

WAR CHILD
ANNUAL REPORT
2011



Preface

In 2011, War Child was able to increase the number of children benefitting from its programmes in 11 (post)conflict areas, reaching 3.5 million people, of whom 1.8 million were children and young people.

Children in Sudan were able to overcome the perilous situation they faced in overcrowded refugee camps on the border between the north and the new south. Young people in Uganda left the war behind and started to work on their own businesses. Lebanese children and young people chose a new way forward: Peace.

War Child's impact was clearly felt in the lives of children in 2011. To have a sustainable impact, War Child increasingly focused on strengthening the social environment of children by targeting parents and caregivers, teachers, and (para)-professionals. These adults were especially targeted through awareness-raising and media activities, and also participated in workshops on child rights, and in technical skills trainings such as child-centred teaching.

War Child's strategic focus on the use of ICT and media enabled programmes to reach more people through mass media especially in Afghanistan, Lebanon, and Sierra Leone. Moreover, the Conn@ct.Now programme combined the strengths of various organisations to reach children through ICT and media; children who would otherwise be unreachable.

More partners joined War Child in 2011 to work toward a common cause. These partners, sponsors, and business friends—from one-man businesses to multinationals—did not only provide financial support, but also offered their services or products free of charge, bringing vast knowledge and expertise to the organisation.



A new corporate campaign launched in August expanded recognition and awareness of War Child's brand. The "Power of Friendship" campaign invited people to become a Friend of War Child in every way: by participating in dialogue about children in conflict affected countries, learning about and spreading the story of War Child's work, or becoming a structural donor.

Thanks to the great support of our constituency, War Child was able to increase its revenues by 25 percent and consequently increase its project activities by € 2.4 million. At War Child, we will strive to increase the reach and impact of our programmes as long as children continue to feel the effects of war. We will strive to reach those who are most vulnerable, those who did not ask to be caught up in war, those who are the future of their countries. The children.

Sincerely,

Peter Bakker
Chairman of the Board of Trustees
War Child

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Glossary of terms	
Terms used in the activity pie chart	
Basic education training	All courses for children and young people teaching basic skills such as literacy and numeracy. Most children and young people in these courses have not had the chance to attend primary schools.
Coaching/mentoring sessions	All sessions in which staff provides on-the-job guidance directly to children and youth, such as in youth club settings. This builds youth capacity to organise own activities, such as community theatre.
Equipment	All children and young people that benefit from the provision of equipment, such as sports kits, or small business start-up kits.
Exchange action	Capacity building activity in which groups or committees of children or young people meet each other to exchange views, thoughts and skills, such as a school or community exchange.
Life skills course	All courses for children and young people to enhance their ability to cope effectively with the demands and challenges of everyday life (such as communication, social interaction, dealing with emotions and self-confidence).
Lobbying	Children or young people take action to lobby for their rights by influencing decision makers, mobilising local and national government officials, and influencing the development, implementation, and monitoring of laws and policies at local, national, and international levels, upholding children's rights and enhancing their psychosocial well-being.
Vocational or other skills training	Children and young people are trained in vocational skills, such as carpentry, agriculture, sewing, or business skills such as loans and savings. These children and young people are usually unable re-enter regular schooling, and are given the opportunity to start a small business and make an income for themselves.
Public campaign or media activity	Activities that raise awareness and change beliefs, intentions, attitudes, and harmful norms and practices in communities, and society as a whole, such as radio broadcasts, press releases, or newspaper articles.
Recreative activity	All activities which allow children and young people to release tension, be active and have fun, like sports or dance. Participating in these events provide both an opportunity for children to express themselves, and a sense of normalcy after a conflict.
IDEAL methodology: a theme-based creative life skills programme for various target groups:	
IDEAL	In a series of workshops children and young people develop life skills and strengthen their psychosocial well-being. I DEAL consists of theme-based modules about emotions,

	conflict and peace, relations with peers and adults, and the future.
Parents DEAL	Parents groups run parallel to the I DEAL groups and are for caregivers of I DEAL participants. The parents participate in groups separate from the children they care for, and discuss themes such as child development, parent-child relations, friendship, and conflict resolution.
BIG DEAL	This workshop cycle addresses topics that are of particular concern or interest to an older age group (adolescents and young adults) such as gender relations, rights and responsibilities, and leadership skills.
She DEALS	This workshop cycle focuses on topics particularly relevant to girls and young mothers such as parenting skills, child development, and relations with peers and men.
Life skills	Adaptive and positive behaviour that enable individuals to cope effectively with the demands and challenges of everyday life (such as communication, social interaction, dealing with emotions).
Livelihood skills	Essential skills for young people to create a means of economic support or subsistence (such literacy and numeracy, vocational skills, ICT and media skills).
Other terms	
Advocacy	Activities to positively influence duty-bearers at local, national and international levels to protect, respect, and fulfil children's rights. Target groups are state actors; parents and caregivers; (para) professionals; civil society organisations; donors; and actors at the international level (e.g. UN). Common activities are: monitoring and reporting on child rights violations, public campaigning, and awareness events in communities and through various media.
Capacity Building	Building the skills of local actors to fulfil the rights of children. These actors include parents, caregivers and other key adults; (para) professionals, such as teachers and counsellors; services and structures such as School Committees; local (partner) organisations, and government actors (local, district, and national public officials). Common capacity building activities are: training; (on-the-job) coaching and mentoring; the development of policies, guidelines and tools.
Direct services	Activities that directly address gaps in the fulfilment of children's rights, implemented for children and young people, such as: life skills courses for children; basic education activities; (recreative) events; case management and referrals; and the establishment of (child friendly) community spaces.
Expatriates	War Child employees working in a country of which they are not a citizen.
MFS II	Medefinancieringsstelsel II is the Ministry of Foreign Affairs grant framework for Dutch civil society organisations.

CHAPTER 1 WAR CHILD'S WORK

Introduction

The Arab Spring dominated the news in 2011. The successes of the consecutive revolutions also had a down side—many children were forced to flee their homes, were exposed to bombings and shootings, saw the destruction of their homes and schools, and experienced the loss of family members.

The outbreak of these new conflicts prompted War Child to reflect on its ability to respond to emergent crises, and to take steps to integrate rapid response interventions into its programme portfolio. War Child will begin activities in Libya, and for Syrian refugees in Lebanon, in 2012.

Children living in the countries already targeted by War Child continued to suffer from conflict and violence. The independence of South Sudan led to a renewal of violence along the new border, and massive population movements. The Palestinian Authority's request for full membership status in the United Nations resulted in increased tensions between Israel and the occupied Palestinian territories. The assassination of multiple prominent government officials engaged in peace negotiations clearly indicated that the war in Afghanistan is far from over. In other countries poverty, entrenched corruption, and the fragile rule of law regularly laid the groundwork for violent clashes.



Reach

In 2011, War Child's programmes reached 3.5 million people of which 1.8 were children (15 and under), and young people (16 - 24) in 11 (post) conflict areas. By protecting them from violence, providing psychosocial support, and facilitating access to quality education, War Child enhanced their resilience and enabled these children and young people to shape their own future. Parents, teachers, social workers, volunteers, and local leaders engaged in a wide range of activities, enabling them to positively interact with children, fulfil their responsibility towards children, and provide the support they need to fully develop into healthy adults.

1.1 War Child's mission, ambition, approach, and identity

Mission statement

We believe no child should be part of war. Ever. Children have the right to grow up in peace, free from fear and violence. To develop their full potential and become the person they want to be. War Child makes a lasting impact.

By protecting children from violence and offering psychosocial support and education. We unleash the children's inner strength with our creative and involving approach. And inspire as many people as we can to participate in our cause. Together we can change the future.

Ambition

War Child's ambition is to reach beyond its own limitations by actively cooperating and sharing its approach with as many other organisations as possible working with and for children in conflict areas. Through cooperation, War Child will not only be able to reach more children, but will also be able to reach children who would otherwise be "unreachable". By 2015 War Child will reach three million children and young people in (post)-conflict zones. One million of these children and young people will be actively involved, while another 2 million are reached indirectly.

Approach

War Child's engaging approach consists of creative methods such as drama, music, sports, media, information and communication technology (ICT), and games that allow children to participate actively in its programmes. Through its field offices working directly with children, adults, and communities, War Child maintains a strong connection with the conflict areas in which it works.

Identity

War Child is an independent and impartial international non-governmental organisation investing in a peaceful future for children affected by armed conflict. War Child empowers children and young people while enabling adults to bring about positive and lasting changes in their lives. War Child supports children regardless of their religion, ethnicity, social background, or gender.

1.2 Evaluation of strategy and objectives 2011

Children in overcrowded IDP (internally displaced people) camps in Kosti, Sudan, have been able to engage in positive learning activities in War Child's safe learning spaces, enabling them to cope with the dramatic changes in their lives. Young people in Uganda have gained skills in carpentry, sewing, welding, or other vocations, enabling them to start new lives after the war. Children and young people in Lebanon have educated their peers on the importance of peace and tolerance, and the need to work together to make changes in their divided country. War Child's impact has been clearly felt in the lives of children in 2011.



War Child's ambitious Strategy 2015 consists of four strategic objectives:

- A. War Child achieves tangible impact through the social activation of all stakeholders.
- B. Replicable models and innovation are used throughout the organisation.
- C. Independence is generated through diversified marketing and fundraising, as well as consistent and inspiring communications.
- D. War Child has an empowered international network.

Throughout 2011, War Child performed well in relation to its strategy, both in increasing its impact in the lives of children and young people, as well as in overall income which is in line with its multi-year budget.

Highlights regarding 2011 strategy and objectives

- War Child's Conn@ct.Now programme combined the strengths of various organisations to reach children through ICT and media who would otherwise be unreachable. The programme is running in Burundi, Colombia, South Sudan, Sudan and Uganda. As partners in the programme, Child Helpline International, Free Press Unlimited, TNO, and T-Mobile collaborated to integrate ICT and media into their programmes.
- A successful collaboration with the Dutch radio station Radio 538 resulted in a week of fundraising activities in thirteen cities in The Netherlands. With the revenues, 54,000 children in conflict affected areas could be reached. The initiative will be repeated in 2012.
- War Child launched a school musical for primary schools in the Netherlands called 'Voor kids gaat de zon op'. Around 2,000 schools (almost a third of all Dutch primary schools) performed the musical, reaching 500,000 children and 100,000 adults.
- A new and 100% sponsored corporate campaign (The Power of Friendship) contributed to visibility of War Child's core message on tv, radio and in online and printed media. The total reach will be in known in 2012, but it's already clear that the campaign reached its target of two million people;
- War Child's participation in a high level seminar on the recruitment of children by armed forces at the International Criminal Court, confirmed War Child's status as an internationally recognized expert on psychosocial support, and strengthened its global advocacy agenda.
- After an incidental decrease in 2010, War Child generated an increase in funding from diverse sources: the Dutch Ministry of Foreign Affairs (MFS II programme), the Dutch and Swedish Postcode Lottery, and private donations.

Lessons learned

In relation to strategic objective A, War Child has seen an increase in new projects, activities, and income, reaching more children than before. Political changes in some countries limited the impact that War Child projects had on the lives of some children.

For example, a number of projects were affected by the independence of South Sudan which caused mass population movements across the new north/south border. Many children and young people who had been participating in War Child activities in the north left the area to move south before the project ended. The projects continued with new target groups.



In the project "Building a Future for Children and Youth Affected by Conflict" in Colombia, War Child focused on strengthening psychosocial support and protection networks in both the prevention of recruitment, and the re-integration of children and young people formerly associated with armed groups. The evaluation of the project indicated that better collaboration amongst distinct stakeholders is needed to improve the prevention of recruitment of children by armed groups. In response to this recommendation, War Child initiated a dialogue on the prevention of recruitment with a number of key stakeholders including local and national authorities such as the Colombian Institute for Family Welfare. By sharing its knowledge and experience, War Child also contributed to strengthening the official Colombian prevention and response

mechanism. This is a set of services, legal instruments and actions to prevent child recruitment and respond to it, in line with the national Colombian child protection policy.

In relation to strategic objective B, War Child's strong growth in 2011 also had consequences for the organisation. The many innovative ideas generated throughout the year could not all be implemented due to a shortage of capacity. Therefore, War Child sharpened its innovation strategy ensuring that capacity is available to complete these innovative projects.

In relation to strategic objective C, and following its stringent low cost policy, War Child closely cooperated with many sponsors who offered their services or products free of charge. These external parties add vast knowledge and expertise to the organisation. However, these relationships also create dependency. By engaging in long term partnerships with organisations such as ASN Bank, Microsoft, Radio 538, and T-Mobile, amongst others, War Child is able to secure its long term income.

1.3 War Child programmes in 2011

In 2011, War Child programmes realized its plans in terms of reaching children, youth and the community members around them. In 2011, War Child reached 3,552,055 people of whom, 1,790,887 were children and young people. The reported number of people reached is almost double that of 2010 due to:

- € 2.5 million growth in project expenditure, translated in an increase in project activities;
- War Child's strategic focus on the use of ICT and media enabling programmes to reach more people through mass media especially in Afghanistan, Lebanon, and Sierra Leone;
- the implementation of a new project administration system accurately recording activities and participants.

Total number of participants and people reached

Year	2011	2010
Active participants*	419,815	194,807
Indirect beneficiaries**	444,723	1,340,589****
Otherwise directly reached***	2,687,517	
Total	3,552,055	1,535,396

* 'Active participants' are those children, youth and adults that are directly participating in a War Child activity, or the activity of a (War Child funded) partner organisation

** Indirect beneficiaries are 'secondary' beneficiaries of a War Child activity. For example the children that are attending the classes of trained teachers or the children of the parents involved in parents DEAL.

*** This category entails those that are directly reached by the activity, but not participating in the activity itself. For example people reached through theatre performances, lobby activities, awareness-raising, and media

**** In 2010 these two categories weren't separated

Children, young people, and adults in War Child's programme

	Children and young people	Adults
Active participants	314,158	105,657
Indirect beneficiaries	325,009	119,714
Otherwise directly reached	1,151,720	1,535,797
TOTAL	1,790,887	1,761,168

Of the 419,815 people who actively participated in War Child programmes, the majority were children and young people; 2,687,517 people were otherwise directly reached, more than half of them were adults. To have a sustainable impact on children's lives, War Child increasingly focused on strengthening the important actors in the social environments of children, such as parents and caregivers, teachers, and (para) professionals. These adults are especially targeted through awareness-raising and media activities, and participated in workshops on child rights, and technical skills trainings such as child-centred teaching.

Indirectly reached

War Child's programmes indirectly reached 325,009 children and young people, and 119,714 adults. They benefitted from activities implemented by others who had actively participated in War Child's programme; for example, the students of a teacher trained by War Child in child friendly teaching methods, or children and young people educated by a peer-educator who was trained by War Child.

Children, young people, and adults per project country

	Active participants		Indirect beneficiaries		Otherwise directly reached		Total
	Children & Young people	Adults	Children & Young people	Adults	Children & Young people	Adults	
Afghanistan	3,870	323	0	400	202,205	50,125	708,048
Burundi	17,997	465	609	2,517	1,419	4,515	27,522
Colombia	18,465	4,366	13,480	107	7,585	14,414	58,417
Democratic Republic of Congo	15,786	16,164	13,721	0	2,851	2,275	50,797
Israel/occupied Palestinian territories	12,934	10,645	43,322	11,356	69,514	11,386	159,157
Lebanon	3,775	1,522	336	96	213,556	423,978	643,263
Sierra Leone	20,917	5,687	2,779	463	612,810	563,862	1,206,518
Sri Lanka	30,391	17,506	18,915	23,905	24,065	7,398	122,180
Sudan*	85,047	12,576	58,095	64,978	17,715	6,719	245,130
Uganda	104,976	36,403	173,752	15,892	0	0	331,023

* includes figures from both Sudan and South Sudan

Children, young people, and adults per programme line and type of activity

	Child protection	Psychosocial support	Education	Total
Direct services	137,965	707,299	205,008	1,050,272
Capacity building	119,734	42,300	195,208	357,242
Advocacy	1,463,188	655,282	26,071	2,144,541
Total	1,720,887	1,404,881	426,287	3,552,055

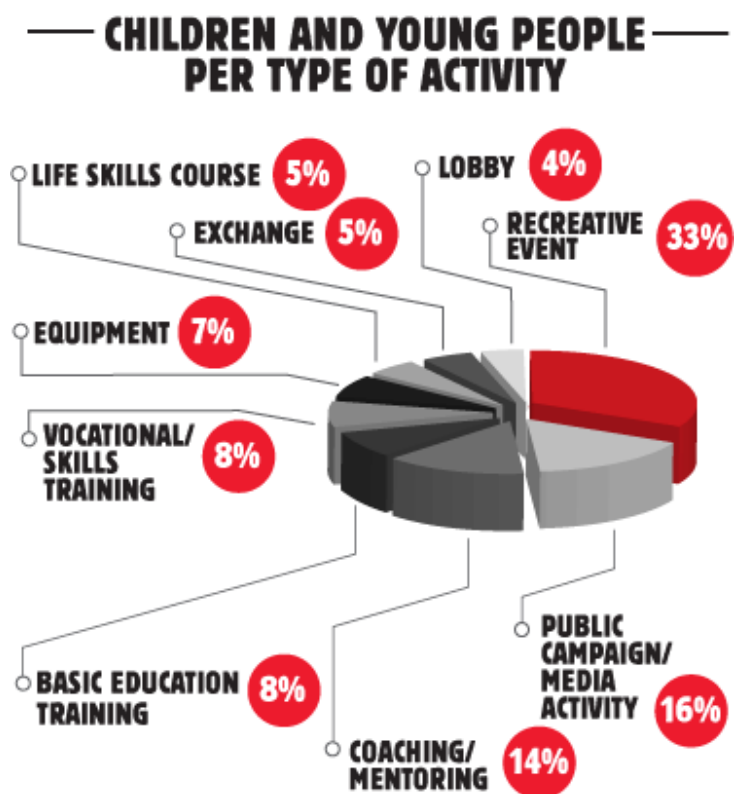
See glossary for explanation of terms.

The majority of children, young people, and adults who benefitted from direct services were reached through psychosocial support activities such as life skills courses, or recreative events; 20 percent benefitted from educational activities such as vocational training, numeracy and literacy classes, accelerated education, or teacher training; and 13 percent benefitted from activities in child protection programming such as individual case management, or training in child rights.

More than half of the children, young people, and adults involved in War Child activities are reached through advocacy activities ranging from media programmes to awareness-raising events. A smaller number, consisting predominantly of children and young people is reached through high-intensity activities such as capacity building and direct services.

Of the more than 300,000 children and young people who actively participated in programme activities, 33 percent took part in recreative events such as sports events; 16 percent in public campaigns such as child parliaments, theatre plays, or awareness-raising events; 14 percent benefitted from coaching or mentoring; and 16 percent participated in educational activities such as literacy and numeracy classes, and vocational training. For a complete overview, see the pie chart.

Conflict affects each child differently: children themselves can develop the skills to overcome effects of conflict in their lives. In 2011, 21 percent of children participating in War Child programmes worked to improve their own psychosocial well-being by developing their ability to work together, care for and help others, and resolve conflicts. Another 17 percent improved self esteem, self-confidence and ability to express themselves freely.



- Active participants only
- Data from Democratic Republic of Congo is not included
- See glossary for explanation of terms.

In War Child programmes, 18 percent of children and young people participated in training on child rights, improving their ability to protect themselves and their peers from corporal punishment, and sexual and domestic violence. Of these children, 14 percent have been involved in protecting themselves and their peers through child rights clubs, and theatre activities. In addition, 20 percent of children participating in War Child programmes learned to read or write, or participated in vocational training to become motorcycle mechanics, hair dressers, carpenters, tailors, or masons.

1.3.1 Trends and highlights of 2011

War Child's strategic ambition is to be active in approximately half of the conflict or post-conflict countries in the world, or work with the children and young people who have been displaced from these countries. An assessment to select new target countries was carried out in 2011, resulting in a short list (Libya, Iraq, and Myanmar) that will be further explored in 2012.

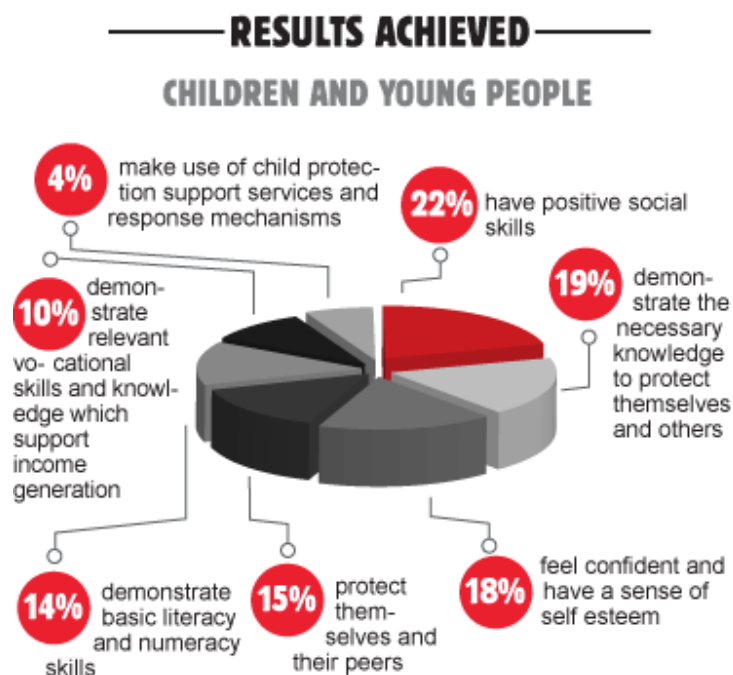
Innovation, ICT and media

ICT and media play an important role in War Child programmes and methodology enabling War Child to reach more children and young people, and increase access to information for those groups living in remote areas. The Conn@ct.Now programme, emphasising the use ICT and media, began in 2011. A number of other pilot projects using ICT and/or media also began in 2011, such as:

- E-learning using laptops for primary school children in Sudan. Pilot activities were carried out in one village resulting in the need for further curriculum development and testing;
- Connect.Teaching—improving the quality of instruction by providing resources to teachers to use in the classroom through tablet technology. The content of the tablets is under development and preparations are currently underway to pilot the project in South Sudan. Thus far, the initiative has been very well received by local partners and authorities;
- Project reporting using an online tool in Afghanistan. Children, young people, and staff used video, audio, and photography in addition to the traditional written reports, to document the results of War Child programmes.

Two main challenges arose in these projects:

- War Child will have to improve the way in which results of innovative projects are measured to be able to evaluate whether these projects reach their results more efficiently and effectively than more traditional intervention methods.
- The regions where these projects are implemented generally lack electricity and internet connectivity. War Child and partners are exploring alternative tools and equipment to be able to implement ICT projects in



- Data from Democratic Republic of Congo is not included

these regions.

The DEALS

The life skills programme, "The DEALS", developed by War Child, remains one of War Child's core activities. The combination of the different modules, each focusing on a single theme but building on one another, and the use of play and games, has proven successful. In the Democratic Republic of Congo (DRC), for example, the combination of BIG DEAL (for young people 12-18 years old) with vocational training resulted in the successful social reintegration of the participants. Participants in an I DEAL group (children 8-12 years old) who were out of school in northern Uganda, all returned to school after finishing the programme.

National and global advocacy

Advocacy has increasingly become an integral part of War Child's programming in order to realize structural changes in society beyond the lives of individual children and their immediate environments. In line with War Child's participatory approach, children themselves play an important role.

Country portfolio developments

- Having been operational in Sierra Leone for 10 years, War Child decided to phase out its activities in the country by 2013. In 2011, in accordance with the country exit strategy, the programme began to downsize by reducing project staff, closing field offices, and intensifying its capacity building of local organisations to ensure their ability to continue implementing quality programming for children in Sierra Leone.
- In 2011, War Child explored the possibility of engaging in emergency response interventions; projects that are quickly set up to meet urgent needs in conflict areas. Safe spaces were developed in IDP and transit camps in Kosti, on the new border between Sudan and South Sudan.
- With the independence of South Sudan in 2011, War Child is working towards establishing an independent office there, while maintaining its existing office in Sudan.
- War Child also began to discuss a partnership with organisation Dan Church Aid to implement a child protection and psychosocial support project in Misrata, Libya in 2012.

1.3.2 Impact measurement and capacity enhancement

Monitoring outputs

In 2011, War Child introduced a project administration system to better record beneficiaries and

In South Sudan young people (12-18) have been making movies about child rights violations in their communities. Through a variety of formats such as filmed statements, interviews, testimonials, and video dramas, the young people made short movies about a problem in their lives, and proposed a solution. These movies were shown to chiefs, elders, and community members and discussed afterwards.



This innovative use of media technology was shown to be very effective in facilitating peaceful dialogues, addressing community conflicts, and promoting tolerance in communities. In South Sudan, the methodology has proven effective in mobilising wide-spread community participation, prompting War Child to extend the use of this methodology into other Conn@ct.Now project areas. The approach will be formally evaluated in 2012 and subsequently replicated in other countries.

participants, project activities, and costs. Projects are entered into the system described on a four-part scale. Updated output information—such as the type of activity, and number of participants—is entered regularly for each project, making it possible to monitor the progress of projects over the course of the year. Outcome information—the effect that the project has on the lives of beneficiaries— is also recorded in the system, allowing War Child to evaluate the effect of projects on children’s lives over time.

In order to verify the quantitative data produced by the system, War Child involves children in qualitative research. Through activities such as role playing games at the beginning of the project, local teams are able to make an initial observation of the children participating that can be used as a starting point to measure children’s progress throughout the project for example, a child’s ability to speak in front of a group (to measure self-confidence), ability to interact with his or her peers in social settings, or knowledge of children’s rights.

Effectiveness and sustainability

In order to continuously improve programmes, results were evaluated both internally and externally, at the mid-point and end of each project in terms of effectiveness and sustainability. Both qualitative and quantitative information was collected through observation, interviews, and focus group discussions involving all programme stakeholders. The operational systems of the project—finances, human resources, and efficiency – are also evaluated. In addition to War Child’s own programme evaluations, other (partner) organisations, including donors, governments, schools, and communities audit and report on War Child’s results.

Learning and accountability

Indicators that accurately signify positive and long-lasting changes in children’s well-being can be very subjective, difficult to quantify, and vary with culture. Therefore, War Child cooperates with other international non-governmental organisations (NGOs), universities, and relevant networks, such as the Inter-Agency Network for Education in Emergencies (INEE), to further develop instruments and tools to evaluate its programmes.

Evaluation I DEAL 2011-2013

I DEAL is a psychosocial life skills programme for children and young people who grow up in (post) conflict areas. Through I DEAL, children learn to cope with the stress in their daily lives, regain their confidence and trust. Children participate in music, dance, drama, and games in weekly workshops. In 2010, children in Northern Uganda evaluated this programme themselves. They examined whether they had reached the goal they had set for themselves before starting the programme, and if IDEAL had contributed to their achievement.



After this pilot evaluation, participatory monitoring and evaluation (M&E) tools for I DEAL were tested and revised in most of War Child’s project countries (with the exception of Afghanistan where I DEAL is not implemented, and Sri Lanka where I DEAL implementation will start in 2012), revealing that the documentation of evaluation results needs to be improved. Additional emphasis will be placed on the systematic documentation of results during upcoming refresher trainings and learning events for DEALs facilitators in order to embed the practice.

Evaluations

Six external project evaluations (Colombia, Democratic Republic of Congo, Israel and the occupied Palestinian territories, Sudan, and Uganda) were carried out in 2011. The results of three evaluations are highlighted in paragraph 1.4. In general, the outcomes of these evaluations were positive, and the projects found to be highly relevant and effective. Some of the lessons learned across the evaluations include the need to:

- Strengthen the planning, monitoring, and evaluation capacity of local partner organisations. This will be an explicit part of partner contracts in the future;
- Address the danger of technical and/or financial dependency of partners on War Child. War Child's partners will be trained in fundraising and War Child methodology, to prevent dependency.
- Enhance the success of "The DEALS" life skills programme by combining it with additional skills training, such as vocational training, literacy and numeracy classes, or accelerated education, and thereby enhancing the motivation of young people participating in the programme. The 2011 external evaluation of War Child's vocational training programme in the Democratic Republic of Congo highlights the potential for effective livelihood training to contribute to regional security and peace. The evaluation revealed that War Child's vocational training programme had contributed to sub-regional security (...) by supporting young people who could otherwise be vulnerable to recruitment by armed groups and forces.

1.4 Project cases

Three projects from three different War Child programming areas. Together they illustrate the kind of work that War Child focuses on to realise our mission.

1.4.1

CHILD FRIENDLY SPACE KOSTI SUDAN

Conflict and consequences

After decades of conflict with the north, South Sudan became an independent country in 2011 forcing many people living in the north to move to the south. The town of Kosti turned into a key transit point for returnees. It is estimated that 80 percent of returnees have passed through the 'Way Station', the camp providing shelter in Kosti. The initial capacity of the camp was 800 people, but there are now an estimated 20,000 occupants. The wait to cross the border is often six months.

Project targets

War Child's Child Friendly Space (CFS) provides children and young people with a safe space to play, develop, and learn, ensuring that children and young people on transit to or from South Sudan benefit from protection, education, and psychosocial support.

Project information

- Name of the project: Child Friendly Space, Kosti
- Duration: From December 2010 onwards
- Location: Kosti, Sudan
- Partner organisations:
 - Plan Sudan
 - Fellowship for African Relief
- Target groups: Children ages 4-18 living in the Kosti Way Station
- Budget for 2011: € 87,600
- FTE:
 - Expat: 1
 - National staff: 10

Project design and activities

Activities in the CFS include:

- Life skills enhancement and psychosocial support activities through games, sports, cultural activities, roles plays, and art;
- Basic literacy and numeracy activities;
- Information sharing about returning;
- Advocacy activities to prevent family separation;
- Mini child-rights campaigns.

Evaluation

An external evaluation revealed that the CFS is fulfilling its broad objective to provide a safe and stimulating environment, resulting in impressive outcomes for children. Children spoke repeatedly about positive changes in their lives in the areas of:



1. Friendship and forming relationships: One of the key changes children experienced as a result of participating in the CFS was increased friendship. The psychosocial importance of friendship for children, particularly in a difficult environment such as the Way Station, cannot be underestimated. As one boy said, "If I have no friends, I have no hope in life."
2. Child rights: Girls enjoyed the same access to the CFS as boys, not common in a country like Sudan. Girls' experiences in CFS activities were predominantly positive. Children stated that being taught and not beaten is one of their main positive feelings in the safe learning environment. One older boy said, "Before, my teachers used to beat me, but not here." Another boy confirmed that: "Here the children listen and pay attention not because they are afraid of the teachers, but because they like them."
3. Risk awareness: The CFS protects children from the many risks they may face at the Way Station. Most mothers are busy providing food and water, and fathers are working to try and earn what little money they can, leaving children with no caretakers. The Way Station is full of snakes and scorpions; the river and a main road are also risks to unsupervised children.
4. Learning and improving skills: The educators and staff have succeeded in creating a stimulating, participatory, and supportive environment in the CFS. However, large numbers of children with different levels of education in each class, and the creativity-draining environment of the Way Station, make it challenging to maintain a positive environment.
5. Tolerance of children from other backgrounds: There are several different southern tribes temporarily residing at the Kosti Way Station. Young people from the CFS formed a youth group to address tribal and cultural issues through drama, songs, and open discussion.
6. Emotional wellbeing, confidence, and hope: Children arrive at the Way Station feeling very confused and anxious about the journey on which their families have embarked. As children join the CFS they make

friends, meet friendly educators, and participate in activities that help them cope with their anxiety, relax, and learn.

The CFS fulfils the essential function of providing normalcy to children who find themselves in a foreign place with nothing to do. At the CFS children can be happy, make new friends, learn new skills, and feel safe.

Lessons learned

Areas identified for improvement:

- The quality of learning: Class size can range from 60 to 300 children as numbers reduce with the departure of barges to South Sudan, and then rapidly increase with new arrivals. Efforts to work with other partners to address this issue have intensified. The group of educators has also received training in active learning methods to deal with

bigger groups of children. The establishment of an additional CFS is also being explored for 2012.

- The level of community participation: Using the CFS as a means of mobilising the community has been somewhat challenging due to the transient nature of the Way Station community.

- Managing children's unrealistic expectations of the south: Parents give their children the message that they are going to their homeland, to a place where everything is fine. As this is far from true, the reality of the situation can be a shock for children when they arrive. To address this, War Child has involved returnees who have been to South Sudan to lead awareness-raising sessions with children and young people, showing them a more realistic picture of what they should expect via photos and other media.

- Access: Around 40 percent of the children in the camp visit the CFS regularly. Access is particularly challenging for those who live further away from the CFS or outside the camp fence. War Child educators inform all parents about the CFS and the services available.

“Children that were scared of the new environment, scared of things they have seen, have changed by the time they leave. They are confident; you can see in their faces that they are different. Children feel safe and happy here, and over time, this makes an enormous impact on their well-being. It's hard to measure psychosocial impact, but you can see the emotion, the joy, when they leave for the south.”

Maha Adam Gamaa, War Child's CFS Coordinator in Kosti



1.4.2

BUILDING SKILLS, CHANGING FUTURES UGANDA

Conflict and consequences

A bloody conflict between the Ugandan Army and the Lord's Resistance Army (LRA) rebel group raged for 20 years in northern Uganda. Children and young people suffered heavily from conflict violence, insecurity, and displacement. The conflict had a significant impact on the psychosocial well-being of many children; other children had to fight as child soldiers, or were neglected for years. Their right to access quality education was, and continues to be, violated.

Project targets

To enhance the capacity of young people in northern Uganda who missed out on education or lack future opportunities due to the war, War Child provides access to non-formal education, life skills and vocational

training, and resources.

Project design and activities

Participants take part in the following package of activities:

- Non-formal education: basic reading, writing, and math, and a starter's course in entrepreneurship and business management;
- Life skills training: dealing with emotions, social relations, and conflict resolution;
- Vocational training: young people are trained to become masons, plumbers, ICT technicians, hair dressers, or tailors.

Researching new market opportunities, monitoring market prices, and purchasing raw materials is an ongoing part of the program.

Evaluation

The numbers of project participants are as follows:

- 765 young people completed a full course of life skills training, village savings and loans training, and business skills training.
- 784 parents participated in parent working groups providing support and encouragement to the children in their care to become self-sufficient;
- 177 young people completed a full package of vocational training in different skills (carpentry, hair dressing, tailoring, etc.). Many of them are already working independently, or are employed by local businesses.
- 575 young people have undergone on the job training in raising poultry, motorbike repair, or horticulture, and have received a start-up package (containing tools, seeds, or chickens). Almost all participants are starting to make a living from their trade. The training has also inspired many to engage in other small business opportunities.

Project information

Name of the project: Building Skills, Changing Futures

Duration: 36 months

Locations: Eight sub-counties in Amuru, Gulu, and Kitgum Districts

Target groups:

- Young people (14 - 24), including: young people with disabilities, heads of household, sex workers, young people who have formerly been abducted, young people out of school, and young mothers
- Primary school children
- Business owners, members of agricultural cooperatives, and agribusiness companies

Partner organisations:

- African Revival
- Echo Bravo!
- Gulu Youth Development Association (GYDA)
 - Restoring Northern Uganda (Respond ReNU)
- Budget for 2011: € 999,844
- FTE:
 - Expats: 2 (10 percent each)
 - National staff: 19 (full time)

Planned versus actual numbers (October - end 2011)

Activity	Planned			Actual		
	Children	Young	Adults	Children	Young	Adults
Life skills		960	960		765	784
VSLA/business		960			765	
Long term vocational training		150			177	

Short term vocational training		285			575	
School agriculture club and bee keeping club	100		50	300		55
Apprentices		60			50	

Total actual beneficiaries: 942 young people, 300 children, 839 parents/adults

Market assessment

A market assessment was undertaken to identify gaps in the market and ensure the market viability of the vocational skills gained by the participants. Market resource centres—library-like centres equipped with machines and tools—are in the process of being established to further support the young entrepreneurs.



Photography: Folkert Rinkema

School gardens and beekeeping

School gardens and beekeeping facilities were implemented in five schools. The gardens are used for education, as well as additional food for the school. One hundred beehives were provided and participants were trained and coached in beekeeping. The beehive projects are connected to local farmers' cooperatives to increase access to buyers and trade networks.

Video diaries

Monitoring and evaluation of the program is largely done by the participants themselves through video diaries. Throughout the course of the programme, young people capture their experiences on video.

Afterwards the videos are screened and dialogue takes place in which participants identify the lessons learned, discuss solutions for the challenges they face and generate support for the project. The pilot was successfully completed and will be fully integrated in the project from 2012.

“We are improving our hair dressing skills daily thanks to the great lessons we are following. We are getting more knowledge from the organisation; if we are outside (the programme) we can work for our better future.”

Susan (25) is a single mother. She is in the hair dressing project.



Lessons learned

There is a need to invest further in literacy and numeracy training, a recommendation which has been taken up in a follow-up project.

Resources for following-up with individual participants in the year after they completed the programme had not been foreseen in the original project design. Despite this oversight, War Child provided the necessary resources to ensure the long term success of the project.

The process of selecting the participants during the first round of the programme left room for misunderstandings and false expectations among some of the participants; the process has been revised for the second phase of the project (2012).

Future

After a successful first year (out of three), a follow-up proposal was submitted to expand the project into other areas, such as Pader, Agago, Acholi Land, Alebtong, and Otuke. The proposal incorporated the lessons learned from the pilot phase of the project.

1.4.3

PEACE BEYOND FEAR LEBANON

Conflict and consequences

A multifaceted ethnic, religious, social, and geopolitical conflict is taking place in Lebanon. The conflict includes a sectarian struggle between 18 religious groups for political power, and social and economic development. The conflict is an on-going threat to the social and psychological well-being of Lebanese children and young people, with the ever-present fear of a future armed conflict resulting in increased frustration and aggression. Growing ethnic and religious antagonism and the indoctrination of children and young people by political parties increases the risk of children and young people becoming involved in the conflict.

Project targets

This project provides 60 children and young people, organised in six Youth Clubs in 2011 spread across five regions of Lebanon, with the necessary tools and skills to become agents of change and reduce the spread of violence in their environment. Reducing the spread of violence starts with activities targeting the

Project information

- Name of the project: Peace Beyond Fear
- Duration: 2011-2014
- Locations: North and South Lebanon, Bekaa, Beirut and Mount Lebanon
- Target groups in 2011:
 - o 600 children and young people;
 - o 100 parents;
 - o General population living in the geographical areas of the programme.
- Partner organisation: The Sustainable Democracy Centre (SDC)
- Budget for 2011: € 40,010 (in addition, SDC received co-financing from the Norwegian Embassy for this project). Budget 2012 – 2014: € 352,105 (from 2012 – 2014, this project is funded by the Liberty Foundation).
- FTE:
 - o Expats: 1 (10 percent)
 - o National staff: 3 (full time), 6 (20 percent each)
 - o Volunteers: 5

participants themselves, after which they expand their initiatives to schools (peer-to-peer learning), their own families, and the wider community. As strong catalysts embedded in their communities, these Youth Clubs have an impact at different levels in society by organising six outreach events per year, organizing four outreach events, five inter-communal and intergenerational dialogues reaching approximately 900 individuals from different religious and social backgrounds. Through a mass media campaign and new social media tools (Facebook, blogs, etc.), up to 408,000 people per year will be reached.

Sunni, Christian, Shiite, Druze, and Palestinian young people come together promoting dialogue, acceptance, and understanding of “the other” across Lebanon. They also carry out peace-building initiatives such as analysis of Lebanon’s past conflicts and the role of the media, a simulation of a transitional justice process, and dialogues with their parents, community leaders, and decision makers.

Evaluation

Sustainable Democracy Centre (SDC), one of War Child’s partners in Lebanon, supported six Youth Peace Clubs, and conducted two training courses promoting reconciliation and coexistence. Members of the Youth Peace Clubs received training on identity, respect for diversity, acceptance of pluralism, integration and segregation, peace-building practices, and conflict resolution. As a result:

- Young people independently designed and implemented outreach events promoting a culture of peace such as a football day entitled “Participation and Peace”; produced documentaries and videos reflecting the ideas and experiences of young people in Lebanon; and set up a street stand for awareness-raising in the centre of Beirut;
- Young people voiced their aspirations and concerns with their parents and family members in personal talks;
- Young people took part in national and international forums to discuss a culture of peace;
- Using social media, a dialogue took place between different sectarian and political factions through the young people’s blog, their own electronic newsletter “Nasharneha” distributed in Arabic and English (2,000 recipients), and the Facebook page of SDC.

Thanks to a very effective use of new media and other visibility tools (such as networking with TV stations, newspapers, etc) the Peace Beyond Fear project, in collaboration with War Child, has been able to reach for awareness raising purposes 408,000

individuals across the country including children, youth, parents, local community-leaders and decision-makers.



Photography: Pep Bonet/NOOR

Improvements

War Child and SDC further explored communication tools for the youth clubs to provide them with a platform from which to participate in public dialogue and influence decision makers. As a result, an e-newsletter was developed to give youth club participants the chance to express themselves and disseminate information on the clubs’ activities at national and international levels.

At the same time, the War Child team in Lebanon learned the importance of visibility and communication, especially through social media, from SDC:

- Facebook: in order to raise awareness on topics such as child labour;
- SMS campaign: 100,000 text messages were sent out to the general public in Lebanon to raise awareness on the importance of education for working children;
- Participation in TV talk shows on the situation of children in Lebanon
- The dissemination of a TV advertisement.

Future

As from 2012, War Child will incorporate its theatre for advocacy programme, “Performing for Peace,” into the Peace Beyond Fear project. The members of the youth clubs will identify a topic of their interest and create a theatre play around it, to give them a stage—literally— to speak out and perform their message of change. After the performance, an experienced facilitator will lead a discussion with the audience and the actors about the topic of the play. All of the interactions and discussions will be documented to allow for the proper dissemination of these events to the wider public, as well as an evaluation and impact assessment. Furthermore, the number of Youth Peace Clubs will expand to fifteen over the next three years, increasing the reach of the project.

Planned versus actual numbers of children, young people, and adults reached

	Planned	Actual
Children and young people	269	481
Children and young people reached through media	1,700	212,940
Adults	45	47
Adults reached through media	48,000	408,021

The explanation for the increase in the actual number of participants reached in comparison with the planned number is that through the cooperation of school principals, youth clubs, and partner organisations, an unexpectedly high number of young people were attracted to the project. Moreover, 2011 saw an increase in media coverage; television was extensively used in awareness-raising due to the close cooperation with the ministry of information. The increased use of social media by young people participating in the project contributed to increasing the number of beneficiaries reached.

JEROME AND MARY MAKE A CHANGE

War after war has been fought in Lebanon’s volatile past and for Lebanon’s young people, enough is enough. That is why Jerome and Mary (both 14) participated in SDC’s summer camp. Children and young people from various backgrounds came together to meet, discuss, and understand each other’s cultural backgrounds, values, and opinions. They returned home to tell as many of their peers as possible what they can do to change the future; to spread the message in every corner of the divided country of Lebanon that “We don’t listen to politicians who say we should fight with the other.” An interview with two young people on a mission.

How do you experience the differences in your country?

Jerome: I live in a village in the mountains where mainly Christians live. They don't really tolerate other religions, everyone is a Christian. Muslims are living in a nearby village. They say that 80 percent of Muslims have weapons at home.

Marie: Yeah, they also say that weapons used to be distributed by the political parties because there was no government that protected them. So people had to protect themselves.



Jerome and Marie in a SDC workshop

What's your reaction to that?

Marie: My father lost his leg in the war. He fought for his country. It is very sensitive for him. But now, he does not want war, he does not want us to fill our hearts with hatred again. Still, there is a lot of fear that war will come back again.

Jerome: Politicians say we have to fight the other. They create hatred between the different groups. But we don't believe them anymore. We know better, we accept the others and they accept us. We open up to each other.

How did the conflict affect you?

Jerome: Our generation has not experienced so much of the struggle between the various groups in Lebanon. We are used to the different cultures. I have friends who have a different religion than me. In the past they used to say "You are different, so stay away from me." That was then. Now, my parents encourage me to make friends with children from other backgrounds. We are all people, we are alike, we eat the same; it does not matter what God you believe in."

Why do you tell other children about peace?]

Mary: I think it is important that all children in Lebanon understand what the situation is and what their rights are, so we made a short film that we show in schools and to parents. We show that people in other countries can live peacefully with each other. I say, "If they can, so can we, so let's do it!" Parents get to see the film, so they understand diversity and the fact that children's rights apply to all children better. It is very important to have parents "on board." We also invite them to join the activities of SDC.

Jerome: Our dream is to live in peace. I hope everyone in Lebanon wants to do good for the other, not only for themselves.

CHAPTER 2 ORGANISATION

2.1 Internal organisation

The empowerment of employees was key in 2011, including the implementation of a new performance and development cycle that aligns planning, results, and staff development. Simultaneously, a (fully sponsored) leadership programme started at the head office to increase the leadership skills of mid-level managers, and management team members. In War Child field locations, War Child staff, and staff of partner organisations responsible for human resources, also received specialised training. In 2011, more than 40 employees and approximately 40 interns and volunteers were successfully recruited.

Statistics (reference date 31 December 2011)

Field offices	2011	2010	2009	2008
Number of expatriates in senior positions	31	31	26	27
Number of local employees in senior positions	18	17	8	9
Number of local employees in other positions	258	247	264	273
Average number of years employed; senior positions*	3.0	2.7	2.6	2.4
Average age in senior positions*	39	41	42	40
Male-female ratio in senior positions (number of men/ total)*	47%	45%	42%	41%
Number of nationalities in senior positions*	22	-	-	-
Number of senior positions changing location or position within War Child	14%	-	-	-
Amsterdam head office				
Full Time Equivalent (FTE)**	61	54	48	44
Average number of years employed	3.9	3.7	3.3	3
Average age	39	37	36	38
Male-female ratio (number of men/ total)	34%	32%	27%	35%
Number of nationalities	5	-	-	-
Number of senior positions changing location or position within War Child	16%			
Absence due to illness(percentage)	4%	2.7%	5%	3%

* Until 2010 this figure included expatriates only, it did not include national staff in senior positions

** This figure is high due to the number of temporary employees replacing employees with fixed contracts, or working on projects at the end of the year. On average, the head office employed 55 FTEs.

These figures reflect War Child's strategy. First, the growing number of national staff in senior positions shows the emphasis placed on building the capacity of national staff in project countries. War Child encourages the hiring of local staff, taking into consideration the importance of being able to navigate the local context in order to work effectively, while also recognizing the lower availability of qualified local employees. Overall, the retention rate of employees is slowly increasing, demonstrating that the attention paid to Human Resources Management is paying off. One of the ways War Child encourages retention is by actively stimulating rotation of War Child staff between project countries.

Organisational development

As a fast growing organisation, War Child wants to optimize its time and invest as much as possible in positive outcomes for children, including raising funds to support projects. To further stimulate efficiency, War Child's organisational backbone has been strengthened by:

- Aligning the planning and control cycle;
- Defining roles and responsibilities for staff members;
- Prioritising innovative projects in order to meet War Child's ambitious strategy;
- Improving information management, such as information security, data access, and IT-infrastructure. The investment in IT-capabilities will continue in 2012, and will be the prerequisite for innovative use of information and IT in the field, and for fundraising purposes;
- Introducing the concept "The new world of work" at head office. T-Mobile donated smart phones as a first step in making this ambition possible.



Social responsibility

Social activation is part of War Child's strategic goals. One element of social activation is to inspire people to be active in supporting War Child's goals, not only financially but also as part of the movement to support children in (post)conflict areas. As an NGO working with children, War Child is very aware of the role it plays in mobilising the local communities in project countries, the general public in the Netherlands, and the international community to take up their responsibilities to ensure the rights of children.

War Child does not have an overall social responsibility policy, but operates according to a set of policies, guidelines, and standards such as the UN Convention on the Rights of the Child and associated Optional Protocols, and an internal child safety policy based on internationally recognized standards for implementing humanitarian programmes with children. All War Child staff is required to comply with the policy in order to ensure War Child safeguards the rights of every child who participates in War Child programmes. War Child follows an ethics policy which includes the active screening of business partners who sponsor War Child.

Some measures regarding War Child's impact on the environment include:

- Strict regulations on the use of air transportation for staff to limit CO2 emissions;

- Purchasing of FSC-certified paper according to ISO 14001 norms, organic food, and fair trade coffee;
- Monitored consumption of electricity and paper;
- Stimulating use of public transportation (War Child only covers commuting costs for public transportation);

Volunteers

In 2011, the head office hosted 47 volunteers; some provided short term support, others have been supporting War Child for several years. The time they dedicate to War Child equals four FTEs. In addition, 50 volunteer spokespeople raised awareness on War Child's work in 234 presentations across the Netherlands. All volunteers are registered, receive transportation allowance and lunch, and are invited to participate in War Child activities. On average, the volunteers at head office stay with War Child for almost nine months. An increasing number of dedicated volunteers have been working with War Child for over four years.

2.2 War Child International

War Child Holland is part of an international network together with War Child Canada and War Child United Kingdom (UK). The network's goal is to improve the quality and efficiency of War Child's work. To that end, the three organisations collaborated in projects in several field locations, but remain legally, financially, and administratively independent foundations. For this reason, War Child Holland does not raise funds for an international secretariat, but remains an independent foundation self-implementing programmes with its own funds. No major financial transactions took place between War Child Holland, Canada, and UK in 2011.



In 2011, further progress was made on collaboration between War Child Holland and War Child UK in order to increase impact of projects in the field. Guidelines for collaboration at the programme level, including principles in programming, were developed and endorsed by War Child Canada, UK, and Holland. The guidelines provide the framework for collaboration in field locations, and on programme development, fundraising, and communication.

2.3 Partnerships

As an international organisation that aims for a lasting impact based on the real needs of children and young people in conflict affected areas, War Child interacts with a wide range of partner organisations. Within this network knowledge, funds, ideas, contacts and human resources are brought together to push for common objectives. War Child not only cooperates with partners, but also helps these organisations improve their work so as to be better able to positively influence the lives of children affected by armed conflict.

These partnerships are usually with local organisations that (co) implement War Child funded projects, such as local and international Non Governmental Organisations (NGO's), Community Based Organisations (CBO's) and youth groups and school committees, government institutions, networks, platforms and universities.

In 2011 local partners spent € 3,383,671 on projects. These partners were planning, coordinating and implementing their projects themselves and signed a long term contract with War Child. In addition, War Child works with many (often small) partners within its own projects. They are given budget to organize activities, but do not sign an official contract. These project expenditures are € 9,463,828.

CHAPTER 3 REPORT BY THE BOARD OF TRUSTEES

As per the date of this report the composition of the Board is:

Name/function in the board/ portfolio/year of birth	Term of office	Additional functions
M.P. (Peter) Bakker/ Chairperson/ General Affairs (1961)	2010 - 2013	<ul style="list-style-type: none"> • President of The World Business Council for Sustainable Development (WBCSD) (from Jan 2012) • CEO TNT NV (Jan – June 2011)
J.W. (Willemijn) Verloop/ Vice chairperson/Marketing, Communications, and Fundraising (1970)	2010 - 2013	<ul style="list-style-type: none"> • War Child Founder • Board member Eureko Achmea Foundation • Board member (RVT) Amsterdam School of the Arts • Board member Movies that Matter • Commissioner at Mundial Productions • Board member European Centre for Conflict Prevention • Board member Child Soldier Foundation • Advisor Ashoka Europe
A.C.C.M. (Xander) van Meerwijk/Member/ Marketing and Fundraising (1945)	1999 - 2011	<ul style="list-style-type: none"> • Executive Director LVG Holding BV • Member of the board Dito Foundation • Member of the board Merison Group BV • Member of the 'Comite a developpement a Verbier Festival'
E.K. (Evert) Greup/ Treasurer/ Finances and Information (1956)	2005 - 2012	<ul style="list-style-type: none"> • Member of the board StartFund
Dr. G.C.A. (Gerd) Junne/ Member/Post Conflict Development (1947)	2010 - 2013	<ul style="list-style-type: none"> • Emeritus Prof. dr. at University of Amsterdam
Drs. A.G. (Bert) Koenders/ Member/ Advocacy and International Networks (1958)	2011 - 2014	<ul style="list-style-type: none"> • Head of UN Mission Côte d'Ivoire • Former Minister of Development Cooperation • Chair Rutgers-World Population Foundation • Co-Chair Busan Conference on Aid Effectiveness

Raymond Cloosterman, founder and CEO of Rituals Cosmetics, will join the Board of Trustees in the beginning of 2012. He will take over from Xander van Meerwijk, who will leave the board in the second half of 2012.

3.1 Board member election procedure

The Board of Trustees is structured to ensure continuity of membership, while at the same time allowing for continuous renewal. Board members stay in office for four years and can be reappointed for one additional term in the interest of continuity. Each board position has a specific profile and selection is based on expertise in War Child's fields of operation. With the passing of Marcel van Soest, the Board currently has one vacancy.

3.2 Accountability statement

This Annual Report for 2011 is drawn up in accordance with the 2009 accounting guidelines for fundraising institutions, Directive 660 of the Dutch Accounting Standards Board (DASB). The Board of Trustees accountability statement is part of the new reporting guidelines of the Central Bureau for Fundraising (CBF). The War Child Board of Trustees observes the following general principles:

1. War Child clearly distinguishes between the 'supervisory' role (adopting or approving plans and critically monitoring the organisation and its results) of the Board of Trustees, and the role of the Executive Director, the 'executive' role;
2. The efficient and effective use of funds is fundamental to War Child's identity and mission, ensuring the optimal achievement of War Child's objectives;
3. War Child strives to maintain the best possible relationships with all interested parties with particular attention paid to providing accurate information, and receiving and managing requests, questions, and complaints.

In the context of corporate governance, War Child's Board of Trustees supports the guidelines described in the "Code Wijffels", and as a charitable organisation, emphasises the importance of clarity and transparency in management, supervision, and accountability.

3.3 Jurisdiction and tasks of the Board of Trustees and Executive Director

The Board of Trustees supervises the organisation, ensuring that War Child's core values and goals are reflected in its operations. Board members visit programmes in the field to stay informed of War Child's performance in detail. The Board of Trustees:

In Memoriam: Marcel van Soest



Only 46 years old, Marcel van Soest passed away on the International Day of Peace, the 21st of September.

Marcel had been a member of the War Child Board of Trustees for seven years. He was our expert on security, advocacy, general programming, and humanitarian response, building on a vast experience with Médecins sans Frontières, and more recently as CEO for the World Aids Campaign.

War Child will remember Marcel as a highly qualified professional and as an energetic, friendly, engaged person with a very good laugh. Marcel made a great contribution to the growth of War Child as an organisation, and to the quality of our work in the field.

Marcel's position on the board will be filled during the course of 2012.

- Monitors the activities of War Child aimed at realising strategic targets and contributing to War Child's mission;
- Approves the long-term strategic plan, and the corporate annual plan and budget, and monitors the progress of the plan throughout the year;
- Approves substantial adjustments of plans, budgets, and investments;
- Appoints and can dismiss the executive director, and monitors the development of broader management;
- Ensures there are no conflicts of interests between War Child and the board members and/or officers. In the case of conflicting interests, those board members involved will abstain from decision making and voting on the particular issue.

The Executive Director (director) is responsible for developing: long-term strategy, the annual plan including expected results and budget, organisational policies, and managing all day-to-day operations. The director:

- Informs the board of all relevant developments;
- Is accountable to the board for progress and results according to the annual plan and budget through quarterly reports, annual reports, and the annual audit. The board approves these and any necessary adaptations or revisions to the annual plan or its execution;
- Prepares the agenda for, and generally attends meetings of the board. The agenda and all necessary progress updates including financial information are provided in advance of board meetings;
- Is responsible for the development of management including appropriate succession plans for the management staff and general staff members of War Child;
- Represents the organisation externally.



Photography: Folkert Rinkema

3.4 Meetings

In 2011, the Board of Trustees held five regular meetings. In addition to monitoring the progress of the annual plan, the main topics of the board's agenda in 2011 were:

- Annual report 2010;
- Programming framework, and planning, learning, and accountability systems;
- Corporate communication strategy;
- The increased level of cooperation with War Child UK, and assessing the potential of War Child Europe;
- Organisational development programme, initiated in accordance with Strategy 2015;
- Policy on new country selection, intervention criteria, and rapid response.

3.5 Evaluation of objectives, activities, executive director

The Board of Trustees is satisfied with War Child's operational results. However, an increased pressure on fundraising—due in part to the economic downturn, means that War Child will have to continuously review its strategy. Furthermore, the development of a strong management team ready to continue War Child's successes in a more competitive environment remains essential.

Change of Executive Director in 2012

Mark Vogt, Executive Director of War Child Holland, handed over to Hendrik van Gent in February 2012. Mark will round off his tenure at War Child by focusing on the further development of War Child International and will resign on 1 September 2012. Together with the Board of Trustees, it was concluded that new leadership should take up future challenges.

For the past five years, Mark has played a crucial role in generating a substantial growth of the organisation. Furthermore, he initiated various innovative corporate partnerships, and helped expand and develop War Child's programmes reaching children affected by armed conflict. The board thanks Mark for his engagement and his contribution. The Board of Trustees has appointed Hendrik van Gent as interim-Executive Director until the position can be permanently filled.

3.6 Risk management

With a risk monitoring and evaluation system War Child is able to anticipate and effectively manage risks by maintaining an overview of potential risks, assessing the probability that they will occur, and evaluating their international impact on War Child if they do occur. A risk assessment is facilitated for the Management Team by the controller once a year.

Risk management is on the agenda of the Board of Trustees meetings twice per year, delegated to the Audit Committee (AC). In these semi-annual meetings, AC discusses the reports, monitoring sheets, and main risks identified, with the accountants, Head of Operations, Director, and controller. The major issues are presented to, and decided on, by the Board of Trustees.

In 2012, War Child will further invest in security procedures and capabilities to ensure staff can continue safely implementing programmes for children even in insecure areas. War Child will also evaluate and revise its current implementing structures in order to optimise its impact on children.

Main risks in 2011

- The independence of South Sudan led to renewal of violence in the new border area and massive refugee movements;
- The request of the Palestinian authorities for a full membership of the United Nations in September resulted in increased tensions in the entire region, but particularly in the Palestinian territories;
- In Kabul, several western targets were attacked. The assassination of multiple high ranked government officials clearly indicated that Afghanistan is far from a post-war area;
- Reputation: Despite War Child's professionalism, transparency, and legal compliance in all areas of operation, a scandal in the media, a financial crises, or a security incident could badly affect the organisation's reputation. War Child pays serious attention to safeguarding its reputation by monitoring stakeholder's perceptions of the organisation, using qualitative and quantitative research. The results are used to adjust communication strategy and activities. In 2011 no serious incidents with the potential to harm the reputation of the organisation took place.
- Financial incidents/fraud: No incidents took place in 2011.

3.7 Remuneration of the Executive Director

In 2011, the organisation was led by Executive Director Mark Vogt. Management remuneration and additional benefits are determined annually by the Board of Trustees/Remuneration Committee on the basis of a performance evaluation.

Following War Child's stringent low cost policy, remuneration is set below the guidelines of the Dutch Fundraising Institutions Association (VFI) for management salaries of charitable organisations

(Adviesregeling Beloning Directeuren van Goede Doelen), and the code of governance for charitable organisations (Code Wijffels, see www.vfi.nl).

The Board of Trustees, in consultation with the executive director, has chosen a remuneration one scale under the VFI scheme, adjusting scale I to H with a maximum annual remuneration of € 106,818 (1 FTE, 12 months). In 2011, the actual income of the Executive Director was: € 85,536 (1 FTE, 12 months). In the annual account, the amount and composition of management remuneration is reported.

3.8 Board activities and expenses

Board members regularly take part in activities in order to stay up to date on important developments and support War Child. From time to time they visit War Child programs. Board members work on a voluntary basis and personally cover their own costs. As a result, no expenses were incurred in 2011. All members travelled and visited activities at their own expense.

CHAPTER 4

MARKETING, COMMUNICATIONS, AND FUNDRAISING

Introduction

In order to realise War Child's ambition for 2015, the main objectives for marketing, communications, and fundraising are to raise sufficient funds, to guarantee financial independence by ensuring diversification of funding sources, and to create broad social buy-in of War Child's vision and mission.

War Child has a strict low cost policy that aims to gain sponsorship for the production of all materials and activities. The policy includes the close monitoring, evaluation, and adjustment of activities to ensure that the results justify the effort invested. The hallmark of the Central Bureau for Fundraising stipulates that a recognised charity may devote a maximum of 25 percent of its private income to fundraising activities. In 2011, War Child used 18.2 percent of its private income for fundraising, well below the CBF limit. The low percentage of private income used for fundraising is made possible by the large number of sponsors who donate goods and services to War Child, worth around € 3.5 million



The only expenses War Child incurs for fundraising are the salary costs of head office staff, and the costs for direct marketing through telephone and street fundraising. War Child has not been able to find sponsors for these activities; however, sharp tariffs and fundraising guarantees have been agreed upon. These investments are recovered within a few months and show profit in subsequent years.

Total fundraising	2011	% growth compared	%of total income
A. Private donors	7,725,698	15%	41.7%
B. Companies	1,432,013	8%	7.8%
C. Foundations	584,549	444%	3.2%
D. Actions	888,868	-27%	4.8%
E. Legacies	543,040	616%	2.9%
F. Other	76,630	2,437%	0.4%

Private Fundraising	11,250,798		
Dutch Postcode Lottery	1,400,000	56%	7.5%
Other third parties	1,478,121	-1%	7.9%
Governmental grants	4,333,750	52%	23.4%
Others	82,922	19%	0.4%
	18,545,591	25.3%	100%

4.1 Fundraising

4.1.1 Private donors

War Child aims for long-term relationships with private donors (Friends) to ensure the continuity of its projects in the field. Structural (monthly) donors provide 91 percent of the income that War Child receives from private donors. In 2011, income from private donors grew by 15 percent to € 7,857,922 (excluding actions and legacies). The growth resulted from a stronger focus on the acquisition of new Friends, and an upgrade of current Friends. Over 5,000 Friends increased their monthly donations by an average of € 25. The number of Friends grew with 7700 Friends, totalling 111,000.

Acquisition

The main channels for the acquisition of new Friends were door-to-door fundraising and telemarketing. War Child invested significant time and energy in improving the quality of these channels in order to reduce complaints and cancellations. The new collaboration with Radio 538 proved successful in stimulating donations and will be renewed in 2012. Further innovative fundraising activities will be piloted in 2012, online and internationally.

Legacies

In 2011, War Child was named in 15 legacies totalling € 543,040. This growth in this highly unpredictable category was due mainly to two substantial legacies.

Online

Online channels raised 1,300 new Friends (35 percent lower than in 2010). The current War Child website is being revised to improve fundraising effectiveness.

Loyalty and upgrading

Loyalty activities were organised to improve War Child's relationship with and the involvement of Friends including:

- Two Friends meetings at head office with presentations from field staff;
- Welcome programme for new Friends (implemented in 2012);
- Research on effective communication methods among the constituency.

Mailings

War Child's constituency received three postal mailings updating them on the results of War Child's work. Extra donation requests were sent to incidental donors (three times) and structural donors (once), generating € 82,377.

Complaints and policy

In 2011, a formal complaint procedure was established. War Child received approximately 85 fundraising-related complaints, 35 more than in 2010. The complaints resulted from increased door-to-door activities, and requests for an extra donation from current donors. War Child has strict fundraising guidelines and provides detailed briefings to the various agencies that fundraise on behalf of War Child. All complaints are reported back to these agencies, in order to prevent complaints from recurring. Every complaint was handled in accordance with the guidelines of the Central Bureau on Fundraising (CBF). War Child strives to respond to every complaint within 48 hours.

4.1.2 Corporate sponsors

About 16 percent of War Child's own fundraising comes from companies: € 1,826,179 (including actions by companies). One of War Child's main sponsors ended its sponsorship; another changed its Corporate Social Responsibility policy. The combination resulted in 9.1 percent less income from companies than planned. War Child successfully piloted fundraising targeting small and medium enterprises.

The income from actions and events organised by companies remained slightly below planned (7 percent). Apart from their fundraising objective, actions are organised to encourage employees of the companies engaged in partnership with War Child to become involved and invest in the cause of supporting children affected by conflict. War Child stimulates and supports these initiatives through advice and assistance, and provides promotional material.



Business Ambassadors Network

The War Child Business Ambassadors Network consisted of 20 companies in 2011, contributing 14 percent of War Child's revenue from companies. The target for 2011 was to have 24 members by the end of the year, however most new members recruited in 2011 will start their contract in 2012. The network is an opportunity for companies to build a close relationship with War Child and take part in an interesting business network. To stimulate growth, a concert was organised for Business Ambassadors during which they could introduce other business contacts to War Child and the Business Ambassadors Network. The event resulted in six new Business Ambassadors. Overall, the members are active and willing to introduce business contacts to the network, showing potential for further growth.

4.1.3 Actions

In 2011, the total number of actions organised was 1,063 (156 percent increase from 2010) compared to the planned target of 1,100. Revenues generated from actions decreased by 27 percent (to € 888,868), due to the decrease in the average revenues per action. Large fundraising events and the growing number of initiatives from individuals and other NGOs generated more competition in this fundraising channel. Still, War Child was able to realize an increase in the number of actions organised. The decline in revenues was the result of fewer large actions with fundraising targets above € 50,000.

4.1.4 Foundations

In 2011, War Child combined a strong programmatic perspective with an individualized approach to reach out to foundations, resulting in an income of € 584,549. Moreover, new grant contracts totalling €

678,673 were signed for the coming three years with Liberty Foundation and the Swedish Postcode Lottery, in addition to the contracts signed in 2010 with Adessium, and Turing Foundation. This was in line with the 2011 target.

4.1.5 Collaboration with third parties

Governments and institutions

Income from government institutions was on track in relation to the ambitions outlined in the Strategy 2015. Nevertheless, only 27 percent of the target set for new contracts was reached due to lack of human resources at head office and field offices. War Child's field offices are responsible for their own institutional fundraising. The institutional fundraising department based in the head office increased the number of fundraising trainings they provided to field offices with the goal of reaching more institutions through field offices.

Institutional donors contributed € 7,211,871 in 2011, a growth of 36 percent from 2010. This was the result of active engagement with key United Nations agencies, the European Union, and other organisations in project countries. A total of 22 project proposals were submitted to 10 institutional donors. The success rate for proposals compared to the number of submissions is 31 percent.

Proposals 2011	
Approved	6
Rejected	9
Open	9

In addition to the contracts signed with foundations, five grant contracts with other institutional donors were signed for a total value of € 819,039, and an in-kind contribution of approximately € 16,000, for the coming years. The sources of income from institutions have increased to 19 different donors.

Institutional funding is not only important for the income of War Child; institutional donors are also key partners in advocacy, innovation, and programme development, bringing in expertise and knowledge that complement War Child's work.

Dutch Postcode Lottery

In 2011, the contribution of the Dutch Postcode Lottery increased to € 1,400,000. The Dutch Postcode Lottery supports the implementation of quality programming for many children in (post)conflict areas.

War Child takes the war out of a child. I was able to see this with my own eyes during my visit to a number of War Child projects in Colombia in 2011. Through the fantastic work of local facilitators, every child there can laugh, play, and learn again. Thanks to those who take part in the lottery, we are able to provide a financial contribution to War Child every year so that children in conflict areas such as Colombia can be children once more.

Marieke van Schaik
Managing Director of the Dutch Postcode Lottery



MFS II

Implementation of the Conn@ct.Now programme, funded by the Dutch Ministry of Foreign Affairs (MFS II) began in 2011. A contribution of € 4,298,700 was received in 2011. The total funding granted for this programme is approximately € 21 million for the period of 2011-2015, of which 11 percent is allocated to

Child Helpline International.

Institutional donor grants signed in 2011

Organisation	Contribution in euro	Benefiting War Child country
UNICEF	In-kind	Sudan
ECHO	590,000	DRC
Common Humanitarian Fund (through Plan International)	149,286	Sudan
IEEE	16,544	South Sudan
SOA AIDS	63,259	Uganda
Swedish Postcode Lottery	326,568	Lebanon
Liberty Foundation	352,105	Lebanon

4.2 Communications

One of War Child's strategic objectives is to raise awareness on the situation of children in conflict-affected areas. War Child increases the involvement of its communications target groups by starting a dialogue, providing information, and stimulating initiatives. War Child actively approaches the media, organises public events, and has a compelling goodwill ambassador, Dutch singer Marco Borsato, who actively spreads War Child's message. War Child's most important target groups are:

- The Dutch public
- Private donors (Friends)
- Companies
- Volunteers (activity organisers and spokespeople)
- Kids and schools
- Other non-governmental organisations (NGOs)
- Media
- Government
- Institutional donors
- War Child staff

Target groups are regularly engaged through websites, social media, events, and newsletters. War Child's online constituency grew considerably (see table).

Online channel	1 Jan	31 Dec	Growth
Facebook (# likes)	452	3,744	728%
Twitter (# followers)	3,058	6,974	128%
Hyves (# Friends)	38,891	38,400	-3%

Power of Friendship

A new and fully sponsored corporate campaign was launched in August. The “Power of Friendship” campaign invited people to become a Friend of War Child in every way: by participating in dialogue about children in conflict affected countries, learning about and spreading the story of War Child’s work, or becoming a structural donor. The campaign aimed at reaching people with War Child’s core message on TV, radio and in online and printed media and thereby increasing the organisation’s visibility. A second objective was to increase people’s sense of being close to War Child. The objectives will be evaluated in 2012, but it’s already clear that the campaign reached its visibility target of two million people. Also 5000 new social media leads were collected as planned. Being in dialogue with our constituency helps to increase their active involvement.



Liberation Day

War Child has a long tradition of participating in the festivals on May 5th (Liberation Day) organised by the “Nationaal Comité 4 en 5 mei”. War Child would like to thank the organisation for the opportunity of reaching many people and bringing the situation of children in conflict to their attention. The last years the activities were not as successful as anticipated, resulting in the decision not to participate in the festivals in 2012 and for now ending the cooperation with the organising committee “Nationaal Comité 4 en 5 mei”.

Kids and schools

Every year many children, teachers, and primary schools support War Child. To raise their awareness, stimulate their initiatives, and encourage them to invest in War Child, a long-term kid’s strategy was developed. War Child launched a Dutch school musical for primary schools called “Voor kids gaat de zon op”. Around 2,000 schools (almost a third of all Dutch primary schools) performed the musical, reaching 500,000 children and 100,000 adults. Fundraising amongst schools and children increased to € 112,000.

Goodwill ambassadors

Dutch singer Marco Borsato has been active for War Child on a voluntary basis since 1998. Marco played an important role during the “538 voor War Child” action week, and the school musical. He was also a spokesperson in printed media and on national television. TV presenter Jetske van den Elsen acted as War Child’s ambassador for kids. Both ambassadors work on a voluntary basis and pay all costs themselves.

International communication

In 2011, War Child’s field offices independently managed their relationships with their local stakeholders receiving limited communication support from head office. To manage War Child’s reputation internationally, there has been an increasing focus on international communications, resulting in the decision to establish a corporate communications department at head office in early 2012.

4.2.1 War Child in the Dutch media

War Child appeared in at least 600 printed articles, reaching its 2011 target. In general, the tone of the articles was neutral and none of the articles monitored were explicitly negative. Highlights include:

- 538 for War Child;

- School musical;
- Power of Friendship campaign;
- War Child's presence at the closing statements of the Lubanga trial on the recruitment of children by armed forces, at the International Criminal Court;
- Documentary "Hinterland" at the International Documentary Film Festival Amsterdam, starring War Child spokesperson Kon Kelei.
- Opinion article on the need to support children affected by conflict using the example of former Dutch "war children" who have made a positive contribution to Dutch society;

War Child staff members were regularly interviewed in (specialist) magazines and news papers.

4.2.2 Publications

All publications were developed and produced with full sponsorship.

Means	Frequency	Circulation	Target group
Printed newsletter	3	- February: 67,758 (Result mailing) - June: 86,666 (Summarized annual report) - September: 84,334 (Peace of Paper) - December: 82,545 (Gift mailing) Total: 321,303	Constituency: <ul style="list-style-type: none"> • Friends • Donors (one time or more) • Companies • Media, relations and other NGOs
Digital newsletters and news flashes	10	505,783	Constituency (see above)
Annual Report		250	Official institutions, development cooperation sector, journalists, corporate sponsors, donors, partner organisations, embassies, others interested in War Child
Websites	Unique visitors	Page views	Target group
warchild.nl	309,766	1,165,876	Constituency, those interested in War Child
kidsforwarchild.nl	39,530	167,467	Children 7 - 12 years old, teachers.

warchildholland.org	45,950	152,119	International constituency, those interested in War Child
warchild.org	158,629	262,894	International constituency, those interested in War Child
annualreportwarchild.org	4,522	19,114	Constituency, official institutions, development cooperation sector, journalists, donors, partner organisations, embassies, those interested in War Child
warchildschoolmusical.nl	125,390	476,959	Children 7 - 12 years old, teachers.
538voorwarchild.nl	126,330	823,936	Constituency of Radio 538
poweroffriendship.warchild.nl	154,262	262,894	Constituency, those interested in War Child
ikvoorwarchild.nl	27,598	131,437	Constituency, those willing to organise an action for War Child

CHAPTER 5 FINANCE

Income	Realisation 2011	Plan 2011	Realisation 2010
Income private fundraising	11,250,798	10,841,000	9,490,760
Share in activities of third parties	2,878,121	3,309,151	1,988,122
Government grants and others	4,333,750	4,667,704	3,306,086
Other income	82,922	0	69,783
Sum of income	18,545,591	18,817,855	14,854,751
Expenditure	Realisation 2011	Plan 2011	Realisation 2010
Expenditure on behalf of the objective			
Project activities	12,847,499	13,057,515	10,457,247
Preparation & coordination	875,441	975,051	774,895
Communication & awareness	1,886,598	1,740,428	1,422,196
Subtotal expenses on behalf of the objective	15,609,538	15,772,993	12,654,338
Expenditures fundraising			
Costs private fundraising	2,042,520	1,460,915	1,354,529
Costs obtaining government grants	214,528	302,461	250,293
Subtotal expenses fundraising	2,257,048	1,763,376	1,604,822
Costs management & administration	1,178,805	1,220,219	1,120,085
Sum of expenses	19,045,391	18,756,588	15,379,245

Explanation of income

In 2011, income increased by 25% to € 18.5 million, which was according to plan. The result in 2011 was € 560,000 lower than planned. The difference can be explained by:

- (1) The decision to make an extra effort in fundraising and communications of € 770,000;
- (2) Coming up short attracting a budgeted share in activities of third parties (i.e. institutional funds). This was partly compensated by an extra grant from the Dutch Postcode Lottery, which resulted in a shortfall of € 430,000.

The other categories ended within the normal range of budget deviations. However, these added up to a positive amount of € 640,000, thereby limiting the variation on the bottom line to € 560,000.

Explanation of expenditure

War Child's total expenditure amounted € 19 million, an increase of 24%.

- Project activities rose by 23% compared to 2010. In 2011 War Child started the Conn@ct.now programme, which resulted in an increase in expenditures on ICT & Media.
- The category 'preparation & coordination on behalf of the project activities' increased by 13%; This increase is mainly caused by the strategic choice to invest more in global advocacy and the need for more security trainings and simulations as a result of increased tension in War Child's project countries.
- The increase of communication and awareness raising costs is due to more investments on fundraising in the streets. Because the impact of this contact is larger and it is more focused on the content of War Child's work than fundraising by telephone, War Child has allocated more costs to this category.



Photography: Robin Utrecht

Expenditures fundraising

The Central Bureau for Fundraising stipulates that a recognized charity may devote a maximum of 25% of income to fundraising activities. War Child's internal policy is and has always been to keep this expense ratio significantly lower, at approximately 15%. In 2011 we have decided to accept a slightly higher ratio, so as to capture opportunities for fundraising (and communication) that arose during the year.

Management & administration

The percentage costs 'management & administration' is 6.2%.

Balance sheet (after proposed profit appropriation)			
	31 Dec 2011		31 Dec 2010
Assets			
<i>Tangible fixed assets</i>			
Property, plant and equipment	49,886		97,492
	49,886		97,492
<i>Current assets</i>			
Accounts receivable	1,473,106		1,520,766
Securities	-		-
Cash and cash equivalents	6,078,678		5,912,085
	7,551,784		7,432,851
	7,601,670		7,530,343
Liabilities			
<i>Reserves and funds</i>			

Reserves			
Continuity reserve	4,650,000		5,050,000
Earmarked reserve	526,505		626,306
General reserve	-		-
	5,176,505		5,676,306
Funds			
Earmarked funds	-		-
	-		-
Short-term liabilities			
Project obligations	-		-
Accounts payable	396,194		612,890
Taxes and social security payments	120,870		107,275
Accruals, provisions and other liabilities	1,908,100		1,133,872
	2,425,165		1,854,037
	7,601,670		7,530,343

Explanation of reserve and funds

The reserve and funds are set at € 5.2 million for 2011, split into:

1. The continuity reserve (€ 4.6 million). The continuity reserve has been drawn up to cover risks in the short-term to ensure that War Child can also meet its obligations in the future.

The guideline of the Dutch Fundraising Institutions Association ('VFI') stipulates a maximum for the continuity reserve: 1,5 times a defined group of operational costs. The definition of this group of costs has been changed by VFI in November 2011. Applying the 'old' definition, the maximum for War Child at the end of 2011 would have been € 16.8 million, whilst applying the 'new' definition leads to a maximum of € 8.5 million.

War Child tries to balance the desire to spend as much of the income to help war children, with the need to maintain a prudent reserve. For many years this has led War Child to set the continuity reserve at approximately one third (1/3) of the maximum. In line with the effect of the change of the maximum in the VFI guideline, War Child intends to set its continuity reserve lower in the future. In 2011 War Child took a first step: € 5.2 million versus € 5.7 million. During 2012 War Child will review its bottom up risk calculations and considerations so as to be able to 'sharpen' its approach to the appropriate balance between prudence and objective-based spending.

2. The earmarked reserve of € 526,000 is set aside by the Board of Trustees for a specific purpose. The three purposes in 2011 were (1) fund assets for future depreciations (€ 50,000), (2) project activities for risk in institutional grants (€ 150,000) and (3) projects at head office, such as the development of e-learning, War Child methodology development and additional investments in fundraising and communications.

CHAPTER 6 FUTURE

Key developments in 2012

War Child's Strategy 2015 has been a successful guide in planning since 2009. In 2012 it will be reviewed:

- Investments in developing new ICT supported programmatic approaches to reach children in remote places lead to promising pilots;
- Efforts to invest in fundraising and working with children and young people, together with other organisations, profits and non-profits, with very different backgrounds and expertise, prove to be an attractive proposition for War Child and partners;
- With a little support children and young people become more effective in advocating for their rights locally and internationally;
- War Child wants to re-emphasize its commitment to children and young people most affected by conflict, hence pilots in rapid response to immediate needs.

With the economic crises still looming War Child will strive to exploit these new insights to increase the effect of its work while broadening its resource base.

War Child programme highlights

War Child will explore the possibility of beginning new programmes in Iraq and Myanmar to provide much needed support to children affected by the conflict in Iraq, and to the large number of displaced children in Myanmar. In newly emerging conflicts, such as those in the Middle East, War Child is developing pilot programmes for short term rapid interventions responding to the immediate psychosocial, protection, and education needs of children affected by the conflicts.

Upcoming developments in current War Child project countries:

- Afghanistan: Education programmes tailored to reach children in remote areas will be developed, allowing children in orphanages and in centres for children with learning disabilities to access education.
- Burundi: ICT and media will be used more prominently in Child Protection Committees. Youth participating in the committees will make videos and cartoons highlighting child protection issues and show them to local and national authorities.
- Colombia: Work will be expanded into new geographic areas— Buenaventura, in Valle de Cauca, and the department of Chocó, focusing on indigenous and Afro-Colombian communities.
- DR Congo: Continuing focus on quality education (both formal and vocational) in a safe and protective environment for all children and support to community initiatives for the reintegration of children and young people affected by the conflict through literacy, life skills education, and vocational training.
- Israel/occupied Palestinian territories: Focus on working children, ensuring the rights of children who have been arrested and/or detained, and access to safe places for play and expression; continued support to local



partners in Gaza, West Bank and Israel with a specific focus on child participation and the inclusion of vulnerable groups.

- Lebanon: Will implement “The Deals” and theatre for advocacy programme, “Performing for Peace” and will develop a cross cutting programme using ICT and media for communication.
- Sierra Leone: With the planned exit in 2013, the focus will be on further building the capacity of local partners to ensure the continuation of War Child’s approach and methodology.
- South Sudan: ICT resource centres for vulnerable and urban young people will be set up, empowering them to understand and stand up for their rights using creative methods and “edutainment” (educational entertainment) activities.
- Sri Lanka: Community resource centres and safe learning centres for children and young people will be set up activities will include awareness-raising through street drama, and visibility campaigns using ICT and media.
- Sudan: Expansion to more schools in the many IDP camps in the border area with South Sudan. An e-learning project will provide access to primary education for children in remote areas, nomadic children, and street children around Khartoum.
- Uganda: Focus on community based child protection, improvement of quality education, non-formal education for youth, and the use of ICT and video diaries to monitor the impact of War Child’s programme on the lives of young people.

Innovation

Mainstreaming innovation throughout the organisation is one of War child’s strategic objectives. In 2012, War Child will build on the learning gained from the innovative Conn@ct.Now programme. More innovative projects in fundraising and operations will be started in order to:

- overcome the constraints of War Child’s small size– War Child will never be big enough to reach all children affected by armed conflict through traditional programming
- leverage War Child’s strong brand and network;
- involve new stakeholders in accordance with War Child’s mission.



Corporate developments

War Child will further develop its organisational structure and corporate minimum standards to expand its reach and manage its international reputation. War Child will:

- clarify corporate roles and responsibilities versus those that have been decentralized;
- support the field offices in more areas, such as planning, monitoring, and communication;
- facilitate information and knowledge management through new software solutions.

Fundraising

In 2012, the fundraising activities will be reviewed to:

- find new and profitable ways of fundraising, besides door-to-door fundraising and telemarketing;
- increase donor loyalty;
- explore opportunities for growth in other European markets;
- prepare for future cooperation on fundraising with War Child UK.

Specification and on-charge expenses to destination (in euro)

	Objective			Income Fundraising			Management & Administration			
Main activity Expenses	Communi-cation & Awareness raising	Prepa-ration & Coordination	Project activities	Own Fundraising	Third party activities	Grants		Total 2011	Budget 2011	Total 2010
<i><u>Direct costs</u></i>										
Grants and contributions	-	225,211	12,130,148	-	-	17,361	-	12,372,720	12,615,540	10,077,767
Payments	-	-	-	-	-	-	-	-	-	-
Purchases and acquisitions	-	-	-	1,438,437	-	-	-	1,438,437	960,000	872,929
Outsources activities	-	-	-	-	-	-	-	-	-	-
Publicity and communication	1,039,200	-	-	-	-	-	-	1,039,200	947,176	780,064
<i><u>Support costs</u></i>										
Staff costs	719,293	551,932	608,906	512,763	-	167,360	1,000,600	3,560,854	3,527,649	3,046,549
Housing costs	55,004	42,206	46,563	39,211	-	12,798	76,515	272,297	272,622	261,973
Office and general costs	44,579	34,207	37,738	31,779	-	10,372	62,014	220,691	376,050	262,419
Depreciation and interest	28,521	21,885	24,144	20,330	-	6,637	39,676	141,192	57,550	77,543
Total expenses	1,886,597	875,441	12,847,499	2,042,520	-	214,528	1,178,805	19,045,391	18,756,588	15,379,244
Budget 2011	1,740,428	975,051	13,057,515	1,460,915	-	302,461	1,220,219	18,756,588		
% w/r/t total expenses per group	9.9%	4.6%	67.5%	10.7%	0%	1.1%	6.2%	100%		
% w/r/t total expenses per destination			82.0%			11.9%	6.2%	100%		
% on-charge support costs	20.2%	15.5%	17.1%	14.4%	0%	4.7%	28.1%	100%		