionals had rarely interacted before in their daily working lives.

During 2017, the group – joined by national-level experts – got together on six occasions for lectures, group discussions and field trips. All these sessions were developed from scratch, as there was little prior knowledge of what themes would be most relevant. Feedback from participants indicates that they have found the experience very useful, not least for creating a common language between urban planners and early childhood specialists in the country.

As the Peer Cities Network enters its second year, it is providing seed money alongside municipal funds to test some of the ideas that have been raised. For example, in Umm al-Fahm – an Arab town with a population of over 50,000 and no playgrounds – they began a placemaking process to identify neglected



public spaces that could be transformed into areas where children can play. Additional projects are being planned in Jerusalem, Holon, Elad and Beersheba.

For the Foundation, the Peer Cities Network has proved to be a cost-effective way of reaching more cities, building capacity and facilitating mutual learning. It has generated new ideas that have attracted wider interest within municipal governments, and both the good practices and obstacles experienced in the network's cities are informing the development of the 'Play, Learn and Live' policy and background papers to be released during 2018.

The Peer Cities Network has proved to be a cost-effective way of reaching more cities, building capacity and facilitating mutual learning.

Sourcing and supporting small innovations from across the world

In 2016, we launched the Urban95 Challenge, offering grants for small-scale projects to improve the lives of young children and their families in cities.

We received 151 proposals from organisations and individuals all over the world. Our expert panel selected 26, spanning 18 countries across all continents, to receive grants averaging EUR 15,000. In 2017, all 26 projects got started.

Among the primary criteria in the selection process were innovativeness and replicability. 'We weren't necessarily looking for high-tech ideas, but for tangible solutions for everyday needs,' explains Darell Hammond, Senior Adviser on Urban95 at the Foundation. 'By shining a light on these innovations, we're showcasing dozens of ways cities can take action right now.'

Most proposals were submitted by small NGOs – but one, from the city of Tirana, came from an advisor to the Mayor. The request was for funds to employ a Children's Policy Adviser. This new position would audit every infrastructure or social project in the municipality to weigh its impact on children before

the Mayor will approve it, and work to incorporate data on children throughout all dimensions of the city's statistics agency.

Erion Veliaj, the Mayor of Tirana, says: 'It's a sign of a successful city that you see kids everywhere in public spaces, laughing and playing and enjoying life with their families and grandparents, not just confined to a few small and distant parks or playgrounds. But to achieve this, we need to rethink our built environment. We have designed kids out of our cities. As Mayor, along with my advisor for Urban95, we are working to build a public realm – from bike lanes to sidewalks, streets and crosswalks, schools and neighbourhoods – where kids can feel safe and learn and thrive and be included in city life.'

Inspired by this proposal, we are now exploring with the rest of our partner cities whether positions like this one or a 'Chief Child Development Officer' can help accelerate and sustain progress on Urban95 and, if so, how to build it into a city's normal operating budget.

Urban95 Challenge: some examples of projects

- Developing a course on child-friendly city design at the Mackenzie Presbyterian University in São Paulo.
- A play space on top of a reconstructed toilet block in a densely populated slum in Mumbai.
- Tree climbing, mud pools and vegetable gardens in under-used public squares in Uberaba, Brazil.
- A documentary in Istanbul – *The Mega-City's Mini-Citizens* – shot from an elevation of 95 cm.
- Mapping data on accidents to improve the safety of road crossings near schools in Mexico City.
- Mentoring 'mamapreneurs' to provide higher-quality childcare micro-businesses in Kibera, a Nairobi slum.
- A policy document on young children drafted by the advocacy organisation The City at Eye Level.

Urban95 hits the road in Amsterdam, Paris and London

When we gathered a group of planners, architects and current and former city leaders last May to discuss how Urban95 should evolve, they insisted we needed to join the global conversation about the future of cities. Three events in a month late in 2017 launched us on our way.

We began in Amsterdam in mid-October at Placemaking Week, organised by the Project for Public Spaces and Pakhuis Zwijger. Our partners the University of Eindhoven and Arup led 40 people from Kentucky to Tel Aviv on a walking tour of the neighbourhood of Java Eiland, and equipped them with eye masks fixed on 95cm metal poles so they could crouch down and see from a toddler's perspective.

Later in the month we were in Paris as one of the underwriters of the fifth edition of CityLab, the global gathering of city leaders, innovators, activists and artists, run by *The Atlantic*, Bloomberg Philanthropies and the Aspen Institute. Our breakfast discussion on 'how cities can ensure the youngest residents thrive' was attended by the mayors of Austin, Bogotá and Quito.

Early November took us to London for the Child in the City International Seminar, after which around 40

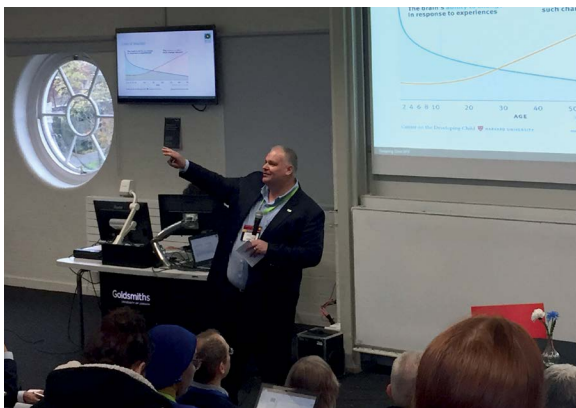
Throughout these events and interactions, people were enthusiastic about Urban95 but wanted to know more about what action they could take now.



participants – from Bhubaneshwar, Bogotá, Istanbul, Lima, Recife, São Paulo, Tel Aviv and Tirana – joined an all-day walking tour of urban public space for play in East London. As in Amsterdam, we found that this experience helped to bring the issues alive for designers and engineers.

Throughout these events and interactions, people were enthusiastic about Urban95 but wanted to know more about what action they could take now. Practical, simple ideas generated the most enthusiasm. For example, when asked what struck them most about the places they visited, participants in the East London walking tour referenced the surprisingly large impact that can be created by small interventions inspired by nature: 'Simple things like a bit of sand, water or wood can be very powerful triggers for children's imaginations,' said one participant. Another noted how much joy children got from running up and down small hills that had been created to separate different areas of a playground.

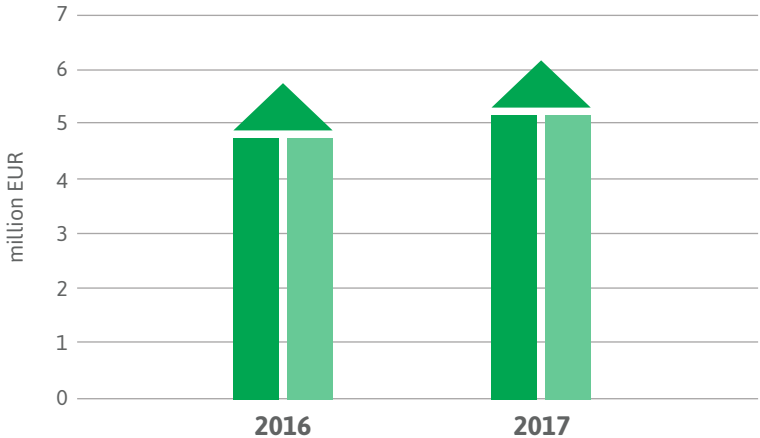
Energised by these reactions, we set to work on an 'Urban95 starter kit', which we are filling with practical ideas on which cities can act. We look forward to launching it in 2018.



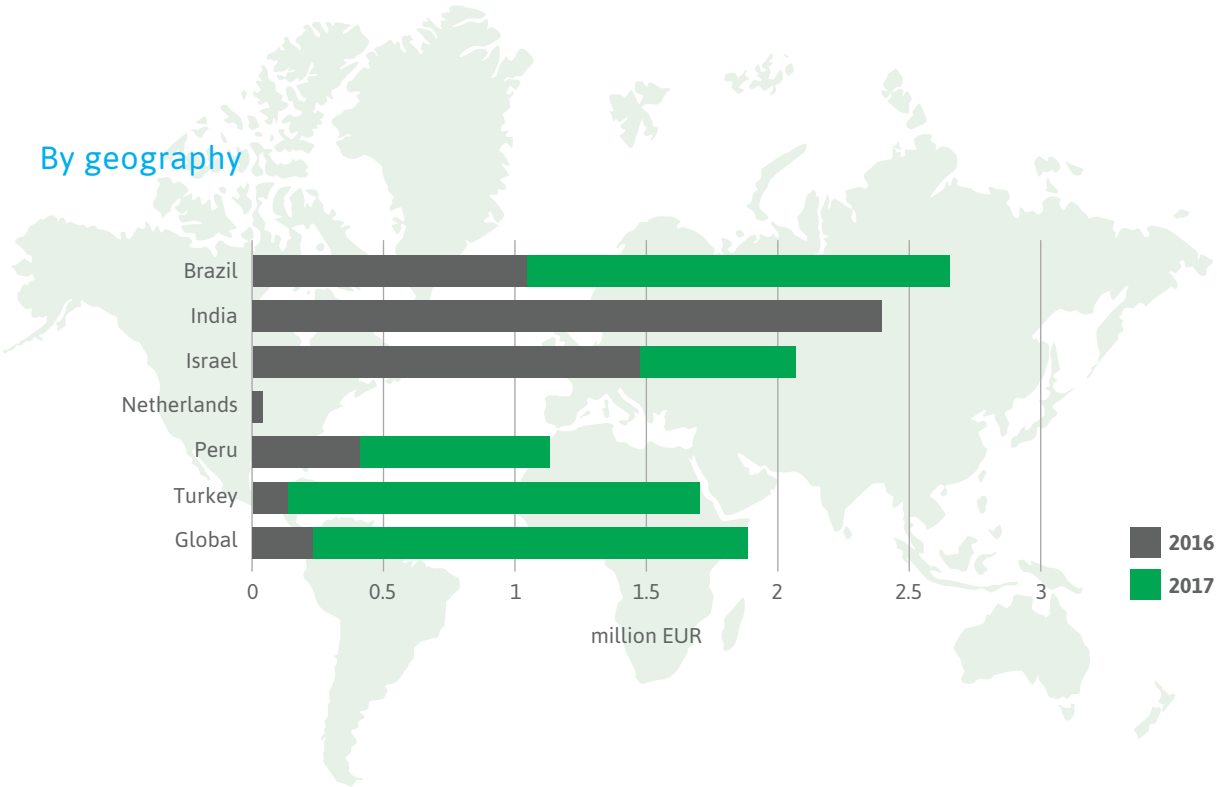


Urban95: summary of investment (2016–2017)

By year



By geography



Urban95: new investments approved in 2017

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Brazil		
ARIES – Recife Agency for Innovation and Strategy	899,500	Partner with the city of Recife on Urban95 to pilot the children’s priority zone in disadvantaged neighbourhoods
Cia Cultural Bola de Meia	325,400	Improve the use of data for decision making related to young children in Boa Vista by integrating Urban95 guidelines and indicators of service quality
Usina da Imaginação	189,800	Engage teenagers and parents in mapping young children’s situation in Recife’s slums and advocating for a healthier and safer environment
ANTP – Associação Nacional de Transportes Públicos	67,396	Conduct baseline research and diagnostics on the situation of children from birth to 3 in Campo Limpo, São Paulo, to develop an Urban95 intervention
Instituto Alana	38,939	Develop a listening methodology to integrate children’s perceptions into Urban95 work in Latin America
Instituto Tellus	34,187	Conduct baseline research to identify needs and opportunities related to Urban95 in Boa Vista by mapping stakeholders and the existing situation
CriaCidade consultoria e assessoria em projetos sociais e urbanos Ltda.	18,329	Develop a game to support teachers from public schools to engage and mobilise students, their families and the community
Instituto Primeiros Anos – Desenvolvimento Humano	11,768	Conduct workshops to build cross-sectoral capacities in early childhood in the municipality of Recife
Multiple-resource people	23,940	Expert support in advocacy and knowledge development
Total Brazil	1,609,259	

Israel

The Tanay Ethical Research Institute Ltd	235,500	Support Urban95 planning processes in Tel Aviv-Yafo, evaluate the implementation of the programme and make recommendations
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PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Israel		
IPA – Israeli Planning Administration	201,800	Develop and implement national government urban planning policy guidelines that meet the needs of young children and families in Israel
Gehl Institute	133,079	Conduct a study tour for Tel Aviv city staff in Copenhagen and a trajectory-setting workshop on scaling-up Urban95 strategies
International Step by Step Association (ISSA), Leiden Office	20,200	Generate ideas and good practices for the design of spaces for young children and families within the municipal infrastructure of Tel Aviv-Yafo
Total Israel	590,579	

Peru		
Centro de Investigaciones y Servicios Educativos – Pontificia Universidad Católica del Perú (CISE)	259,300	Design and implement a protocol to rebuild after natural disasters that uses Urban95 insights to prioritise young children
SUMBI	248,600	Train public officials and social organisations in urban planning and early childhood to pave the way for Urban95 Lima
Coordinadora de la Ciudad en Construcción	212,400	Train public officials and social organisations in urban planning and early childhood to pave the way for Urban95 Lima
Multiple-resource people	2,867	Expert support in advocacy and knowledge development
Total Peru	723,167	

Turkey		
Superpool Mimarlık Ltd. Şti	256,672	Develop and disseminate knowledge among graduate students, professionals in urban design and architecture, and staff at municipalities
Boğaziçi University	250,000	Provide knowledge for training and support programmes on parent coaching activities in pilot municipalities and assess the intervention
Sultanbeyli Municipality	227,060	Support home visits and the design of child-friendly parks in Sultanbeyli

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Turkey		
Culture City Foundation	158,670	Support home visits and the design of child-friendly parks in Beyoğlu
Frekans Research	127,912	Conduct field research to measure and analyse the impact and cost of parent coaching activities
Sarıyer Municipality	124,390	Support home visits and the design of child-friendly parks in Sarıyer
Süreyya Paşa Foundation	104,840	Strengthen services and support home visits and the design of child-friendly parks in Süreyya
Boğaziçi University Foundation	67,500	Cover costs related to recruitment of project assistants, students, catering, local travel and printing
Tribeca Communications Consultancy	61,610	Develop and implement a communications strategy for Urban95 in Istanbul
PATH Seattle Headquarters	49,249	Support content development, monitoring and evaluation of an urban parent coaching programme
Humanist Bureau Consultancy Company	21,000	Support municipalities to develop project proposals on scaling-up parent coaching
Düşmekan Reklam Tanıtım Tasarım ve Baskı Hizmetleri Ltd Şti.	17,087	Implement an intranet system for fieldworkers and supervisors working on home visiting
Istanbul Foundation for Culture and Arts	15,550	Prepare a guide book on the Istanbul Biennial for parents of children from birth to age 4 and train volunteers to promote it
Multiple-resource people	85,640	Expert support in advocacy and knowledge development
Total Turkey	1,567,180	

Global		
National Association of City Transportation Officials	493,500	Provide child-focused design guidance, build capacity through training and workshops, and generate evidence on safe street designs for children
Fundación Casa de la Infancia	453,372	Support Bogotá's city government to design a pilot on interventions in use of public spaces and mobility for families with young children

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
Urban95 Challenge ³	431,739	Promising small projects that benefit young children in cities from the prenatal period up to age 5
Atlantic Monthly Group LLC	85,100	Underwriter at the CityLab conference in Paris
Open Data Institute	37,584	Research the design and use of data dashboards by governments to measure and manage programmes
8 80 Cities	9,841	Produce a research report highlighting global best practices in engaging caregivers and pregnant woman in city decision-making processes
Multiple-resource people	138,740	Expert support in advocacy and knowledge development
Total Global	1,649,876	

³Urban95 Challenge consists of 26 projects – for more information visit: bernardvanleer.org/urban95-challenge

Total Urban95 6,140,061

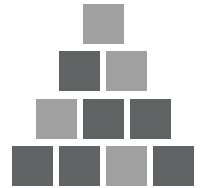




Building Blocks

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

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



In the 1980s and 1990s, this evolved into a formal publishing programme and more recently an online platform. Since the 2000s, we have become more active in organising opportunities for partners to meet and supporting advocacy to spread the message of why investing in the early years is so important.

Going beyond Parents+ and Urban95, our work on Building Blocks is an expression of our continued commitment to growing and strengthening the broader field of early childhood development. During this strategic plan, we are focusing on supporting advocacy that conveys the science of nurturing care and documenting and sharing best practices in transitioning small-scale early childhood development projects to large-scale policies and programmes.

In this process, we continue to engage with the early childhood specialists who are at the core of our work, while at the same time trying to broaden the conversation to include more policymakers, funders and managers who are responsible for early childhood development within a larger portfolio of work.

Training the press to cover the science of nurturing care

In March, 45 journalists from 26 countries gathered at Columbia University's Graduate School of Journalism in New York City for a four-day workshop organised by the Dart Center for Journalism and Trauma. The course was supported by the Foundation in partnership with the Ford Foundation, the Jacobs Foundation, UNICEF and the Maria Cecilia Souto Vidigal Foundation.

The aim: to help journalists understand the economics and science of early childhood development so that they can tell deeper, more compelling stories.

The participating journalists came from print, online, radio and television media; they included local and national news reporters with a range of expertise, from science to education and health. Speakers from various fields presented, including Anthony Lake, the Executive Director of UNICEF; Jeffrey Kluger, Editor-at-Large of *Time Magazine*; and Jack Shonkoff, Director of the Harvard Center on the Developing Child.

Two-thirds of the participants subsequently completed an online evaluation, with 70% describing the course as 'very helpful' and the remaining 30% rating it somewhat useful. In their own words:

'[the course was] an absolutely unique opportunity to be among the best scientists on early childhood development and to connect with journalists with similar interests'

These workshops present an opportunity to reach a significant number of national and regional journalists, with content tailored to local issues.



'it made me realise the tremendous contribution I can make as a journalist raising awareness about the importance of early childhood'

'bringing together all of these specialists with us, journalists from so many different backgrounds, proved very powerful'

'it gave me a broader view on a very relevant subject ... I left with the intention of trying to fulfil the social role of a journalist'

There was consensus among participants and presenters that they had never had a similar experience, and the concept could be broadly applicable in science communications. There was also useful feedback that will inform future courses, including how to walk the line between reportage and advocacy.

Based on this experience, we have committed to support three global workshops at Columbia over the next three years, as well as three national workshops elsewhere in the world over the same period. These workshops present an opportunity to reach a significant number of national and regional journalists, with content tailored to local issues.

New law reflects Israel's growing commitment to young children

In July 2017, Israel's Knesset passed the Council for Early Childhood Law, creating a new body that aims to take overall responsibility for government services for young children, from pregnancy to primary school. Chaired by the Minister of Education and with the participation of the Minister of Welfare, Minister of Health and Finance Minister, the Council will take a holistic view of early childhood in Israel and define priorities for investment in a comprehensive way.

This milestone followed a long process of engagement with leading legislators by the Coalition for Early Childhood Education. The Coalition was set up through a partnership with ANU – Making Change, with the support of the Foundation, to promote national policy that expands access to affordable, quality early childhood care for the half a million children in Israel from birth to age 3. The country's first advocacy coalition on the early years, it has brought together diverse members of Israeli society – including secular and religious, Arab and Haredi – around a single platform.

Now recognised by decision makers and in policy circles as the go-to organisation for early childhood, the Coalition has met with dozens of Knesset members, participated in more than 20 Knesset meetings and attended several different government committees. It has elevated the early years in the public debate, with over 60 items appearing in the mainstream media, and mobilised thousands of parents to sign petitions, join demonstrations and contact their representatives.

Among other advances, the Coalition's activity has contributed to a decision by the Ministry of Welfare to raise the salaries of childcare workers and cooks, and approve the construction of 216 new childcare centres over the next two years. The Coalition expects to work with the Council to define new frameworks to regulate services for children up to age 3.

The country's first advocacy coalition on the early years, it has brought together diverse members of Israeli society.



Netherlands increases paternity leave after campaign

Last October, the new government in the Netherlands announced plans to extend paid paternity leave: as of 2019, fathers and partners will receive five days of fully paid leave after a child's birth, up from the current two days. From June 2020, this will increase to six weeks, to be taken during the first six months after birth, with 70% of salary being paid by government.

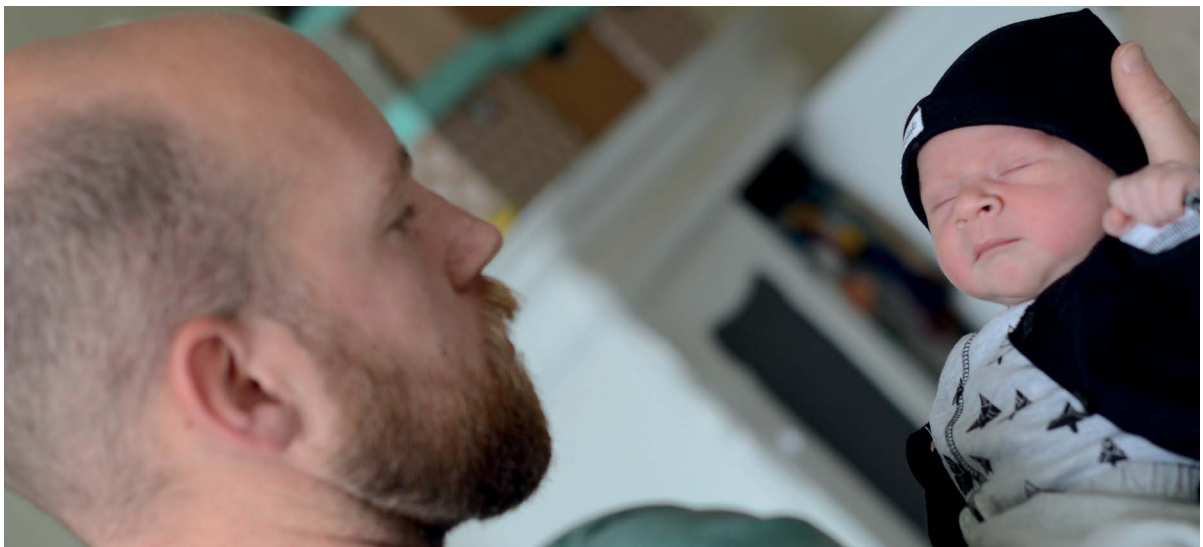
Research shows that the father's presence in the earliest stages of a child's life is closely related to the amount of involvement they have in the child's later upbringing. Their presence positively affects children's cognitive, social-emotional and physical development, and leads to a more equal division of domestic work, resulting in more women returning to the workforce.

The change in policy follows a campaign by Stichting Women Inc., Rutgers Stichting and the Bernard van Leer Foundation, which included engagement with political parties and campaigning to influence public opinion. Naturally, this was not the only contributing

factor: other influential voices in the debate included the Social and Economic Council of the Netherlands, which issued a report on work-life balance that identified lack of paternity leave as a significant problem.

The three campaign partners approached the issue from different angles: the Bernard van Leer Foundation highlighted its importance for child development, Women Inc. emphasized gender equality, and Rutgers voiced the concerns of fathers. The flexible nature of the collaboration worked well: the partners held some events together and some separately, depending on the audience. We found especially impactful the events addressed by Professor Renske Keizer, whose Special Chair on Fatherhood the Foundation sponsored.

Now there is a need to change culture, so that new fathers will not fear that taking up their legal entitlement to leave will risk them falling behind in their career. Employers need to be convinced that encouraging paternity leave to be taken will benefit their organisational culture as a whole, as it will lead to a healthier and happier workforce.



Changes to Harvard course improve quality

At Harvard University in April, teams from Brazil, Côte d'Ivoire, India, Israel, Liberia, the Netherlands and the Union of South American Nations participated in the Foundation's second annual one-week executive education programme for professionals working to scale early childhood initiatives.

The two editions of the course have now produced a total of 65 alumni, most of whom come from government or NGOs, with some from the private sector and multilateral institutions.

Highlights from the 2017 cohort included the following:

- 'The course helped to get the attention of city government colleagues and played a role in the budgeting of approximately USD 3.7 million for playground equipment for children under age 6', said Oded Gvuli, City Engineer in the Municipality of Tel Aviv-Yafo.
- In 2017, the Amsterdam Healthy Weight Programme reported a 12% reduction in child obesity in Amsterdam, leading to interest in scaling up. After participating in the course, one member of the leadership team said: 'We are exploring how to share with other cities and countries the programme's combination of coaching parents on healthy lifestyles, nutrition and responsive caregiving with looking for opportunities to change the physical environment, to promote play and physical activity and the food environment, to make the healthy option the normal one.'
- A team from Brazil used the course to focus on their plans to scale-up Criança Feliz, a national home visiting programme that launched in June and had already reached 167,000 children and 22,000 pregnant women by the end of the year. 'In addition to the knowledge acquired,' said one participant, 'the course improved conceptual and programmatic

alignment among state coordinators. The group is now more cohesive and responds more swiftly to the demands of implementing the programme.'

2017 was also an opportunity to act on feedback provided after the 2016 pilot. These changes included requiring more preparation from participants before arriving in Cambridge, asking teams to deliver a presentation on the first day, and focusing the 2017 curriculum more narrowly on how to manage a scale-up. The improvements were reflected in the 2017 post-course evaluation.

Participants (%) rating 4 or 5 on a scale of 1 to 5	2016	2017
Depth of topics covered	63	89
Professional usefulness	78	100
Mix of topics covered	72	92
Learning from other participants	71	91
Overall evaluation of curriculum	83	97

Six months after the course ended, the Foundation commissioned a survey and a series of individual interviews to assess if and how the experience had helped participants in the first two cohorts once they returned home. Of participants who responded to the survey, 58% said the course had triggered them to reach out to new potential partners and 42% referenced actions they had taken to mobilise more funding for early childhood development. One theme throughout the interviews was the need for more intensive follow-up to support teams after they return to their home countries. In 2018, we are planning to focus on strengthening this aspect of the programme.

Early Childhood Matters reaches a bigger audience

The 2017 edition of our journal, *Early Childhood Matters (ECM)*, reached more readers than the 2016 edition as we improved our approach to social media. Working more closely with authors to disseminate their articles through their networks, we saw page views of individual articles almost double and a near-fivefold increase in pdf downloads. This increase in engagement was reflected in more interest in the full journal, with 23% more downloads year on year.

Authors of the 20 articles in this year's *ECM* included:

- the President of Chile, Michelle Bachelet Jeria, writing on the Chile Crece Contigo programme – a pioneering example of delivering integrated early childhood services at scale;
- the President of the World Bank, Jim Yong Kim, making the case that that investing in the early years is important to economic growth as well as child development
- leading neuroscientist Patricia Kuhl, sharing insights from her lab's research into the importance of social interactions for early brain development.

Distributed free of charge, *ECM* aims to share experiences, ideas and thought leadership that will be useful to an international audience comprising policymakers, advocates, practitioners and researchers with an interest in early childhood. We conducted a telephone survey in 2017 to understand better what subscribers value about the journal: a common response was that it exposed them to initiatives of which they would not otherwise have been aware from personal connections. As one respondent said, it is 'a window into other parts of the world'.

This year saw our first distribution partnership with a government, as the government of Chile ensured that copies of the journal reached decision makers whose role touches on early childhood – part of a print run of 4000 in the Spanish translation. This is a distribution model we will explore further in the coming year.

We will also continue to work on optimising our outreach strategy on social media to ensure *ECM* reaches as many potentially interested readers as possible. In 2017 top posts on Facebook gleaned a particularly high level of engagement, around 5% on impressions in the range of 3500–6000, and the launch of *ECM* led to a sharp increase in our followers on LinkedIn, with top posts garnering 3500–4200 impressions and engagement of 2.5–3%.

Bernard van Leer Fdn
@BvLFoundation

A snapshot of #earlyyears breakthrough ideas from around the globe: read more in #earlychildhoodmatters bit.ly/2tfBhyy

Early Childhood Matters
Reporting from the frontiers of early childhood research and practice around the world

How does playing peek-a-boo affect a child's development? Neuroscientist Patricia Kuhl explains how pattern detection helps infant brains to develop.

Dr Jim Yong Kim, President of the World Bank, explains why developing the grey matter infrastructure of young minds is the best investment societies can make.

Michelle Bachelet Jeria, President of Chile, explains why services for young children must transcend any one particular administration, and how to make it happen.

How can we use a multimedia approach to support young children affected by conflict? Sesame Workshop is working with the International Rescue Committee to find out.

Supporting mothers starts in pregnancy: Mothers of Rotterdam connects the social and the medical domains.

Preschool enrolment in Bangladesh is on the up. How are the Government of Bangladesh and the Bangladesh ECD Network making this happen?

Can we promote positive parenting practices through a cash transfer programme in Niger?

How do communities affect child development? Researchers in Australia are measuring the various ways.

Read the full journal today at bernardvanleer.org/ecm2017

10:51 am - 27 Jun 2017

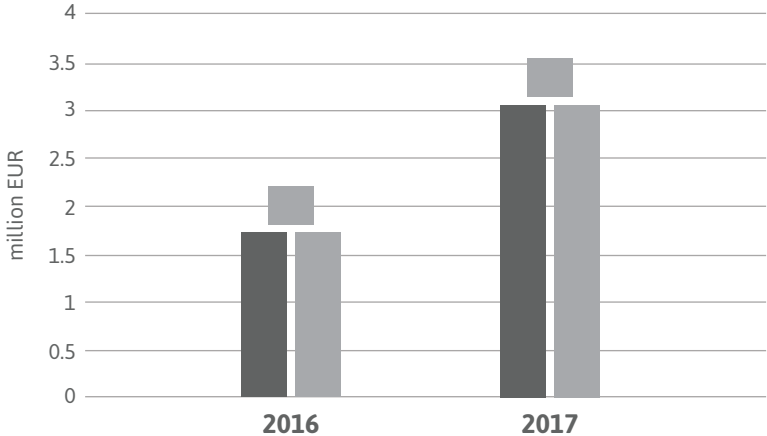
38 Retweets 33 Likes

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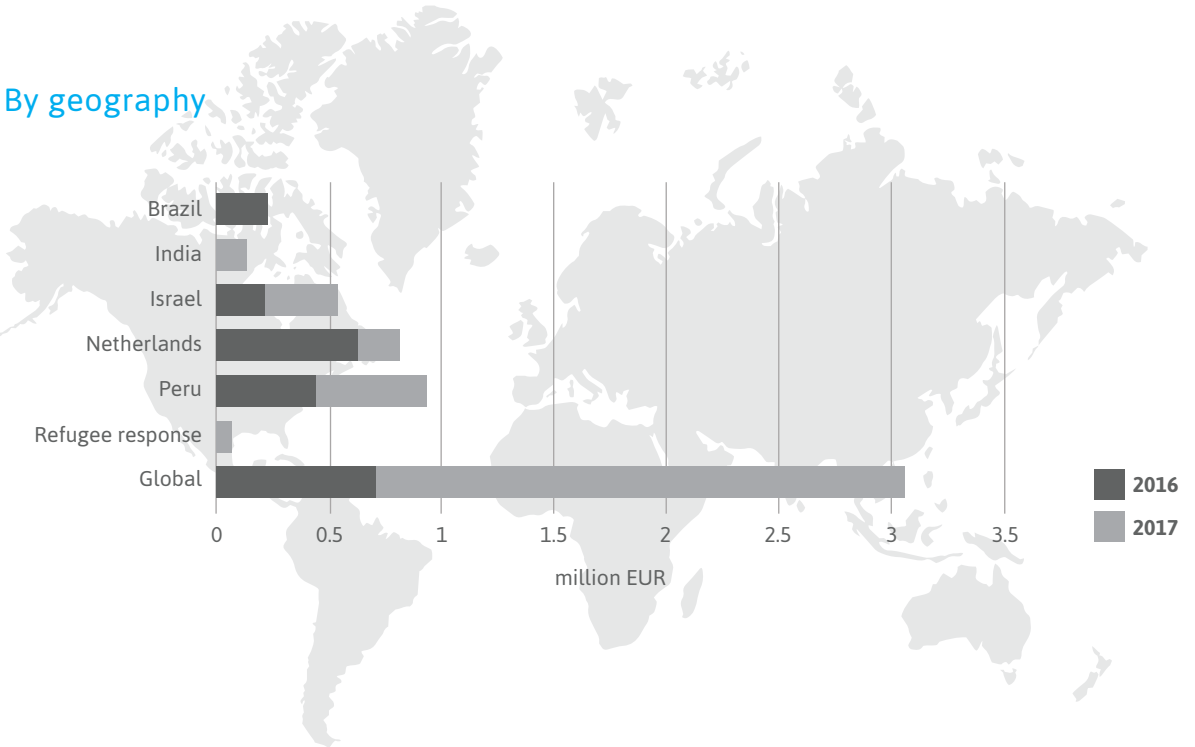


Building Blocks: summary of investment (2016–2017)

By year



By geography



Building Blocks: new investments in approved in 2017

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
India		
Dalberg Development Advisors Pvt Ltd	121,433	Review the Foundation's portfolio in India, identifying lessons and assessing improvements needed
Ummeed Child Development Center	4,402	Support experts to participate at the International Developmental Paediatrics Association Congress in Mumbai
Total India	125,835	
Israel		
Hop! Channel Ltd (HMG)	297,300	Produce a national online and TV campaign to promote parent-child shared activities that contribute to child development
Taub Center for Social Policy Studies in Israel	19,906	Review literature on poverty in early childhood in Israel, consider implications for policy and programmes, and disseminate findings to stakeholders
Total Israel	317,206	
Netherlands		
Stichting Women Inc.	185,280	Guide the implementation of a new government policy on parental leave, and encourage parents to take up their rights
Total Netherlands	185,280	
Peru		
Baltazar y Nicolás Asociación Civil sin fines de lucro	361,100	Investigate current public understanding of early childhood development and create a communication strategy to address the findings

PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Peru		
Asociación SALGALÚ para el Desarrollo (ASD)	119,365	Extend an existing project on malnutrition which includes radio, TV and an online course
Multiple-resource people	4,165	Advise Foundation team members on best practices, innovations, data and ideas in public space
Total Peru	484,630	

Refugee response		
Plan Nederland	50,743	Develop a network of agencies to coordinate work on early childhood development for Syrian refugees and develop a framework and advocacy plan
Multiple resource people	15,210	Expert support in advocacy and knowledge development
Total Refugee response	65,953	

Global		
Apolitical Group Limited	426,000	Promote increased interest in early childhood at all levels of government and increase the visibility of early childhood issues among city leaders
International Step by Step Association (ISSA)-Leiden Office	351,755	Document and disseminate communications materials on issues relating to quality in the early childhood workforce
Junta Nacional de Jardines Infantiles	271,000	Produce six books for kindergarten children with real-life stories of children which recognise the identity and history of their communities of origin
Columbia University Dart Center	257,400	Inspire journalists and equip them with the knowledge and contacts to undertake deep and sustained reporting on topics related to early childhood development
President and Fellows of Harvard College	213,662	Build leadership capacity in Latin American countries to implement science-based policies and programmes in early childhood development
Financial Times	163,980	Produce and publish a digital long-form multimedia story and shorter articles on early childhood development

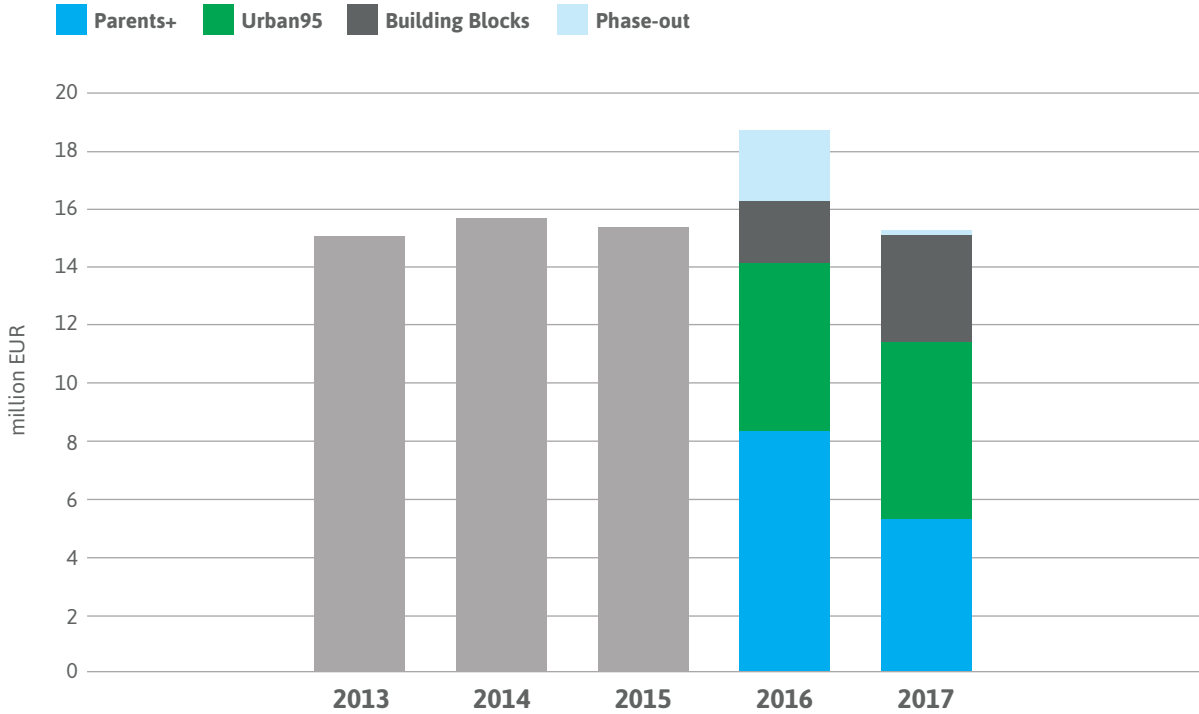
PARTNER ORGANISATION	EUR	OVERALL OBJECTIVE
Global		
Quartz Media LLC	127,195	Publish writing and videos on how policymakers, technologists, NGOs and communities are addressing stress, neglect and poverty in young children's lives
Institute for Learning & Brain Sciences (I-LABS)	84,900	Create effective, accurate materials to communicate evidence from research on the science of nurturing care to the general public
London School of Hygiene & Tropical Medicine	83,069	Synthesise and disseminate findings from evaluations of interventions of 39 child development innovations in 23 low- and middle-income countries
African Early Childhood Network (AfECN)	50,977	Generate and disseminate knowledge on early childhood programming for policymakers, programme planners, researchers and communities
Assemblyfor ASC UG	19,635	Assess the impacts of the Harvard Kennedy School course and evaluate the extent to which it has achieved its goals
Multiple-resource people	104,117	<i>Early Childhood Matters</i> publication and broader dissemination
Multiple-resource people	29,249	Investigate and report about the Foundation's work in Morocco and Central America
Multiple-resource people	173,043	Expert support in advocacy and knowledge development
Total Global	2,356,055	

Total Building Blocks 3,534,960



Five-year
investments
overview
(2013–2017)

Total investment by year (2013–2017)





Staff and
governance

Overview of the Foundation's team at 31 December 2017

UNIT	JOB TITLE	NAME
Executive Office	Executive Director	Michael Feigelson
	Secretary to the ExD	Blanca Rey Ariza
	Senior Advisor	Dr Joan Lombardi
	Senior Advisor Urban95	Darell Hammond
Programme	Programme Director	Cecilia Vaca Jones
	Representative, India	Rushda Majeed
	Programme Manager Urban95, India	Preeti Prada
	Administrative Officer, India	Monalisa Kar
	Accounts Officer, India	Samir Ranjan Roul
	Office Assistant, India	Chandrasekhar Muduli
	Representative, Israel	Daniella Ben-Attar
	Programme Support Officer, Israel	Vacancy
	Senior Representative, Latin America	Leonardo Yáñez
	Programme Coordinator, Brazil	Fernanda Rezende Vidigal
	Programme Coordinator, Peru	Vanesa Lainez Núñez
	Representative, the Netherlands	Leontien Peeters
	Programme Coordinator, the Netherlands	Kay Lankreijer
	Programme Officer, the Netherlands	Anne van Heijst
	Representative, Refugee Response	Elvira Thissen
Representative, Turkey	Yiğit Aksakoğlu	
Programme Support Officer, Turkey	Neslihan Öztürk	
Support Programme	Programme Administrator	Jolanda de Haan
	Programme Administrator	Alicia Fernández
	Programme Administrator	Jackie Ratsma-Melville
Knowledge for Policy	Knowledge for Policy Director	Patrin Watanatada
	Communications Assistant	Iria Belenguer
	ECD Specialist	Esther Goh
	Research Analyst	Ardan Kockelkoren
	ECD Specialist	Rachel Machefsky
	Communications and Publishing Officer	Teresa Moreno García
	Research Assistant Urban95	Julien Vincelot
	Communications Officer Digital Platforms and Outreach	Melissa van Well-Dijkshoorn

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

Female/Male F: 30 M: 11

No. of team members 41

FTEs: 36.30

Executive Compensation Policy

Compensation for employees of the Bernard van Leer Foundation is indexed against a remuneration benchmark, undertaken by Berenschot, a Dutch Consultancy Firm specialising in human resource issues. The Foundation is indexed against the Dutch national professional services industry and the Dutch public sector. International employees receive an additional percentage allowance to maintain a competitive position in the international labour market.

The Salary Management System for Foundation team members on Dutch payroll

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

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

the CBS (Centraal Bureau voor de Statistiek – Central Bureau of Statistics) is considered.

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 Executive Director to hold salaries flat.

The Bernard van Leer Foundation Human Resources Cycle

The Foundation updated its Human Resources Cycle in 2017 to incorporate a series of core and job-specific competencies for all team members, to increase attention to ongoing professional development and to encourage a positive work-life balance.

Members of the Board of Trustees

(in alphabetical order)

Yarom Ariav

Born 1954, Trustee since 2015 Yarom has an MA in Economics from the Hebrew University of Jerusalem. His career spanned public service, mostly with Israel's Ministry of Finance, and the private sector, with Israel Chemicals Ltd. In the years 2007–2009 he served as Director General of the Ministry of Finance. Since 2012 he has chaired Lavi Capital investment bank, the Investments Committee of Amitim Pension Funds, and he serves on a variety of business and philanthropic boards.

Wim Borgdorff

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

Steven Kaempfer

Born 1946, Trustee since 2013 Steven has served in a variety of supervisory and advisory capacities, including the ABP pension fund, Skandinaviska Enskilda Banken, Citigroup Global Markets and the Amsterdam Institute of Finance. He previously had senior management roles at SG Warburg & Co., London; Swiss Bank Corporation, London and New York; Credit Suisse, London and Zurich; and the European Bank for Reconstruction and Development, London.

Jonathan Kestenbaum

Born 1959, Trustee since 2012 Jonathan is the Chief Operating Officer of RIT Capital Partners plc and a member of the company's operating board, J Rothschild Capital Management Limited. He previously was the Chief Executive of Five Arrows Limited. He is Chairman of the Capital Holdings Fund plc and is a Director of Pershing Square Holdings. He is Chancellor of Plymouth University and a member of the UK House of Lords.

Julia Neuberger

Born 1950, Trustee since 2012 Senior Rabbi of the West London Synagogue, Julia Neuberger is a member of the UK House of Lords, former CEO of the King's Fund, a UK health charity, Vice Chair of the Mental Health Act Independent Review, and a founding Trustee of the Walter and Liesel Schwab charitable trust, set up in memory of her parents. She is also a Trustee of Full Fact and was recently appointed a Trustee of the Rayne Foundation.

Robert Swaak, Chair

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

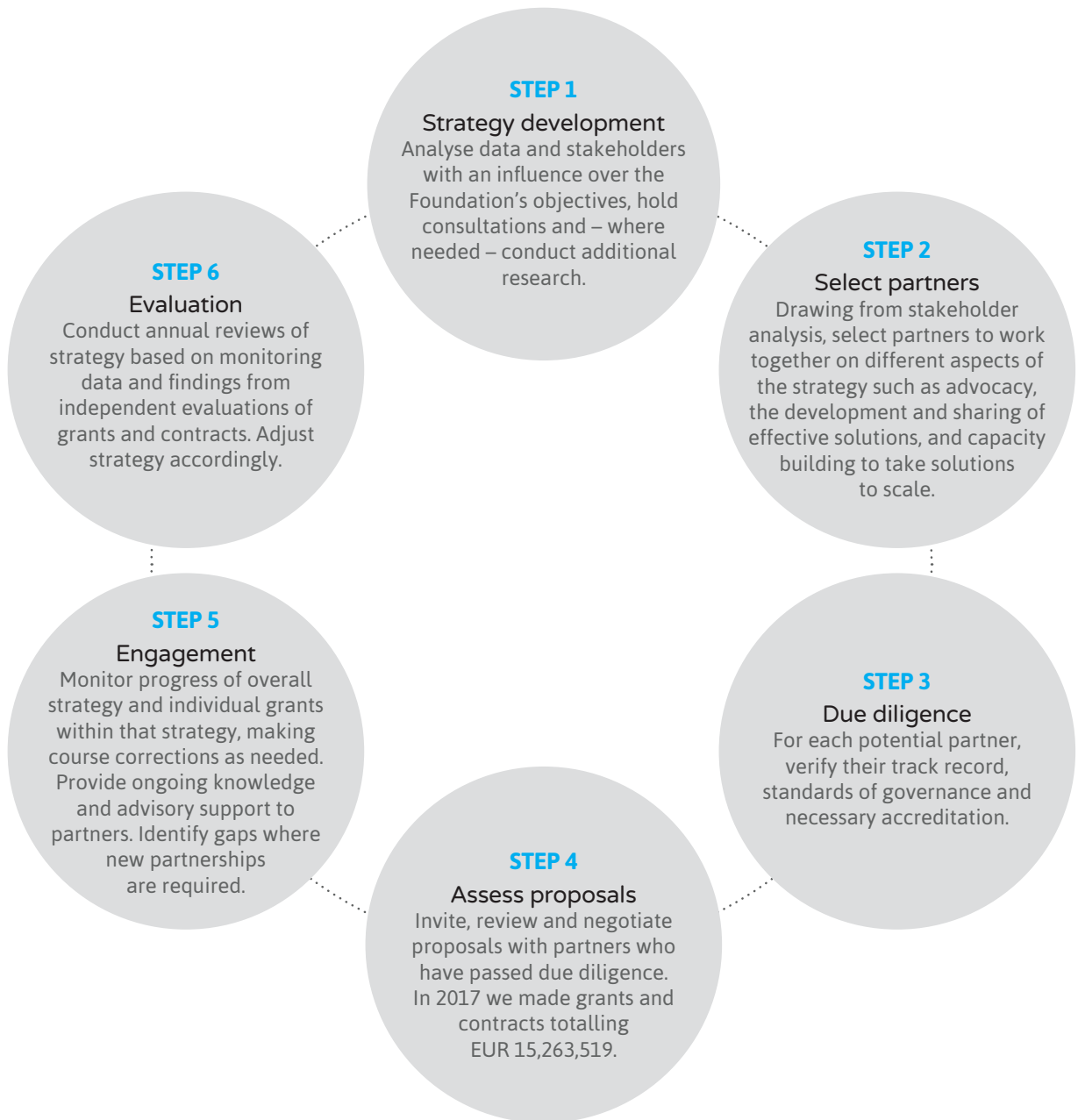
Jacqueline Tammenoms Bakker

Born 1953, Trustee since 2011 Currently a non-executive director at TomTom (NL), CNH Industrial (NL/UK), Groupe Wendel (FR) and Unibail Rodamco (FR), Jacqueline Tammenoms Bakker previously worked for Shell, McKinsey and Unilever and was Director General at the Ministry of Transport in the Netherlands.

Sam Worthington

Born 1958, Trustee since 2014 Sam Worthington is CEO of InterAction, an alliance which strengthens the collective voice and impact of US-based NGOs. He sits on the UN Inter-Agency Standing Committee, the boards of the Center for Disaster Philanthropy, International Federation of NGO Platforms, and the Alliance to End Hunger. He is a member of the Council on Foreign Relations. Previously he served as CEO of Plan International USA and was a resident policy fellow at the Rockefeller Foundation's Bellagio Center.

The decision-making cycle



The Foundation adjusted its project selection and monitoring processes in 2017 to increase alignment of all new partnerships with our current strategy and to facilitate more regular reviews of progress during a project's implementation.

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 grant-making 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. Furthermore, for grants above EUR 50,000, budgets are reviewed by our finance department. Our Board of Trustees reviews all grants above EUR 500,000.

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 2017, the Foundation had a total of EUR 21,170,939 in outstanding commitments of which EUR 1,052,475 was in currencies other than the euro.

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

Managing volatility in our income

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

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

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

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



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Resumen ejecutivo

Cada vez generan más interés nuestras iniciativas pioneras orientadas a ayudar a los padres y hacer que las ciudades sean entornos más adecuados para los niños. En particular, nuestro programa Urban95 tomó impulso en 2017, y aumentó la cantidad de ciudades y urbanistas que solicitaron información sobre nuestro trabajo. Las alianzas de Urban95 pasaron de ser dos (Tel Aviv y Bhubaneshwar) a siete, pues iniciamos proyectos en Boa Vista, Recife, Estambul, Bogotá y Piura.

En el marco del programa Parents+, colaboramos con el gobierno de Odisha (estado de la India) para formar a casi 7000 trabajadores del ámbito del cuidado infantil en métodos de aprendizaje temprano multilingüe; en Oriente Medio, nuestras contrapartes Sesame Workshop y el Comité Internacional de Rescate consiguieron una subvención de 100 millones de dólares otorgada por la MacArthur Foundation, que les permitirá aplicar a gran escala las lecciones aprendidas en los proyectos piloto de ayuda a los refugiados sirios que hemos apoyado; y en Costa de Marfil, acabamos el año colaborando estrechamente con Jacobs Foundation y UBS Optimus Foundation para firmar un acuerdo con *The Power of Nutrition* con el objetivo de implantar a escala nacional un proyecto integral de nutrición y orientación para padres.

Estamos aprendiendo con rapidez (tanto de los éxitos como de los fracasos) a ayudar a nuestras contrapartes cuando inician la ejecución a gran escala. Por ejemplo, hemos observado lo complejas que se vuelven las operaciones en poco tiempo cuando se amplía la escala de un programa, y lo importante que es detectar enseguida los errores para corregirlos de inmediato. Por eso hemos trabajado mucho hasta dar con indicadores fiables que se pueden analizar fácilmente en cualquier proyecto con el fin de hacerse una idea sobre el progreso de la ejecución.

Ampliación de un programa de visitas a domicilio en Brasil para atender a más niños

A finales de 2017, en el ámbito del programa nacional brasileño Criança Feliz se había visitado a domicilio a 167 454 niños y 22 946 embarazadas. Criança Feliz, fruto de la colaboración entre el Ministerio de Desarrollo Social y la Fundación Bernard van Leer, se basa en nuestra experiencia con los proyectos de visitas a domicilio en el país. Un equipo de Criança Feliz participó en la edición de 2017 de nuestro programa ejecutivo con la Kennedy School de la Universidad de Harvard (véase página 57), que les permitió ver el programa en perspectiva y planear lo que pretende ser una de las iniciativas de este tipo de más amplio alcance en el mundo. Se espera que se beneficien del programa más de 3 millones de niños de aquí al año 2020.

“Cuanto más cale la idea de lo cruciales que resultan los primeros años de vida de un niño, más apoyo recibirá el programa y mayor será su impacto —asegura Osmar Terra, ex médico que lideró el Frente Parlamentario para la Primera Infancia antes de ser ministro de Desarrollo Social—. No hay ningún programa social que supere a este en cuanto a la relación costes–beneficios. Se trata de una inversión a largo plazo que cambiará el futuro de las familias al ofrecerles una forma de salir de la violencia y la pobreza”.

Por las condiciones de vulnerabilidad social en que viven, en torno a la mitad de las familias brasileñas cumplen los requisitos para beneficiarse del programa Criança Feliz. Así, tienen derecho a recibir visitas a domicilio, que serán semanales durante el periodo de gestación y los primeros mil días de vida del niño, para luego continuar con menor frecuencia hasta que el pequeño cumpla cuatro años y acceda a la enseñanza preescolar. “Queda claro que se están haciendo las cosas bien —comenta Núbia Izidório, coordinadora del programa en Pacatuba— cuando las madres vienen a preguntarte por qué sus hijos no están en el programa, como la hija de la vecina”.

El método de las visitas se basa en el programa *Care for Child Development* de UNICEF/OMS. “Es genial contar con la compañía de alguien que te sabe aconsejar. A veces las madres no sabemos qué necesitan nuestros hijos, así que la ayuda viene muy bien”, dice Glaucia de Castro, madre de Parnaíba. Denizi Dias, supervisora del programa en Capixaba, añade: “Es una gran satisfacción ver las sonrisas de madres e hijos durante las actividades: nos confirma lo importante que es el programa para las familias”.

Cada gobierno local de Brasil decide si participar o no en Criança Feliz. A finales de 2017, se habían sumado al programa 2545 de los 5570 municipios del país (en torno al 45%), y en 1758 de ellos ya se había implantado el servicio de visitas a domicilio, para lo cual se había contratado a 10 237 personas. Este año será crucial para Criança Feliz, que aspira a ampliar su alcance con rapidez sin perder calidad y tendrá que afrontar los desafíos políticos que surgirán con las elecciones nacionales.

Perú: continúa la ampliación de la escala y se ha comprobado que los beneficios son positivos

A pesar de los cambios políticos que ha habido en Perú, continúa el compromiso de ampliar el alcance de los servicios de visitas a domicilio, al igual que nuestro trabajo con el gobierno, la Red Innova y Kusi Warma en las regiones de Loreto, Ucayali, Huancavelica y Apurímac. Al final del año, se beneficiaban 58 763 niños de los 86 000 que tenemos como objetivo. En palabras de Elizabeth, madre gestante de 18 años: “Las visitas a domicilio son muy útiles, porque me dan confianza y es como contar con una amiga. Ahora sé que tengo una responsabilidad y que es importante comer bien. Hablo con mi bebé y le doy mucho amor”.

En 2017, vieron la luz los resultados de una evaluación realizada por el Grupo de Análisis para el Desarrollo (GRADE) en colaboración con la University College London. En ella se analizaban los efectos de las visitas en el estado de Loreto, donde el servicio se había integrado en una iniciativa ejecutada en un centro y liderada por el Ministerio de Desarrollo e Inclusión Social para combatir la malnutrición.

Se concluyó que el programa había tenido un efecto positivo considerable en aspectos del desarrollo infantil como la competencia lingüística y la motricidad fina. El estudio se basaba en las encuestas realizadas a domicilio en febrero de 2016 y en el mismo mes del año siguiente, mediante las cuales se comparaba a 113 niños beneficiarios del programa con un grupo de control de otros 382 pequeños.

Los resultados estaban en línea con los obtenidos en otras evaluaciones realizadas recientemente en Perú y otros países, como un estudio de mayor alcance sobre el programa

nacional Cuna Más, financiado por la Fundación Bernard van Leer y ejecutado por SASE Consultores y el Banco Interamericano de Desarrollo. También en estos casos se observó un impacto de gran calado en el desarrollo infantil, e incluso según los cálculos más prudentes, los beneficios triplicaban con creces el coste para el Ministerio de Inclusión Social (unos 300 dólares por niño al año).

Los resultados son especialmente interesantes porque al principio el programa fue criticado y se encontró obstáculos por el camino: hay margen de mejora, lo que demuestra que merece la pena invertir en este tipo de iniciativas incluso cuando su eficiencia no es máxima, pues reportan importantes beneficios a los niños pequeños y sus familias.

Resulta ilustrativa la experiencia de Hermenegilda, agente comunitaria de salud en una de las comunidades: “Había un padre que consideraba mis visitas una pérdida de tiempo. Un día, sin ningún entusiasmo, trajo a su hijo al centro para la primera infancia, y se sorprendió cuando al pequeño se le iluminó la cara al ver los juguetes que había allí. Aproveché para hablarle de lo importante que el juego es para el desarrollo de los niños, y me escuchó. Ahora, en las visitas a domicilio, la familia me recibe de forma cordial y amable, lo cual me da seguridad y me anima a seguir trabajando en la comunidad”.

Surge un nuevo concepto en Bogotá y llega hasta Recife

En 2017, iniciamos una nueva alianza del programa Urban95 con Bogotá y Bloomberg Associates, de la que surgió el concepto de “zona infantil prioritaria”, algo que ya está en marcha de forma experimental en un barrio de Bogotá. La idea es implantar un paquete de intervenciones en una zona geográfica definida, empezando con actividades temporales orientadas a fomentar la implicación de la comunidad, para luego pasar a una inversión más permanente en infraestructuras y recursos humanos.

Para crear una de estas zonas, el primer paso es definir una institución central (por ejemplo, un parque o un centro de salud o de cuidado infantil) y el perímetro a su alrededor. A continuación, se organizan eventos para dar a conocer la iniciativa y fomentar la cohesión entre las familias de la comunidad, se estudian los asuntos que afectan a los niños y se proponen soluciones (por ejemplo, mejora de la seguridad para cruzar la calle cerca de escuelas o parques, rehabilitación de espacios abandonados para crear huertas que puedan cultivar las propias familias o asignación de terrenos para ofrecer servicios sanitarios más accesibles).

En Bogotá, para elegir la ubicación de la primera zona infantil prioritaria, se llevó a cabo un proceso basado en datos que fue liderado por la contraparte Casa de la Infancia y contó con la participación de varios departamentos del gobierno local y otras partes interesadas. Una vez identificadas las áreas más conflictivas para los niños, y las oportunidades de cambio que ofrecían las intervenciones públicas, se eligió una zona: la Acacia y San Luis Colmena, dos barrios de San Francisco, en el distrito de Ciudad Bolívar, donde se está construyendo un teleférico, el Transmicable.

La zona abarca un radio de 200 metros con dos centros de educación infantil, dos escuelas y unas 2315 viviendas. Actualmente carece de transportes y lugares públicos adecuados para

los niños, pero se han encontrado espacios abandonados que se pueden rehabilitar para que jueguen los niños, así como una serie de vías peatonales por donde las familias podrían desplazarse a pie desde sus casas hasta los lugares de ocio y los servicios locales.

El primer evento de este proyecto piloto de zona infantil, denominado Crezco con mi barrio, tuvo lugar en octubre: con la colaboración de las autoridades locales, se cerró una calle un domingo de 10.00 a 15.00, se organizó un torneo de fútbol y otras actividades para familias, y una serie de jóvenes pintaron en un mural imágenes de juegos infantiles. En total participaron unas 300 personas de todas las edades en las actividades de la jornada, que permitieron a padres y abuelos a compartir buenos momentos con los niños pequeños. Está previsto que en 2018 se organicen más eventos de este tipo.

De forma paralela al proceso de implicación de la comunidad en Bogotá, la Fundación negociaba una colaboración con la ciudad brasileña de Recife, que se formalizó a finales de 2017. También aquí se ha adoptado el concepto de zona infantil prioritaria, lo que permitirá comparar cómo funciona la idea en distintos contextos. Además, ambas ciudades podrán intercambiar conclusiones. Esperamos que durante el próximo año más ciudades se lancen a probar el concepto.

Ayudas para pequeñas innovaciones de todo el mundo

En 2016 lanzamos el desafío de Urban95, que subvenciona proyectos a pequeña escala orientados a mejorar las vidas de los niños pequeños y sus familias en las ciudades. Recibimos 151 propuestas, presentadas por organizaciones e individuos de todo el mundo, de las cuales nuestro panel de expertos seleccionó 26, con un presupuesto medio de 15 000 euros y procedentes de 18 países distribuidos por todos los continentes. En 2017 se pusieron en marcha los 26 proyectos.

Entre los principales criterios del proceso de selección, se encuentran el nivel de innovación y la facilidad de replicación de los proyectos. “No tenían por qué implicar el uso de alta tecnología, bastaba que fueran soluciones tangibles para necesidades cotidianas”, explica Darell Hammond, asesor sénior de Urban95 en la Fundación. “Al dar visibilidad a estas innovaciones, mostramos a las ciudades decenas de ideas que pueden aplicar de inmediato”.

Entre los ganadores, encontramos ideas como las siguientes:

- un curso sobre cómo diseñar ciudades a la medida de los niños, impartido en la Universidad Presbiteriana Mackenzie de São Paulo
- un espacio de recreo sobre unos aseos rehabilitados en un suburbio de Bombay con una alta densidad demográfica
- la habilitación de lugares para trepar a los árboles, jugar en pozas de barro y cultivar la tierra en espacios públicos desaprovechados de Uberaba (Brasil)
- un documental titulado *The Mega-City's Mini-Citizens* (Los miniciudadanos de la megalópolis), rodado desde el punto de vista de una persona de 95 cm de estatura
- un análisis de datos sobre accidentes para mejorar la seguridad a la hora de cruzar la calle cerca de las escuelas en Ciudad de México

- un proyecto para orientar a madres empresarias con el fin de crear microempresas de cuidado infantil de mejor calidad en Kibera, una barriada de Nairobi
- un borrador de política sobre primera infancia redactado por la organización de defensa *The City at Eye Level*.

La mayoría de las propuestas procedían de pequeñas ONG, pero una la firmaba un consejero del alcalde de Tirana, solicitando financiación para contratar a un asesor especializado en políticas infantiles. La idea era que la nueva figura supervisase cada infraestructura o proyecto social del municipio para evaluar su impacto en los niños antes de la aprobación por parte del alcalde, y que aportase datos sobre la infancia para incorporarlos en todos los ámbitos estudiados por la agencia de estadística de la ciudad.

Inspirándonos en esta propuesta, ahora trabajamos con las demás ciudades de Urban95 para analizar si un puesto de este tipo o un “responsable de desarrollo infantil” podría ayudar a acelerar e impulsar el programa y, en ese caso, cómo incorporarlo en el presupuesto operativo normal de la ciudad.

Espacio para la Infancia llega a un público más amplio

El número de 2017 de nuestra revista *Early Childhood Matters*, que se publica íntegramente en español con el título de *Espacio para la Infancia*, llegó a más lectores que el del año anterior gracias a un mejor uso de las redes sociales. Al colaborar más estrechamente con los autores para difundir sus artículos por sus redes de contactos, las visualizaciones de cada artículo prácticamente se duplicaron, mientras que el número de descargas de PDF casi se multiplicó por cinco. Esta mayor visibilidad se tradujo en un mayor interés por la revista completa, que registró un aumento interanual del 23% en el número de descargas.

Entre los autores de los 20 artículos del número de este año, se encontraban:

- la presidenta de Chile, Michelle Bachelet Jeria, con un artículo sobre el programa Chile Crece Contigo, pionero en la prestación de servicios integrados para la primera infancia a gran escala
- el presidente del Banco Mundial, Jim Yong Kim, que defendió la importancia de invertir en los niños pequeños no solo para mejorar el desarrollo infantil sino también para impulsar el crecimiento económico
- la destacada neurocientífica Patricia Kuhl, que expuso las conclusiones de los estudios realizados por su laboratorio sobre la influencia de las relaciones sociales en el desarrollo temprano del cerebro.

En 2017 contamos por primera vez con la colaboración de un gobierno para distribuir la revista, pues el ejecutivo de Chile hizo llegar parte de una tirada de 4000 ejemplares en español a personas con capacidad para tomar decisiones que afectan a la primera infancia. Este año seguiremos estudiando las posibilidades que brinda este modelo de distribución.



Our financial outlook for 2018

Overview budget and actual (in EUR)

	BUDGET 2017	ACTUAL 2017	BUDGET 2018
Income			
Van Leer Group Foundation	18,554,000	18,554,000	18,739,540
Interest	30,000	21,646	0
Total income	18,584,000	18,575,646	18,739,540
Expenditure			
Total grants and Foundation-managed projects	16,000,000	15,834,242	15,700,000
Returned project funds	0	(64,512)	0
Currency difference	30,000	(69,148)	0
Cancellation previous years	0	(536)	0
Operating expenses	4,370,335	3,729,415	4,364,117
Impairment of financial assets	0	325,000	0
Total expenditure	20,400,335	19,754,461	20,064,117
Capital and reserves			
Foundation capital	453,800	453,780	453,800
General reserve	114,000	1,404,566	79,969
Appropriated reserve	653,027	0	0
Total capital and reserves	1,220,827	1,858,346	533,769

Notes 2018

The total approved income from the Van Leer Group Foundation in 2018 amounts to EUR 18,739,540. This is EUR 1,324,577 less than the EUR 20,064,117 projected expected expenditures for 2018. The EUR 1,324,577 deficit will be covered by the reserves.

The 17% increase in the operating budget for 2018 as compared to 2017 operating expenses reflects a continued transition to a more human resource intensive approach to developing and managing projects. In addition, there is an increase in Programme contract and Network development expenses in line with increased advocacy and convening activities arranged by the Foundation. This approach is one of the key features of the Bernard van Leer Foundation's 2016–2020 strategic plan, which was approved by the Foundation Board of Trustees in March 2016.

In line with the Bernard van Leer Foundation 2016–2020 strategic plan, the changes in the operating budget also reflect the continued shift to a staffing model that includes personnel based in countries where the Foundation has or intends to develop large programmes. In India, the Foundation will move forward with the registration of a legal entity to enable closer cooperation with government partners.

The Bernard van Leer Foundation does not trade in financial derivatives, and has limited exposure to credit risk, currency risk, cash flow risk, interest rate risk and liquidity risk. In 2018 the Bernard van Leer Foundation will continue to focus on an improving control of the primary business process areas relating to impact, reputational, financial and operational risk.

Analysis 2017

Total expenditure compared to budget in 2017 was 3% below initial projections. The lower than expected spending on operating expenses is due to the decision to delay the hiring of two new staff, a significantly slower than anticipated process of opening new offices, a postponed HR project and less staff travel than planned. An unforeseen loan impairment increased the total cost of the organisation by EUR 325,000.

Expenditures regarding grantmaking and Foundation-managed projects decreased relative to 2016. The reason for this is that the Foundation was simultaneously phasing-out projects from its prior strategic plan and launching its 2016–2020 strategic plan, causing a temporary increase in 2016 in grantmaking compared to 2017.

The returned project funds, currency differences and cancellations cannot by nature be accurately predicted and budgeted for. Most of the returned project funds in 2017 were due to a project from Yale University from 2010 in the amount of EUR 31,772.

To fully reach the mission and goals of the Bernard van Leer Foundation, we have created an HR cycle that supports all team members in their learning and development and helps to continually improve performance throughout the year by talking about results, behaviour, knowledge building, personal development and work–life balance.

Financial Statement for the year ended 31 December 2017

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Balance sheet as at 31 December 2017 (in EUR)

AFTER APPROPRIATION OF OPERATING RESULT	NOTES	2017	2016
Assets			
Fixed assets			
Intangible fixed assets	(1)	60,708	22,071
Tangible fixed assets	(2)	74,265	36,779
		<u>134,973</u>	<u>58,850</u>
Financial fixed assets			
Loan	(3)	0	325,000
		<u>0</u>	<u>325,000</u>
Current assets			
Current account Van Leer Group Foundation	(4)	19,352,567	19,339,717
Other receivables	(5)	42,292	36,782
		<u>19,394,859</u>	<u>19,376,499</u>
Cash and cash equivalents			
Cash and bank	(6)	3,930,257	3,864,235
		<u>3,930,257</u>	<u>3,864,235</u>
Total assets		<u>23,460,089</u>	<u>23,624,584</u>
Capital and reserves			
Foundation capital	(7)	453,780	453,780
General reserve	(8)	1,404,566	114,000
Appropriated reserve	(9)	0	2,469,382
		<u>1,858,346</u>	<u>3,037,162</u>
Liabilities			
Non-current liabilities			
Grants payable and Foundation-managed projects	(10)	4,845,900	8,835,239
Current liabilities			
Grants payable and Foundation-managed projects	(10)	16,325,039	11,384,817
Creditors	(11)	132,297	141,060
Current account refugee coalition	(12)	30,014	0
Accrued liabilities	(13)	268,493	226,306
		<u>21,601,743</u>	<u>20,587,422</u>
Total liabilities		<u>23,460,089</u>	<u>23,624,584</u>

Statement of income and expenditure for the year 2017 (in EUR)

	NOTES	BUDGET 2017	ACTUAL 2017	ACTUAL 2016
Income				
Van Leer Group Foundation	(A)	18,554,000	18,554,000	18,799,000
Other income	(A)	0	0	35,134
Interest	(B)	30,000	21,646	22,438
Total income		18,584,000	18,575,646	18,856,572
Expenditure				
Grants	(C)	16,030,000	11,402,687	17,266,406
Foundation-managed projects*	(D)	0	4,361,872	1,667,740
Returned project funds	(E)	0	(64,512)	(491,523)
Total activities		16,030,000	15,700,047	18,442,623
Personnel operating expenses	(F)	3,029,819	2,757,204	2,593,552
Depreciation	(F)	33,509	47,939	96,478
Other operating expenses	(F)	1,307,007	924,272	870,978
Total organisation		4,370,335	3,729,415	3,561,008
Impairment of financial assets	(G)	0	325,000	0
Total impairment of financial assets		0	325,000	0
Result		(1,816,335)	(1,178,816)	(3,147,059)
Appropriation of result:				
Added to/(deducted from) Appropriated reserve	(H)		0	(2,577,059)
Added to/(deducted from) General reserve			(1,178,816)	(570,000)
Total			(1,178,816)	(3,147,059)

*Foundation-managed projects are by nature difficult to predict and are thus incorporated into the 2017 budget for grantmaking.

Cash flow statement for the year 2017 (in EUR)

	2017	2016
Cash flow from operating activities		
Operating result	(1,178,816)	(3,147,059)
Adjustments for:		
Depreciation of tangible fixed assets	24,753	41,617
Depreciation of intangible fixed assets	23,186	54,861
Impairment of financial assets	325,000	0
Interest income	(21,646)	(22,438)
Changes in working capital:		
Change in non-current liabilities	(3,989,339)	4,137,837
Change in current liabilities	5,003,660	2,165,610
Change in 'Interest to be received'	(3,050)	(2,300)
Change in current assets	(18,360)	550,987
	<u>992,911</u>	<u>6,852,114</u>
Received interest	24,695	24,738
Cash flow from operating activities (A)	<u>190,083</u>	<u>3,803,833</u>
Cash flow from investment activities		
Purchases of fixed assets	(124,061)	(31,633)
Cash flow from investment activities (B)	<u>(124,061)</u>	<u>(31,633)</u>
Cash flow from financing activities		
Loan	0	(129,000)
Cash flow from financing activities (C)	<u>0</u>	<u>(129,000)</u>
Change in Cash and Bank (A+B)	<u>66,022</u>	<u>3,643,200</u>
Balance Cash and Bank 1 January	3,864,235	221,035
Balance Cash and Bank 31 December	<u>3,930,257</u>	<u>3,864,235</u>
	66,022	3,643,200

Summary of significant accounting policies

General

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

Activities

The mission of the Bernard van Leer Foundation is to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. We see this both as a valuable end in itself and as a long-term means to promoting more cohesive, considerate and creative societies with equal opportunities and rights for all.

Basis of preparation

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

The financial statements are presented in euros ('EUR'), which is the Foundation's functional currency. These financial statements cover the year 2017, which ended at the balance sheet date of 31 December 2017.

Going concern

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

Accounting policies

General

In 2017, the financial statements are presented and rounded to the nearest euro.

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

Transactions in foreign currencies

Transactions denominated in foreign currency are translated into the relevant functional currency at the exchange rate applying on the transaction date. Monetary assets and liabilities denominated in

foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are recognised in the statement of income and expenditure in the period in which they arise, except for exchange differences on monetary items that are part of a net investment in a foreign operation.

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

Financial instruments

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

Assets and liabilities are measured at nominal value, unless otherwise measured in the further principles. An asset is recognised in the balance sheet when it is probable that the expected future economic benefits that are attributable to the asset will flow to the Company 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 Company. Liabilities that are not recognised in the balance sheet are considered as off-balance sheet liabilities.

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

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

Using estimates and judgements

The preparation of the financial statements requires that management make judgements and use estimates and assumptions that affect the application of the accounting principles and the reported value of the assets and liabilities and the income and expenses. Actual results may differ from these estimates in the case of the loan. The estimates and underlying assumptions are continually reviewed. Revised estimates are stated in the period in which the estimate is revised and in future periods for which the revisions have consequences.

Intangible fixed assets

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

Expenditures made after the initial recognition of an acquired or constructed intangible fixed asset are included to the acquisition or construction cost if it is probable that the expenditures will lead to an increase in the expected future economic benefits, and the expenditures and the allocation to the asset can

be measured reliably. If expenditures do not meet these conditions, they are recognised as an expense in the statement of income and expenditure.

Tangible fixed assets

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

The following rates of depreciation are applied:

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

Financial fixed assets

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

Income from receivables and other securities allocated to financial fixed assets is recognised in the year to which they relate. A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset, with negative impact on the estimated future cash flows of that asset, which can be estimated reliably. Losses are recognised in the profit and loss account and reflected in an allowance account against loans and receivables.

Impairment

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

When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, an impairment loss is recognised for the difference between the carrying amount and the recoverable amount. If there is an impairment loss for a cash-generating unit, the loss is first allocated to goodwill allocated to the cash-generating unit. Any residual loss is allocated to the other assets of the unit pro rata to their book values.

Subsequently, at each reporting date, the entity assesses whether there is any indication that an impairment loss that was recorded in previous years has been decreased. If any such indication exists, then the recoverable amount of the asset or cash-generating unit is estimated.

Reversal of a previously recognised impairment loss only takes place when there is a change in the assessment used to determine the recoverable amount since the recognition of the last impairment loss. In such case, the carrying amount of the asset (or cash-generating unit) is increased to its recoverable

amount, but not higher than the carrying amount that would have applied (net of depreciation) if no impairment loss had been recognised in previous years for the asset (or cash-generating unit).

Loans granted and other receivables

Loans granted and other receivables are measured at initial recognition at fair value, plus transaction costs (if material). After initial recognition, the assets are measured at amortised cost using the effective interest method, less a provision for 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.

Expenditure

Grants and Foundation-managed projects 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 Delta Lloyd. The pension scheme is classified as a defined-benefit agreement under the Pensions Act. The administration agreement with the pension provider was agreed in January 2016 for a 5-year period.

Cash flow statement

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

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

Leasing

The Foundation may enter into financial and operating leases. A lease contract where the risks and rewards associated with ownership of the leased property are transferred substantially or all to the lessee is referred to as a financial lease. All other leases are classified as operating leases. In classifying leases, the economic reality of the transaction is decisive rather than its legal form.

Operating leases

If the Foundation acts as lessee in an operating lease, then the leased property is not capitalised. Lease payments regarding operating leases are charged to the profit and loss account on a straight-line basis over the lease period. See page 97 for details of lease commitments.

Fair value

The fair value of a financial instrument is the amount for which an asset can be sold or a liability settled, involving parties who are well-informed regarding the matter, willing to enter into a transaction and are independent from each other.

- The fair value of listed financial instruments is determined on the basis of the exit price.
- The fair value of non-listed financial instruments is determined by discounting the expected cash flows to their present value, applying a discount rate that is equal to the current risk-free market interest rate for the remaining term, plus credit and liquidity surcharges.

Related parties

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

Taxation

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

Notes to the balance sheet (in EUR)

1 Intangible fixed assets

	Cumulative purchase 31-12-2016	Cumulative depreciation 31-12-2016	Book value 31-12-2016	Purchase 2017	Depreciation 2017	Book value 31-12-2017
Software	51,579	(29,508)	22,071	61,822	(23,186)	60,708
	<u>51,579</u>	<u>(29,508)</u>	<u>22,071</u>	<u>61,822</u>	<u>(23,186)</u>	<u>60,708</u>

	Software
Cumulative purchase 31-12-2017	92,679
Cumulative depreciation 31-12-2017	<u>(31,971)</u>
Book value 31-12-2017	<u>60,708</u>

2 Tangible fixed assets

	Cumulative purchase 31-12-2016	Cumulative depreciation 31-12-2016	Book value 31-12-2016	Purchase 2017	Depreciation 2017	Book value 31-12-2017
Furniture and equipment	17,904	(8,678)	9,226	6,157	(3,365)	12,018
Hardware	70,481	(42,928)	27,553	56,082	(21,388)	62,247
	<u>88,385</u>	<u>(51,606)</u>	<u>36,779</u>	<u>62,239</u>	<u>(24,753)</u>	<u>74,265</u>

	Furniture and equipment	Hardware	Total
Cumulative purchase 31-12-2017	21,792	80,886	102,678
Cumulative depreciation 31-12-2017	<u>(9,774)</u>	<u>(18,639)</u>	<u>(28,413)</u>
Book value 31-12-2017	<u>12,018</u>	<u>62,247</u>	<u>74,265</u>

3 Financial fixed assets

	Loan 2017	Redemption 2017	Impairment	Book value 31-12-2017
Loan 1	325,000	0	325,000	0
	<u>325,000</u>	<u>0</u>	<u>325,000</u>	<u>0</u>

Perron07 had an outstanding EUR 325,000 loan. In 2017, Perron07 encountered a liquidity issue which required an adjustment to the payback schedule. This created uncertainty around the ability of Perron07 to begin repayment. Given the remaining uncertainty it was decided to impair the loan receivable.

4 Current account Van Leer Group Foundation

	2017	2016
Balance 1 January	19,339,717	19,312,200
Amount of preliminary allocation to the Foundation	18,554,000	18,799,000
Disbursements of preliminary allocation to the Foundation	(18,554,000)	(18,799,000)
Other settlements	12,850	27,517
Balance 31 December	<u>19,352,567</u>	<u>19,339,717</u>

Funds from Van Leer Group Foundation are available on request. Funds for future instalments remain with the Van Leer Group Foundation as part of the investment portfolio. The asset is not interest-bearing. Payments will be made directly from drawing rights, so payments will not impact the profit and loss. The Bernard van Leer Foundation can call parts of these funds with at least a 90-day notice prior to the start of the next quarter.

5 Other receivables

	2017	2016
Prepayments	34,377	12,278
Other receivables	7,915	24,504
	<u>42,292</u>	<u>36,782</u>

The majority of the prepayments were related to IT licences for payment in 2018.

6 Cash and bank

	2017	2016
Bank	<u>3,930,257</u>	<u>3,864,235</u>

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

7 Foundation capital

	2017	2016
Foundation capital	<u>453,780</u>	<u>453,780</u>

8 General reserve

	2017	2016
Balance 1 January	114,000	684,000
Re-allocation Appropriated Reserve	2,469,382	0
Operating result	(1,178,816)	(570,000)
Balance 31 December	1,404,566	114,000

The General reserve includes the Appropriated reserve and the actual overspend (Operating result) of EUR 1,178,816 as approved at the audit committee meeting dated 13-03-2017.

9 Appropriated reserve

	2017	2016
Balance 1 January	2,469,382	5,046,441
Reallocation Appropriated Reserve	(2,469,382)	(2,577,059)
Balance 31 December	0	2,469,382

To simplify reporting, the Appropriated reserve has been incorporated into the General reserve.

10 Grants and Foundation-managed projects

	2017	2016
Balance 1 January	20,220,056	13,462,600
Grants/ FMP contracts approved*	15,183,401	18,721,805
Grants/ FMP contracts cancelled	(536)	(228,188)
Rate of exchange	(69,148)	108,699
Grant payments	(14,162,834)	(11,844,860)
Balance 31 December	21,170,939	20,220,056

* 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.

Specification commitment Bernard van Leer Foundation

Definition/Year	To be paid				
	Total	2018	2019	2020	>2021
Grants	17,966,388	13,793,727	3,396,343	766,318	10,000
Foundation-managed projects	3,204,551	2,531,312	505,087	168,152	0
Total	21,170,939	16,325,039	3,901,430	934,470	10,000

The amount payable for the year 2018 is shown on the balance sheet as a current liability of EUR 16,325,039. The amounts payable after the year 2018 are shown on the balance sheet as a non-current liability of the years 2019, 2020 and >2021 to the amount of EUR 4,845,900.

In November 2017, the Bernard van Leer Foundation was informed by an implementing partner of a suspected case of fraud within one of their projects. The partner organisation has commissioned a forensic audit, implemented new controls and terminated certain employment contracts. In addition, the partner organisation has informed the management of the Bernard van Leer Foundation that the extent of the fraud is expected to be in the order of EUR 10,000. The results of the investigation are to be shared with the Foundation by the implementing partner in June 2018.

11 Creditors

	2017	2016
Accounts payable	132,297	141,060

The accounts payable are due within one year. There are a number of invoices in payment process in December 2017 but finalised in January 2018.

12 Current Account Coalition Refugees

	2017	2016
Balance 1 January	0	0
Disbursements of contribution to the refugee coalition	50,164	0
Disbursements on behalf of the refugee coalition	(20,150)	0
Balance 31 December	30,014	0

The Bernard van Leer Foundation received advanced payments from partner organisations to cover costs related to the management of a co-ordinated response to the refugee crisis in 2018.

13 Accrued Liabilities

	2017	2016
Holiday allowances	66,112	50,527
Wage tax	113,152	98,306
Other liabilities	89,229	77,473
	268,493	226,306

The accrued liabilities are due within one year. The other liabilities are made up of accrued vacations of staff and outstanding payment to a service provider.

Financial instruments

General

During the normal course of business, the Foundation uses various financial instruments that expose it to market and/or credit risks. This relates to financial instruments that are included on the balance sheet such as financial and current assets and liabilities.

The Foundation does not trade in financial derivatives and follows procedures to limit the size of credit risk.

Credit risk

More than 95% of the assets of the Bernard van Leer Foundation are with the Van Leer Group Foundation. Given the financial position of the Van Leer Group Foundation this is seen as a remote credit risk. With regard to the other current assets and financial assets, impairments have been recognised resulting in limited current risk.

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 22 November 2017 the budget for 2018 of EUR 18,739,540.

Bank guarantee

The Bernard van Leer Foundation has instructed ABN AMRO Bank to issue a bank guarantee towards the lessor of the office building Achmea Interne Diensten of EUR 30,100.

Rent obligations

Office

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

2018	EUR 120,390
2019	EUR 119,149
2020	EUR 119,149
2021	EUR 119,149
2022	EUR 119,149
2023	EUR 9,929

Lease obligations

Printer/copier

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

2018	EUR 4,369
2019	EUR 4,369
2020	EUR 4,369
2021	EUR 4,369
2022	EUR 364

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

A Van Leer Group Foundation and other income

	Budget 2017	Actual 2017	Actual 2016
Income	18,554,000	18,554,000	18,799,000
Other income	0	0	35,134
	18,554,000	18,554,000	18,834,134

The actual income over 2017 decreased slightly compared to 2016 according to the budget approved by the Van Leer Group Foundation Governing Council of EUR 18,554,000.

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. The annual report 2017 of the Van Leer Group Foundation will be published in June 2018.

B Interest

	Budget 2017	Actual 2017	Actual 2016
Bank and deposit accounts	30,000	8,956	13,908
Other interest	0	12,690	8,530
	30,000	21,646	22,438

The falling interest rates have resulted in a lower interest revenue than expected and budgeted in for 2017. Other interest is related to loan receivables.

C Grants

	Budget 2017	Actual 2017	Actual 2016
Grants approved	16,000,000	11,472,371	17,385,895
Grants cancelled	0	(536)	(228,188)
Currency differences	30,000	(69,148)	108,699
	16,030,000	11,402,687	17,266,406

A cancellation can occur when a partner has completed the agreed activities within a shorter period of time than was agreed, or a partner does not meet the terms of reference agreed to in the grant letter. In both cases the unspent funds are returned or planned future instalments are cancelled. The Grants budget 2017 is prepared to include both Grants and Foundation-managed projects (refer to note D) where the actual 2017 expenditure is EUR 15,834,242 in line with the Grants approved budget 2017. The decrease in grants approved in 2017 was mainly due to the decision to move forward with the 6-year commitment of EUR 5,000,000 in Côte d'Ivoire in 2016.

D Foundation-managed projects

	Actual 2017	Actual 2016
Programme contracts	3,711,030	1,335,909
Communications	221,687	168,500
Foundation sector	26,500	29,000
Network development	402,655	134,331
	<u>4,361,872</u>	<u>1,667,740</u>

The increases in actual Programme contracts and Network development expenses can be attributed to the current (2016–2020) strategy which involves more advocacy and convenings which are managed by the Foundation.

E Returned project funds

	Budget 2017	Actual 2017	Actual 2016
Grants	0	(64,512)	(491,523)
	<u>0</u>	<u>(64,512)</u>	<u>(491,523)</u>

The returned project funds are commitments from previous years that are not spent at the time the project is closed. The majority of the returned project funds in 2017 was due to a project from Yale University from 2010 to the amount of EUR 31,772.

F Operating expenses

	Budget 2017	Actual 2017	Actual 2016
Board of Trustees	47,000	26,382	48,271
Personnel			
(a) salaries	2,406,130	2,261,866	2,045,522
(b) social charges	213,000	223,400	200,825
(c) pension	190,591	164,564	180,796
(d) general staff costs	43,098	37,627	52,760
(e) recruitment	67,000	26,572	75,716
(f) staff development	90,000	41,599	37,268
(g) temporary personnel	20,000	1,576	665
	<u>3,029,819</u>	<u>2,757,204</u>	<u>2,593,552</u>
Consultants	215,000	89,647	120,918
Staff travel/hospitality	550,000	400,669	308,687
Premises	195,968	140,496	142,251
Office equipment/expenses	210,989	161,707	166,430
Depreciation	33,509	47,939	96,478
Telecommunications	29,200	21,135	24,969
External auditors	42,350	66,550	44,855
General costs	16,500	17,686	14,597
Total	<u>4,370,335</u>	<u>3,729,415</u>	<u>3,561,008</u>

In 2017 the Board of Trustees travelled less than expected. The lower than expected spending on operating expenses is due to the decision to delay the hiring of two new staff, a significantly slower than anticipated process of opening new offices, a postponed HR project and less staff travel than planned.

G Impairment of financial assets

Perron07 had an outstanding EUR 325,000 loan. In 2017 Perron07 encountered a liquidity issue which required an adjustment to the payback schedule. This created uncertainty around the ability of Perron07 to begin repayment. Given the remaining uncertainty it was decided to impair the loan receivable.

H Appropriation of result

In the Foundation's Articles of Association there are no provisions regarding the appropriation of the result. An amount of EUR 1,178,816 has been deducted from the General reserve. An amount of EUR 2,469,382 has been rebooked from the Appropriated reserve to the General reserve.

Board of Trustees

The members of the Board of the Bernard van Leer Foundation also serve as member of the Governing Council of the Van Leer Group Foundation. While they are not paid for serving on the Bernard van Leer Foundation Board, they do receive remuneration for their services to the Governing Council of the Van Leer Group Foundation. Board of Trustees expenditure 2017 relates to field visits to partner organisations and board meetings.

Personnel

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

Staffing level

During the 2017 financial year, the average number of staff employed by the Foundation, converted into full-time equivalents, amounted to 36.4 FTE; for 2016 this number was 31.3 FTE.

Subsequent events

On 1 February 2018 the remaining outstanding instalments to a partner based in the Netherlands were cancelled for a total of EUR 150,883. This is a non-adjusting subsequent event.

Approval of Financial Statement

Legal address: The Hague, 14 March 2018

Bernard van Leer Foundation Executive Director: Michael Feigelson.

Board members (in alphabetical order): Yarom Ariav, Wim Borgdorff, Steven Kaempfer, Jonathan Kestenbaum, Julia Neuberger, Robert Swaak (Chair), Jacqueline Tammenoms Bakker, Sam Worthington.

Other information

Provisions in the Articles of Association governing the appropriation of result

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

Auditor's report

Independent auditor's report

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

Report on the accompanying financial statements

Our opinion

We have audited the financial statements 2017 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 2017, and of its result for 2017 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 2017;
2. the profit and loss account for 2017; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

Basis for our opinion

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

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

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

Report on the other information included in the annual report

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

- Management report;
- Other information

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

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

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

Management is responsible for the preparation of the other information.

Description of the responsibilities for the financial statements

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

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board. Furthermore, management is responsible for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to errors or fraud.

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

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

Our responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

23 March 2018
KPMG Accountants N.V.
M. Frikkee RA

Photography

- Cover** Mother and child at home in Loreto, Peru.
Photo: Eleazar Cuadros/Bernard van Leer Foundation.
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Photo: Courtesy of Kidogo.
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Photo: Thibaut Monnier (Ayoukit)/Bernard van Leer Foundation.
- Page 11** Mother and child at home in Loreto, Peru.
Photo: Vanessa Touzard/Bernard van Leer Foundation.
- Page 12** Father and child playing in Tel Aviv, Israel.
Photo: Oded Antman/Bernard van Leer Foundation.
- Page 15** Bernard van Leer and his son Oscar in the early 1930s.
Photo: Van Leer Group Foundation.
- Page 17** Bernard van Leer Foundation's first grant in Jamaica, 1965.
Photo: Van Leer Group Foundation.
- Page 19** Baby looking out of a bus window in Lima, Peru
Photo: Vanessa Touzard/Bernard van Leer Foundation.
- Page 22** Criança Feliz programme, Brazil.
Photo: Courtesy of Criança Feliz.
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Photo: Dharitri Patnaik/Bernard van Leer Foundation.
- Page 26** IRC frontline worker playing with child in Azraq Refugee Camp, Jordan.
Photo: Courtesy of Katelin Wilton/International Rescue Committee
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Photo: Cathleen Owens/Bernard van Leer Foundation.
- Page 28** Serving porridge to supplement the diet of children in a nursery run by Muskaan, Sargam Nagar slum, Bhopal, India.
Photo: Jon Spaul/ Bernard van Leer Foundation.
- Page 29** Early childhood education orientation session about the importance of free play, for mothers and children in Kusi Warma MAPI centre, Loreto, Peru.
Photo: Eleazar Cuadros/Bernard van Leer Foundation.
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Photo: Cihan Özdamar/Bernard van Leer Foundation.
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Photo: Eleazar Cuadros/Bernard van Leer Foundation.



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