



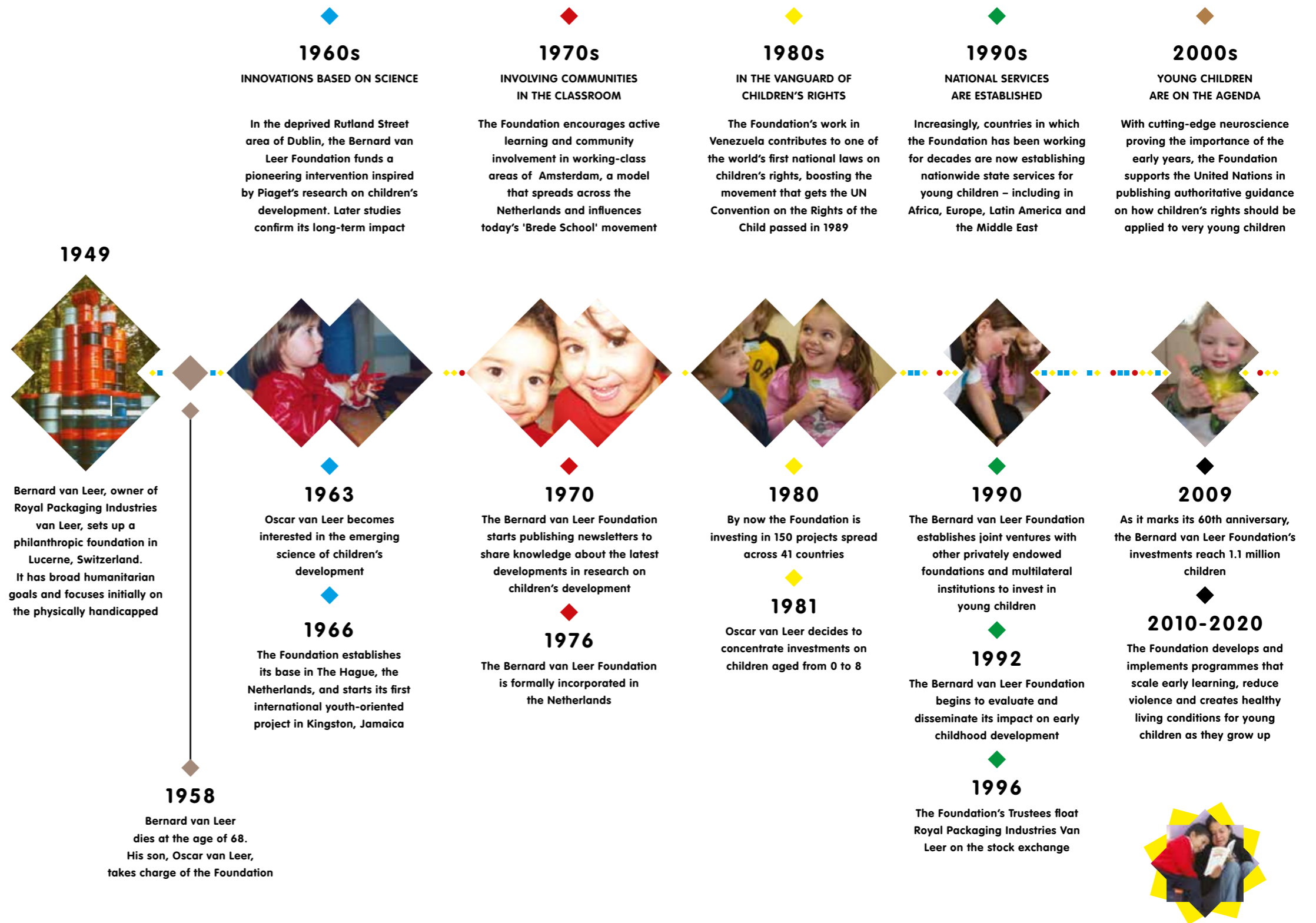
**ANNUAL REPORT 2012**  
Bernard van Leer Foundation

## Investing in the development of young children

The Bernard van Leer Foundation is a private foundation based in the Netherlands. It operates internationally, concentrating its resources on early childhood development.

The Foundation's income is derived from the bequest of Bernard van Leer (1883–1958), a Dutch industrialist and philanthropist who, in 1919, founded an industrial and consumer packaging company that was to become Royal Packaging Industries van Leer NV.

During his lifetime Bernard van Leer supported a broad range of humanitarian causes. In 1949 he created a charitable foundation to channel the revenues from his fortune to charitable purposes after his death. Under the leadership of his son Oscar van Leer, who died in 1996, the Foundation focused on enhancing opportunities for children growing up in circumstances of social and economic disadvantage to optimally develop their innate potential.














**ANNUAL REPORT 2012**  
**Bernard van Leer Foundation**

March 2013

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## Foreword by the Chair of the Board of Trustees

### The evolving role of the Board

As I write this message, I am in my last semester as Chair and as a Trustee of the Bernard van Leer Foundation. I want to take this opportunity to note several significant ways in which the Board and the Foundation as a whole have evolved over these years.

Until recently, there were always several members of the Board who had actually known members of the Van Leer family. These Trustees saw themselves as guardians of the founders' legacy. So, too, do the current Trustees. We share a respect for the values and goals that drove the founders in their time, but with the passage of the years we also have a quickened sense of the need to interpret those commitments within the context of today's and tomorrow's worlds – to discuss, debate and decide how those values and goals should be expressed in the Foundation's current work.

When I first joined the Board, the Trustees took a portion of every meeting to pore over the staff's summary of each grant recommendation and to raise questions on a project-by-project basis before voting on them. In recent years, we have asked the Executive Director of the Foundation to identify any projects that pose significant policy or strategy questions. We have otherwise delegated approvals to her. The Board now focuses its time and discussion mainly on larger issues of programme strategy, direction, monitoring and evaluation. We ask questions and make observations, but look to the Executive Director and senior staff to take the lead and set the pace in accordance with the overall policies, priorities and strategies vetted by the Board.

Earlier on, with notable exceptions in countries such as Kenya, Colombia and Poland, the Board was content largely with supporting specific projects testing direct service models intended to make a positive difference in the lives of children. Increasingly, Trustees' discussions

turned to whether the Foundation was making sufficient use of what we were learning, how to take that learning to scale and how to translate it into a deeper and more durable impact on children. This has spurred the search for new co-funding relationships and the building of networks for joint advocacy on evidence-based approaches that work.

As we seek to build new partnerships based on shared goals and mutual trust, we see ever more clearly the importance of transparency – sharing information about such matters as our governance, strategies, evaluative criteria for proposals, advances and setbacks in programmes, critical lessons learned, and budgetary and financial planning. This Annual Report reflects our continuing progress on this front.

As my tenure on the Foundation's Board draws to a close, I have never been more hopeful that the world increasingly understands the urgency of supporting the early development of children. I wish the Bernard van Leer Foundation, my successor as Chair of the Board, and our committed partners everywhere success in advancing this work – to the point where one day every child will realise his or her full potential.

**Peter Bell**  
Chair, Board of Trustees  
14 March 2013





## The report of the Executive Director

### Fulfilling the promise of private philanthropy

While there are hundreds of thousands of charitable organisations across the planet, private philanthropic institutions are still a relatively rare and often not well understood breed. What sets a private foundation apart from other charitable organisations is that private foundations have their own sources of income. They don't have to persuade governments, other institutions or the general public to fund their activities.

Private foundations are in a unique position to focus their resources solely on achieving change – in the case of the Bernard van Leer Foundation, achieving change for young children. That unique position allows private foundations to undertake activities that are crucial to society and are far more difficult for other sectors and institution to do. What are they? We have identified five that constitute our promise to society, the promise of a private foundation.

First and foremost, private foundations have the ability to take risks. Very often in life, you find out what works only by first finding out what doesn't work. You can understand, however, why charities are shy about pitching their appeals for funds by saying 'Good news – we've failed a lot!' Foundations however can, and therefore should, share the lessons we learn from what hasn't worked.

Having a private income also allows foundations to fund new ideas; to search for solutions over the long term to intractable societal problems; to act holistically; and to pioneer the creation of whole new fields. The field of early childhood development, for example, did not exist when the Bernard van Leer Foundation started funding projects for young children half a century ago. It is no exaggeration to say that we played a role, along with others, in creating that field.

How well does the Bernard van Leer Foundation fulfil the promise of a private foundation? In 2012 we received a report of a study we had commissioned 2 years earlier to look at our work in four countries and over as many decades, entitled *Learning from Experience* (see page 46). The results have helped us to understand not only what achievements we have contributed to, but also how we can improve our own practice.

According to this evaluation, the Foundation is well on its way to fulfilling three of the five promises. We were instrumental in building the field of early childhood nationally – in Kenya and Colombia in particular. We have funded new ideas, notably the idea of community-based care which is used in communities worldwide today. And we have taken a long-term approach to sorting out the complexities challenging young children, initially spending fully 10 years on baseline research in Kenya before funding our first project intervention in what would become a 40-year engagement in the country.

The report also points out that in the two other promises our practice is not yet fulfilling the promise of a private foundation. These are holistic thinking and risk taking.

For many years, the report finds, the Foundation pursued an 'ideal paradigm' of early childhood education – looking for the one-size-fits-all model that could be rolled out universally. It was only gradually that we realised there are two problems with this idea. The first is that, while children the world over have similar basic needs, their social contexts also matter greatly. New research on brain development has confirmed that the context in which children are raised is intertwined with their very DNA. The resulting lesson is that what works in Brasilia may not transfer well to Bundeshawar.

The second problem with the 'ideal paradigm' is that there is more to early childhood development than early childhood education – children can't fully seize the opportunities of early learning if they are constantly hungry, or living in fear of violence, or being raised in cramped conditions by parents who are struggling with the stress of poverty or ill health.

Over the years, the Foundation has realised the importance of more holistic thinking, rooting interventions in local circumstances and becoming active in such areas as health and social protection as well as early learning.

The promise to take risks is another one where the Foundation has fallen short of the mark. Not only have we not taken enough risks, we haven't thought clearly enough about what risk in philanthropy actually means. In this we are not alone among foundations. In 2012 the Bernard van Leer Foundation worked with other European foundations to deepen our understanding of risk in philanthropy. We surveyed other foundations on their attitudes toward risk and the magazine *Alliance* devoted an edition to the topic.

We identified three components of philanthropic risk. Firstly, although private foundations have their own sources of income, financial risk is not to be ignored.

Secondly, there is political risk. Foundations often seek social change through funding dialogue, movements, community organising, or funding services for the poor – all activities that can be derailed by politics. Do we have the right tools to assess and mitigate this risk?

Finally, there are the practical risks of projects. Are we experimenting, testing new ideas, tackling new needs, innovating? Or are we just trotting down paths we know

will succeed? At the Bernard van Leer Foundation we are now asking ourselves, with every investment we make: is this the type of investment that can be made only by a private foundation? Does this investment help us fulfil the promise of a private foundation?

In this Annual Report you can read about how we have strived in 2012 to fulfil the promise of a private foundation. We share results where they have come in, explain the innovations we have embarked on, and lay out the progress indicators we have developed that will help us to measure and report on what has worked – and what has not – in the years to come.



**Lisa Jordan**

Executive Director  
14 March 2013



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*'It is no exaggeration to say that we played a role, along with others, in creating the field of early childhood development.'*

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**REALISING  
OUR PROMISE  
TO YOUNG CHILDREN**





## Realising our promise to young children

Our promise to young children is based on the vision of our founder, Bernard van Leer, and his son, Oscar van Leer. It was their fundamental belief that all children, regardless of geography, religion or economic status, should be able to realise their full potential.

*'Our mission is to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. We see this both as a valuable end in itself and as a long-term means to promoting more cohesive, considerate, creative and peaceful communities with equal opportunities and rights for all.'*

Over the last 62 years, our work has contributed to child-friendly national policies, increased public and private investment in young children, and the provision of direct community services that have benefited millions of families. The report *Learning from Experience: Lessons for philanthropy* published in November 2012 gives an insight into some of those results in four counties. A short summary of the report can be found on page 46.

Looking ahead, we will deepen our contribution by leveraging our knowledge and capital to increase and improve commitments to young children. We believe everyone – from parents to policymakers – has a role to play in supporting young children.

### Safe, healthy and learning

In 2010 the Bernard van Leer Foundation created a new strategic plan. We identified three issues that are widely prevalent but under-addressed and have a profound impact on young children. Our three strategic goals for 2010 – 2020 are:

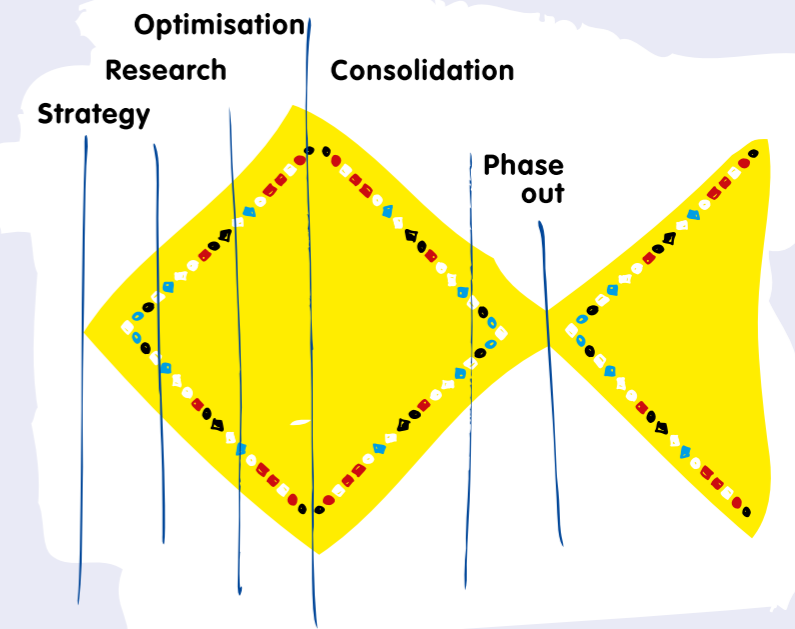
- Taking quality early learning to scale**  
The foundations for all future learning and development are formed in the first years of life. That is why quality early learning – through parental interaction, play and exploration – is crucial not only to children themselves, but to society as a whole. Yet societal attention for learning in the early years is minimal, and globally very few parents are supported with knowledge or services in their children's early years.
- Reducing violence in young children's lives**  
Violence has a profound and long-lasting effect on children's development. Whether young children are direct victims or witnesses of violence, it affects their health, ability to learn and even the development of their young brains.
- Improving young children's living conditions**  
The World Health Organization estimates that one-third of childhood diseases are attributable to poor living conditions. With one in three urban children living in a slum, small changes in the planning of housing and neighbourhoods can significantly improve the health and future of young children.

## Country strategies

The Foundation's goals are implemented internationally and at the national level in eight focus countries. Not all goals are pursued in all countries – it depends on which are relevant to the country context. The country strategies developed by the Foundation were introduced in the Annual Report of 2011 and can be found on our website.

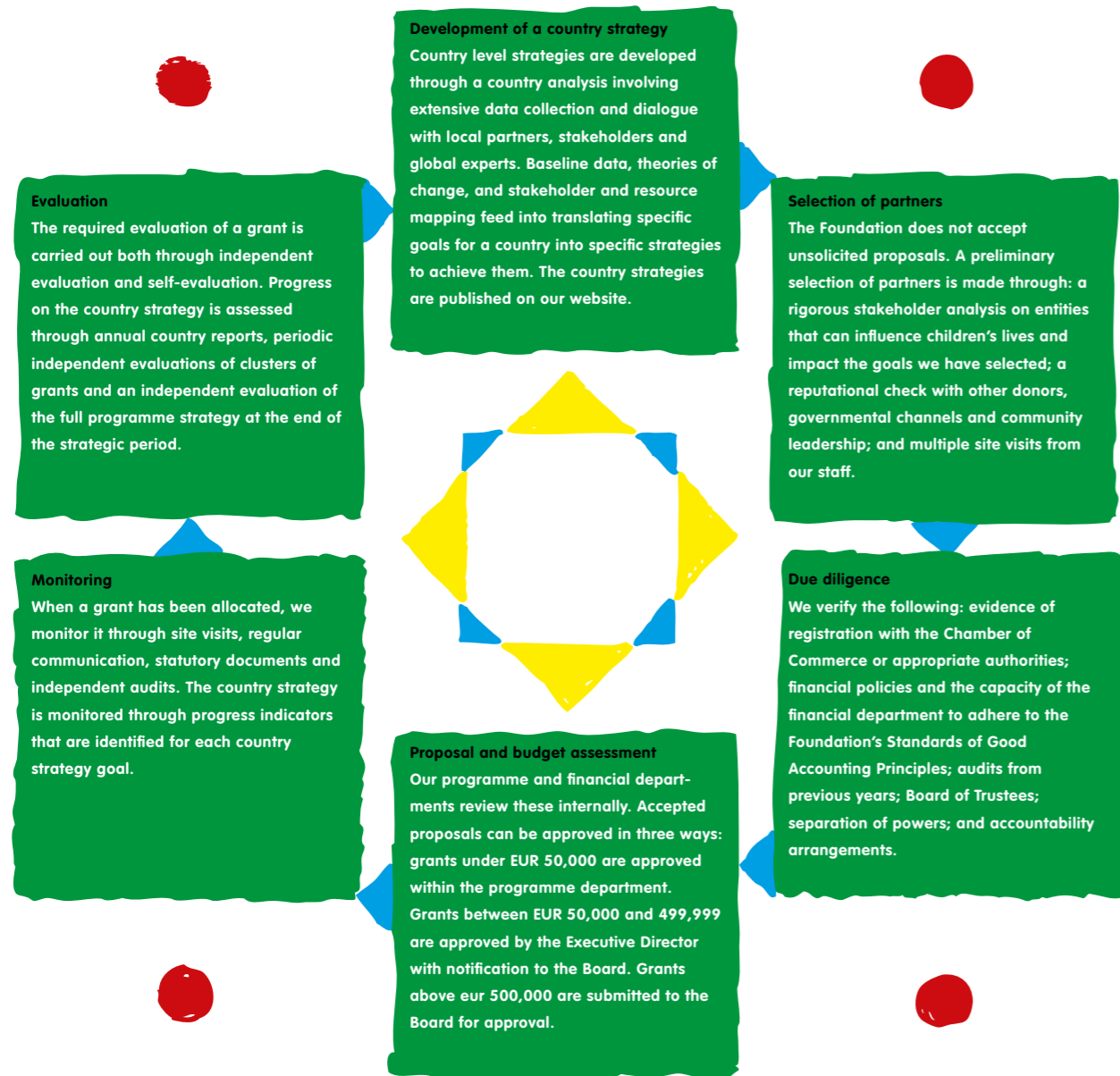
### STAGE OF PROGRAMME

The early stages of programming are about defining our strategy and refining it through information gathering, consultations, baseline research, and testing. When we have established our core strategies and identified our long-term partners, we can begin to optimise our country programme. Then follows a period of consolidation, which should put us in a position to phase out of the country having made a tangible difference to the lives of its young children.



## Due diligence and grants

In 2012 the Bernard van Leer Foundation made a total of EUR 12,715,300 to achieving our goals. We make grants through a six-step cycle. On the next page we explain steps 5 and 6, monitoring and evaluation in more detail. On page 16 we provide an overview of the strategic tools the Foundation and its partners use to create change for children.



## Monitoring progress

We monitor progress so we can know which of our strategies are working to bring change for children, and which are not. For each of our three strategic goals – taking quality early learning to scale, reducing violence in young children's lives, and improving young children's living conditions – we have identified progress indicators over the course of 2012.

Progress indicators have to be specific, measurable, attainable, relevant and time-sensitive. They must help the Foundation determine whether we are reaching outcomes affiliated with each goal in each country. From baseline data that we have collected over the course of 2 years, across the countries within which we are working and with partner organisations, we identified 72 indicators. These indicators help us measure: actual changes in children (health and learning indicators); capacity of the principal caregiver; quality of the services being provided; healthy levels of demand for children's needs to be recognised and served; and the actual amount of investments different stakeholders are making in children (national and local budgets or engagement of the business community). Further examples of these indicators per goal are shared in the progress reports on pages 20–41. A full list is available on our website.

Measuring change at the country level is critical to understanding whether our strategies are working, and can help us make mid-term corrections when necessary. But these indicators are too numerous for us to measure progress of the Foundation as a whole and far too cumbersome to be reporting on annually. To develop an institutional progress measure, we looked for common indicators that appear across all goals and all countries. Fortunately, there are two of these indicators that appear in early learning, reducing violence and improving living conditions across Africa, Europe, Latin America

and India. Taken together these two indicators can give us an overall sense of institutional progress:

- 1 *Bigger and smarter investments for young children to develop to their full potential*
- 2 *Increased demand for what young children need to develop to their full potential.*

The first indicates whether or not we are seeing increased investment, from public or private sources, in areas such as quality childcare, evidence-based violence prevention programmes or child-friendly slum upgrading.

For example in 2012, thanks to the work of many partners supported by the Bernard van Leer Foundation, two governments (Peru and Brazil) substantially increased their budget allocations for early childhood services. Brazil announced a new federal programme investment of EUR 3.7 billion to scale up services for young children in poverty and Peru allocated EUR 54 million to its early childhood programme, *Cuna Más* (see pages 24–25). Furthermore, the Clinton Global Initiative, with the support of the Foundation, highlighted the importance of investing in children and raised an additional USD 330 million from its membership for young children (see page 43).

The second indicator, increased demand for what young children need to develop to their full potential, indicates whether or not we are seeing an increase in demand from parents, children and communities for programmes such as quality early learning or safe spaces to play. This indicator also helps us measure whether change for children is sustainable – whether we are leaving a lasting legacy behind when we exit the countries.

For example in 2012, 18,000 people mobilised in Lima to support a law banning violence (see page 32). In

India, Odisha Adivasi Manch organised and mobilised thousands of tribal people to demand early childhood mother-tongue preschool provision, resulting in a state directive (see page 22).

These two high-level indicators provide a valuable overview of whether or not more people are realising the importance of investing in young children. They help

the Foundation to understand whether our interventions are leveraging other investors; and whether when we leave a country we have strengthened an indigenous voice for children that will continue to keep children's needs front and centre in perpetuity. We look forward to sharing with you progress on these indicators over the life of our current strategic plan.

## The Foundation toolbox

### Strategic tools to create change for children

The Foundation has six strategic tools in its philanthropic toolbox. They are the tools the Foundation and its partners use to implement our country strategies and create change for children.

In the national activities section (see pages 50–67) we show which strategic tools were used in 2012. There, the size of the circles indicates the comparative use of the strategic tools.



### STRATEGIC TOOLS

- **Policy influence and advocacy**  
Promoting or opposing a change in government, multilateral, or corporate policy

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- **Capacity building**  
Helping organisations or individuals strengthen their capabilities

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- **Research**  
Discovering, developing, interpreting or sharing knowledge to solve existing or expected problems

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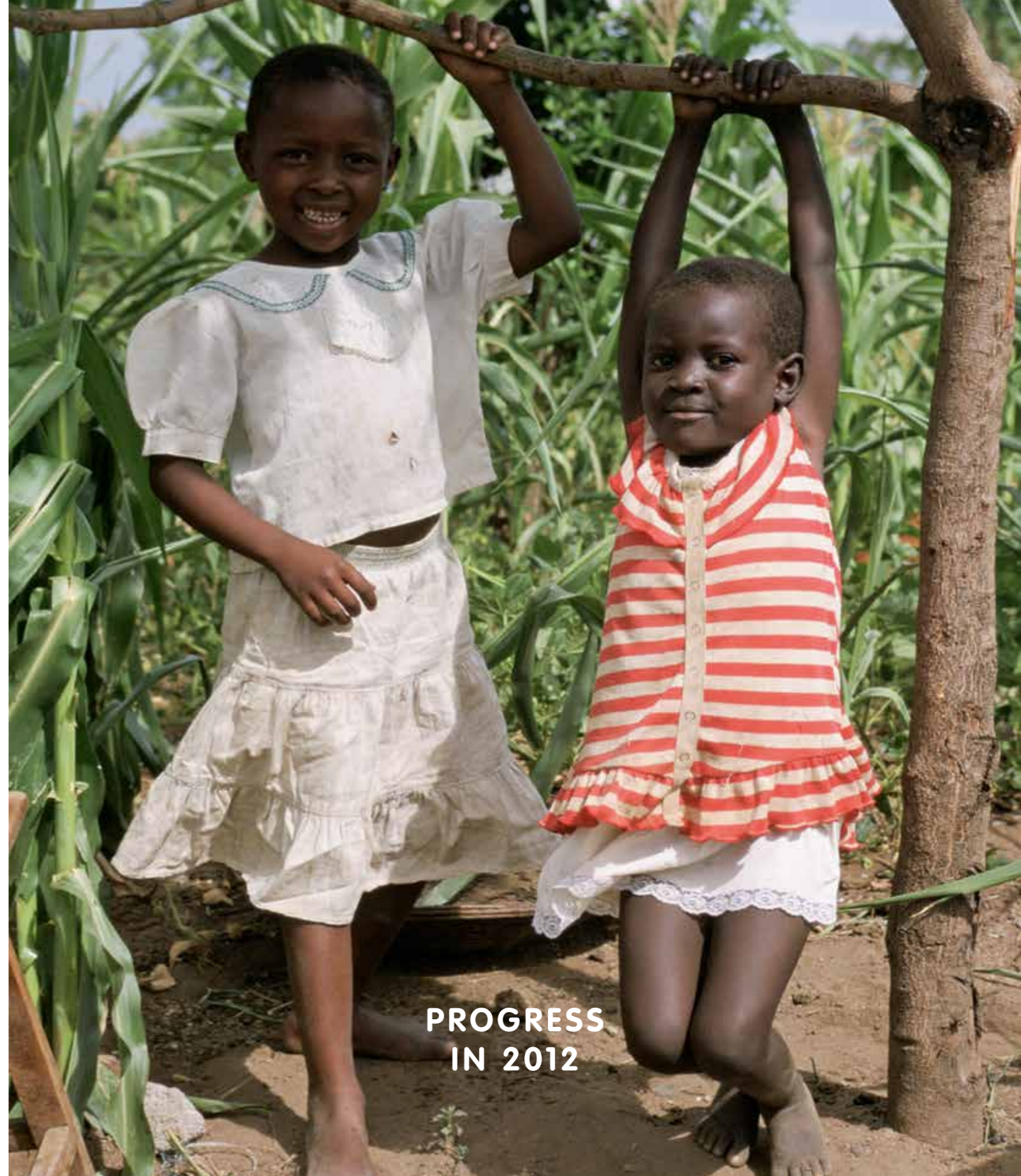
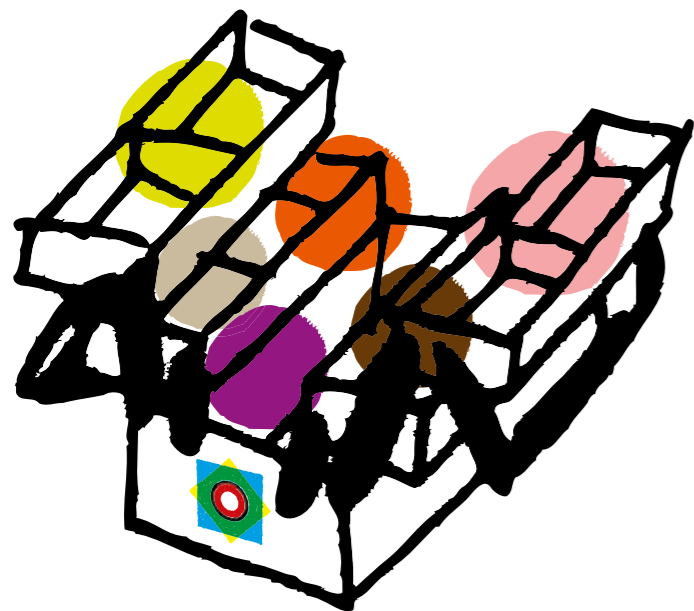
- **Demonstration services**  
Providing goods and services to fulfil unmet needs of constituents

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- **System change and infrastructure**  
Establishing systems and infrastructure that facilitate social change

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- **Behaviour change**  
Sharing information and providing motivation to assist individuals to change their behaviour for positive social benefits



PROGRESS  
IN 2012



## Progress report 2012

Our goals are pursued through grants and activities with a variety of partners in eight countries, the European Union and internationally. In this section of the Annual Report we aim to provide an update on progress, knowledge and results in 2012 at these different levels. First, we give an overview of progress on each of our three goals summarising results across the globe and introducing progress indicators. Second, we look at international activities that supported multiple goals. And finally, we summarise specific goal-oriented activities per country.

### Progress report per goal

- Taking quality early learning to scale
- Reducing violence in young children's lives
- Improving young children's living conditions



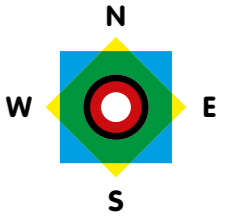
### International activities in support of our goals



### National activities in support of our goals



# Taking quality early learning to scale



## Children's age

0-3 years

3-6 years

6-8 years

## Type of intervention

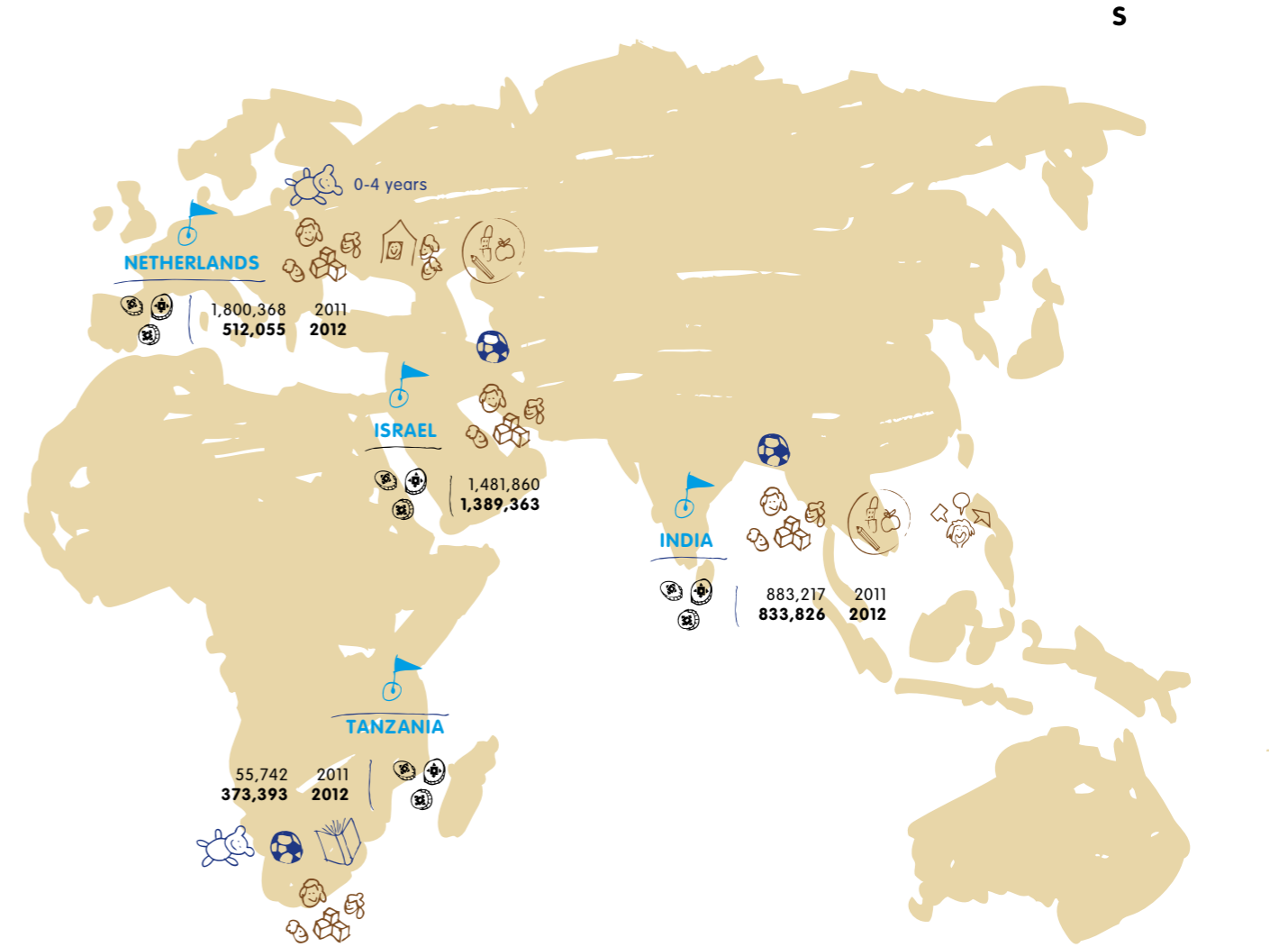
Centre-based

Home visitation

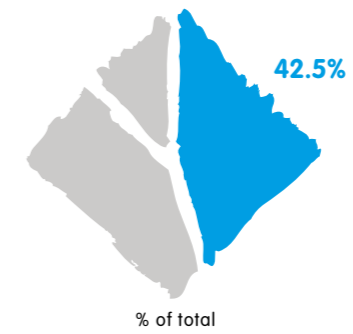
Integrated services

Multilingual education

## Foundation investment (EUR)



TOTAL INVESTMENT IN 2012 (EUR) 5,406,000



## Progress report 2012

## Taking quality early learning to scale

The foundations for all future learning and development are formed in the first years of life. That is why quality early learning – through interaction, play and exploration – is crucial not only to children themselves, but to society as a whole.

There is a strong global movement for expanding early learning, ideally as part of an integrated range of services to meet young children's needs holistically. Early learning encompasses positive parenting, early stimulation, nutrition and health. Evidence shows, however, that quality can suffer when early learning programmes are taken to scale. Disadvantaged children are often left out.

Our goal of bringing early learning to scale focuses on programmes with the proven potential to enable learning from birth, especially among disadvantaged children – home visiting, responsive parenting, and preschool.

Scaling early learning is a goal in six of our country strategies and in our outreach to Roma children in the European region. Our focus differs from place to place, as do the challenges.

In Brazil, Peru and the Netherlands the Foundation and our partners are focused on early learning for children aged 0 to 3. In the scattered populations of the Amazon and Andes we are looking at home visiting models, while in the Netherlands the focus is on childcare centres.

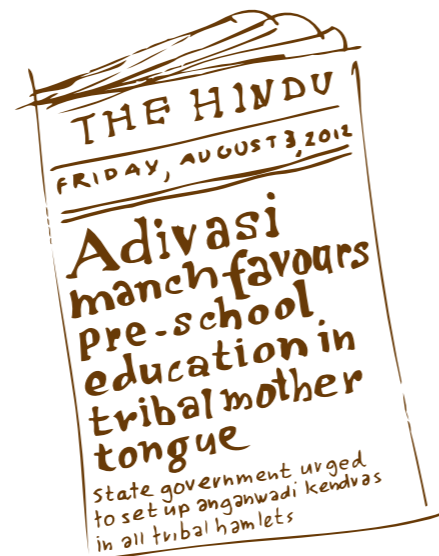
In Israel and India we are focused on preschool- and primary-age children. With our partners we are working to ensure fair public investment in preschool education for all children, regardless of their mother tongue or ethnicity.

In Tanzania and across Europe, public funds are under pressure. The governments of Brazil and Peru, however, have made major public funding commitments to young children. In these countries we still need to find ways of supporting governments, service providers and parents to overcome logistical, technical and bureaucratic challenges to reach the children who need it most.

#### RESULTS FOR CHILDREN ON BRINGING EARLY LEARNING TO SCALE

##### Odisha backs mother tongue-based learning

Children from tribal areas have more chance of succeeding at school if their first experience of education is in the language they've heard at home. This helps them to transition to learning in more widely spoken languages at a later stage in their educational career. The campaign for mother-tongue based early education made a major step forward in 2012 when the state government of Odisha issued a directive stating that all preschools run by the government's Integrated Child Development Services (ICDS) programme (known as Anganwadi centres) will be mother tongue based.



The policy change from the government of Odisha followed grassroots campaigning work by the Bernard van Leer Foundation's partner organisation Odisha Adivasi Manch, a media push with 135 articles and editorials, and successful demonstration projects run by Foundation partners People's Rural Education Movement (PREM), Centre for Youth and Social Development (CYSO) and Committee for Legal Aid to the Poor (CLAP). Fifty-eight community-based child development centres run initially by these Foundation partners have now been integrated into the government system, and early learning curricula are being developed in five tribal languages. A longitudinal impact assessment study is underway.

Much work remains to be done to ensure that the directive is implemented as announced. The Bernard van Leer Foundation's local partners are calling for budget provisions, extension to 19 tribal languages from the planned 10, establishment of quality standards and training of preschool teachers.

Nonetheless, the directive in Odisha is a major step forward in the campaign to ensure that every child in India can access an education in the language they speak at home. Dilip Tirkey, a national hockey star turned member of parliament, agreed in 2012 to be the campaign ambassador.

##### Dutch politicians move towards integrated childcare

2012 was a year of upheaval in Dutch politics. The coalition government led by Prime Minister Mark Rutte fell apart in April, leading to elections in September and another coalition government – again under Prime Minister Rutte – being formed in October.

This presented a huge opportunity for the Kies Nu Voor Kinderen ('Choose Now for Children') campaign,



##### ABINATH, AGE 9, RETURNS TO SCHOOL

Abinath Sabara is the son of a seasonal farmer in a remote village in the tribal district of Rayagada, India. He used to stay away from the Anganwadi (preschool) centre and school, and instead spent his time roaming the fields, climbing trees and looking for insects in puddles.

'I was scared of the *didi* [teacher]', Abinath explains, 'I didn't understand the language she spoke. So I stopped going.'

When Foundation partner PREM set up a community-based child development centre (CBCD) nearby, Abinath joined as part of its pilot programme. The CBCD had a 'context-based curriculum' which encouraged Abinath to study his immediate environment and create things with local materials – for example, making clay models of animals. The centre facilitator was from Abinath's community and spoke the local language, Soara.

'The first day when I entered into the centre, the facilitator greeted me in our language. That was enough for me to sit and listen to her', says Abinath.

Now in Grade 3, Abinath is doing well in primary school and says he wants to be a teacher himself one day.



a collaboration of the Bernard van Leer Foundation and Dutch organisation Kinderopvangfonds (Child Care Foundation). The campaign team enlisted the support of members of parliament and other influential politicians, such as municipal aldermen, to get points from the ten-point manifesto of Kies Nu Voor Kinderen



included in the election programmes of their own parties.

The influence of the campaign can be seen in the coalition agreement between the winning liberal (VVD) and Labour (PvdA) parties that marked the formation of the

'Rutte 2' administration. For the first time, a Dutch government coalition agreement contained language highlighting the need for childcare to contribute to the development and education of children. Traditionally in the Netherlands, the primary purpose of childcare has been seen as getting women back into the workplace.

In particular, the coalition partners agreed on the need to harmonise the various programmes that exist for young children – childcare, education, playgroups, and vve (early and preschool education for disadvantaged children) – under one law and budget stream. This should ultimately help to broaden access to quality early learning for all children in the Netherlands.

Challenges remain. The coalition agreement still needs to be translated into action, and public finances remain extremely tight. Despite its other successes, *Kies Nu Voor Kinderen* was not able to protect childcare subsidies from the latest round of cuts. Nonetheless, experiences gained in 2012 stand the campaign in good stead to continue working for the benefit of children in the Netherlands.

#### From political will to bureaucratic way

Our strategy of recent years to encourage Peruvian leaders, both nationally and regionally, to commit more money to young children has paid off handsomely. The



#### Calling in the Navy in Peru

Indigenous rural children in remote communities in the Peruvian Amazon can be hard to reach with home visits. In 2012 we launched an innovative approach with an unusual partner – the national Navy.

We have begun working through the Navy to ensure that 3000 young children deep in the Amazonian region of Loreto benefit from access to the basic services of family support, nutrition, health, and violence prevention.

Through a new grant to the Ministry of Women and Vulnerable Population, a multi-sector team of specialists in child care and development is travelling on a Peruvian Armada boat to visit remote communities. Trips will last for 2 months, the first having left Iquitos in August 2012.

budget for young children has increased by nearly a billion us dollars since 2010.

This success has, however, created a new challenge – making sure that allocated budgets actually get spent. Nationally, only 49.1% of the budget to improve learning achievement has been spent; 51.1% of the budget for mother and child health programmes; 58.8% of the budget to improve nutrition; and 67.6% of the budget on children's right to an identity.

This means attention should turn from generating political will towards solving the bureaucratic knots that stand in the way of translating increased budgets into more spending. We are looking at ways to improve the technical capacities of implementing institutions, create a new generation of leaders in early childhood, and consolidate mechanisms for monitoring public expenditure.

There has already been success with a project called *Creciendo Juntos* ('Growing Together') through which we are funding a Peruvian partner organisation, Red Innova, to work with three indigenous rural municipalities. This work centres on improving civil servants' managerial and technical capacities to create sustainable home visiting services at scale for the under-3s, covering issues related to health, sanitation and stimulation. Work with the municipalities includes situation assessment, setting up early childhood centres, training home visitors, monitoring, building alliances, and mobilising private sector funds.

In 2012, the home visiting services reached 574 families with 737 young children. In 2013, those figures are projected to rise to 1767 and 2276 respectively.

#### A Good Start on including Roma children

The first, 3-year phase of the A Good Start project, implemented by the Roma Education Fund, came to a close in 2012. In this phase, 4000 Roma children aged up to 7 years in Hungary, Macedonia, Romania and Slovakia gained access to early learning services.

Some of these services were provided through communities, others in formal school settings, and some with mothers who overcame their own reading difficulties while reading with their children.



A Good Start also involved students at teacher training institutions working as volunteers with the Roma. This enabled them to gain first-hand experience of the problems of discrimination and marginalisation faced by Roma children. It is hoped that this will prove useful in their future classrooms with Roma pupils.

A Good Start allowed European foundations to work with each other, with EU institutions and governments to further the cause of Roma inclusion. The project will continue in 2013 with financial, technical and human resource support from public and private sources.

#### Scaling early learning in the Amazon

In May 2012 the President of Brazil announced a EUR 3.7 billion programme, *Brasil Carinhoso* ('Loving Brazil'), to scale early learning services for children aged 0 to 6. The National Network for Early Childhood, created with support from the Bernard van Leer Foundation in 2008, was instrumental in planning *Brasil Carinhoso*.



**First-ever National Forum on Early Childhood Development leads to government commitments**

The Tanzanian National Early Childhood Development (ECD) Working Group started off 2012 with the first-ever National Forum on Early Childhood Development. The forum attracted wide attendance from the government, international aid agencies and local children’s advocates.

The forum prompted a number of government commitments from the Prime Minister’s office as well as the Ministries of Finance, Education and Vocational Training, Health and Social Welfare, and Community Development, Gender and Children. Action has already been taken on creating specific budget lines for ECD in the budgets of the ministries concerned, and the Ministry of Education has provided grants per child for preschool and primary school. Outstanding commitments include approving a proposed integrated ECD policy, strengthening institutional and individual capacities, and regular data collection to inform policy.

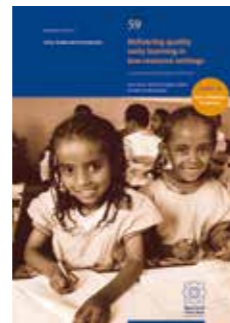
The Bernard van Leer Foundation helped to ensure that the forum featured local Tanzanian civic activists, championing children’s rights. Beyond support for the forum itself, we also invested in communications, resulting in wide coverage of the forum through radio, television, newspapers and billboards. The forum is intended to become a biennial event.



**SHARING KNOWLEDGE ON EARLY LEARNING**

**Working paper on early learning in Ethiopia**

In October 2012, the Bernard van Leer Foundation published a working paper by Kate Orkin, Workneh Abebe Yadete and Martin Woodhead considering Ethiopia as a case study in the development of early childhood care and education (ECCE) in low-resource settings. Building on the Open University’s Young Lives longitudinal study, the paper reports research into the diverse early years trajectories of urban and rural Ethiopian children and draws lessons from the Ethiopian government’s national framework for ECCE.



**Early Childhood in Focus on Developing Brains**

The seventh issue in the *Early Childhood in Focus* series of publications, a collaboration with the Open University, was published in April and became our most-downloaded publication of 2012.

*Developing Brains* set out to translate the language of neuroscience into easily accessible terms, to help early childhood advocates and practitioners understand and explain the growing body of evidence about the effects of early experiences on children’s brain development.

**MONITORING PROGRESS ON EARLY LEARNING**

To track our progress on this goal we are identifying key indicators per country. These indicators fall into four main categories:

- *Increased access for young children to early learning services, preferably integrated services* (for example, home visiting programmes or access to good-quality child development centres)
- *Changing parent and professional behaviour to increase the amount of time spent engaging young children* (for example, the percentage of time parents and

professionals spend per day interacting/playing with young children, or percentage increase in parental leave)

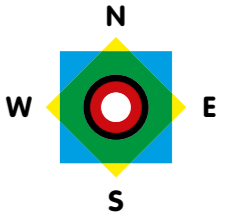
- *Increase in the number of competent professionals and paraprofessionals serving young children* (for example, more trained supervisors for preschools, better-qualified professionals and paraprofessionals)
- *Better learning outcomes from children* (for example, physical, social and language skills at age 3, transition rates to primary school or reduced dropout rates in second grade of primary school).

*'We were not taught in Saura. Otherwise things would have been better for our generation.'*  
(Ramesh Sabar, a farmer)

Partner organisation	EUR	Overall objective	Strategic tools
<b>INTERNATIONAL GRANTS ON EARLY LEARNING</b>			
<b>Global Campaign for Education</b>	<b>73,700</b>	Focus the 2012 Global Action Week on the youngest children, with content informed by the latest scientific research.	●
<b>Joan Lombardi</b>	<b>58,559</b>	Senior Fellow for Young Children, Dr Joan Lombardi.	● ●
<b>Stichting Cinekid</b>	<b>91,494</b>	Develop criteria to judge the potential learning impacts of new media on young children, and organise expert meeting on The Future of Early Learning.	● ●
<b>Yale University Child Study Center</b>	<b>29,417</b>	Support additional case studies in Peru and Uganda regarding costing of early childhood programmes.	● ●
<b>Education Development Centre</b>	<b>60,000</b>	Mobile technologies for use in home visiting programmes.	● ●
<b>Red River College</b>	<b>11,955</b>	Field cost and post-production of a video of the successful Cuban home visiting programme <i>Educa a Tu Hijo</i> .	●
<b>Commit Media</b>	<b>31,444</b>	Develop business models to support new media for early learning, in high- and low-connectivity settings.	●
<b>Total</b>	<b>356,569</b>		



# Reducing violence in young children's lives



## Children's age

0-4 years 

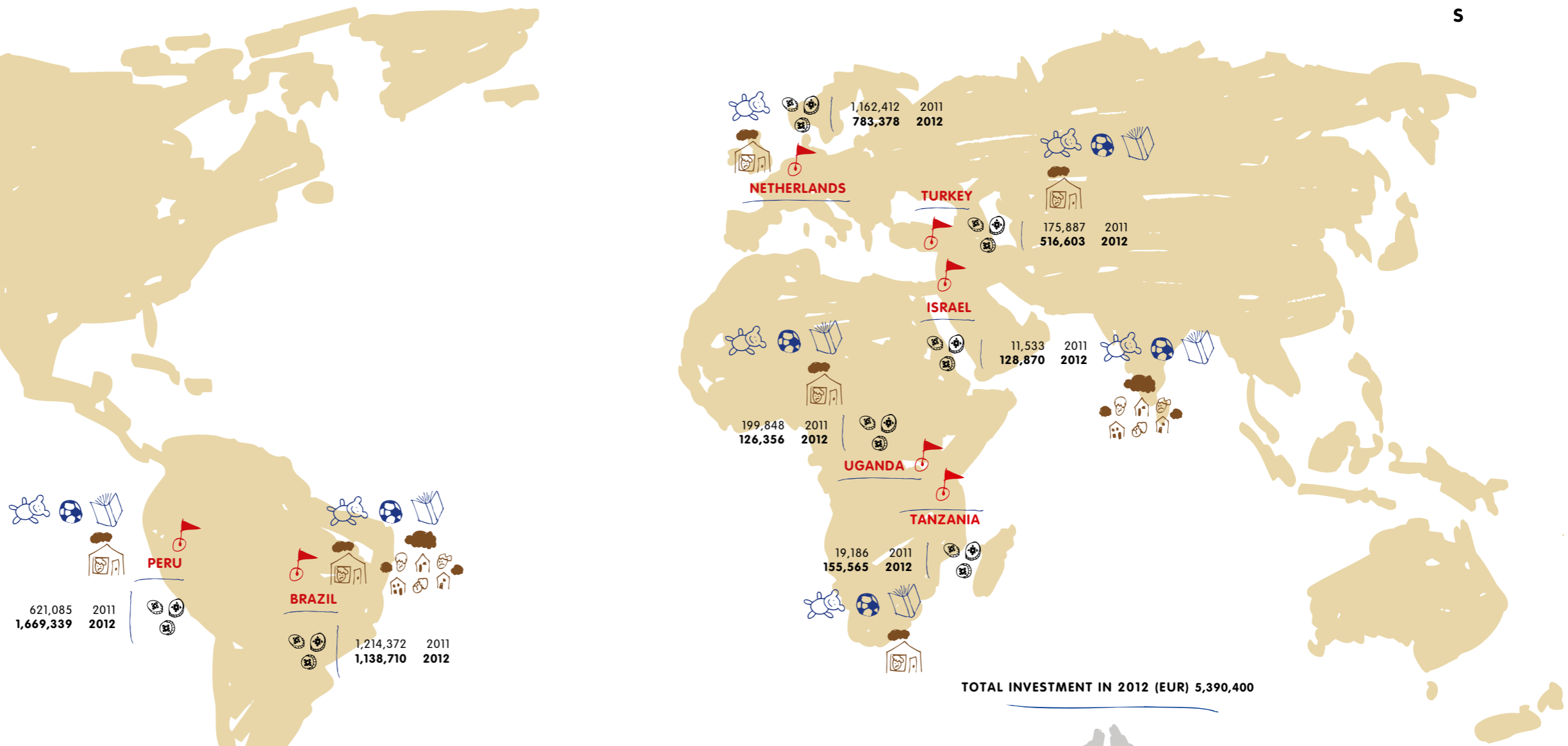
4-8 years 

## Type of violence addressed

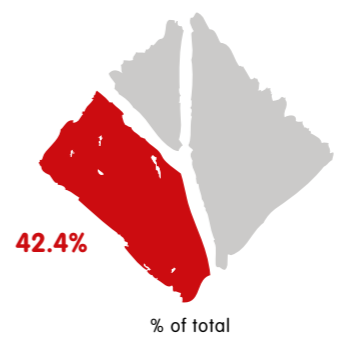
Family violence 

Community violence 

## Foundation investment (EUR)



TOTAL INVESTMENT IN 2012 (EUR) 5,390,400



## Progress report 2012

## Reducing violence in young children's lives

We are investing in programmes to reduce violence in young children's lives in seven of our focus countries. These programmes focus on preventing the direct victimisation of young children; on violence against those who care for them, especially their mothers; and on addressing community violence in places where it is so bad that young children are afraid to play outside. We are concerned with this issue because – whether young children are direct victims or witnesses of violence – it affects their health, ability to learn and even the development of their young brains.

But we already knew this in 2011. What we learned in 2012 was the importance of hope. Although baseline research with more than 10,000 families in seven countries confirmed that this is a big problem, we also uncovered evidence of interventions that can get results in relatively short periods of time. The scientific basis for hope is growing fast. We know we can make things better.

We also learned that we are not alone. We have found committed and thoughtful allies. They are the ones who see the consequences of violence at first hand, and who have really led the movement for prevention – to stop violence before it starts.

But not everyone shares the sense of urgency that children, families, police and doctors feel, and not everyone shares the sense of hope that science has given our grantees and our staff in 2012. The challenge is to make the solution to violence as contagious as the problem. And that's our plan for 2013.

## RESULTS FOR CHILDREN ON REDUCING VIOLENCE

News from the *favelas*, for the *favelas*

Foundation-funded research by local ngo Shine A Light

revealed that one of the root problems of violence in the *favelas* of the Brazilian city of Recife is that there are few alternative ways for young men to gain status than through joining a gang. The sensationalist media coverage of gang violence means its perpetrators gain a kind of local fame.

One of the innovative projects that came out of that report is FavelaNews, a radio station that is reporting on things other than violence that are going on within the *favelas*. While there has not yet been a formal evaluation, anecdotal evidence supports that FavelaNews is already having the desired effect of creating alternative routes to social recognition.

FavelaNews reporters say that the subjects of their reports become minor celebrities in their neighbourhoods, with many people talking with and about them. The reporters themselves are becoming well known in the *favelas*, with people coming up to them to propose stories, and even – in one case – requesting an autograph.

With one exception, all of the gang leaders have been very receptive. There are indications that FavelaNews may be helping to build relationships that bridge traditional neighbourhood divides, which, in turn, helps to defuse tensions among gangs – although it is too soon to draw any firm conclusions.

The FavelaNews website has had about 5000 hits. The influence of FavelaNews will grow if its stories are picked up by mainstream news outlets. There are already signs that this is happening. For the first time, a local newspaper covered a clean-up operation of the local canal, and journalists and politicians are increasingly following FavelaNews on Twitter.



## In partnership with the Peruvian police

In the highlands of Peru, as in so many parts of the world, men beating their wives and children is still commonly seen as a private affair to be kept within the family. This belief poses particular problems when it is held by members of the police force, whose job it is to enforce the laws on domestic violence. Often they are reluctant to bring cases to court unless the injuries are severe.

Through researchers from a local NGO attached to a university, the Bernard van Leer Foundation has been working in partnership with the commanders of the police forces in the neighbouring regions of Junín and Huancavelica to understand what lies behind these social norms and look for ways to help convince the police to be a more positive influence.

According to the testimony of a married female police officer who previously studied social work, often a victim will report a crime only to return to the police station a few hours later to withdraw the statement. This suggests she has come under pressure from her partner or family or is scared to go to court. Far too often this happens several times in succession.

In such cases, the skills of social work – 'building a picture of the true extent of the violence by dealing with them face to face and making home visits' – come to the fore: 'each time I get a complaint I pay attention to the victim by listening to them and empathising with them'. But often, she adds, colleagues are discouraging and the victim gives up.



The difficulty of bringing the issue into the open within the police force is demonstrated by the observation that some of her fellow female police officers are married to police officers and have suffered domestic violence themselves. While there are administrative procedures to deal with such situations, most prefer to keep quiet for the sake of their careers.

This research forms part of a broader campaign against violence in Peru, to spread awareness of the effects on young children of experiencing or witnessing violence in the home. The sums involved are relatively modest – the Foundation's contribution to the research is under EUR 50,000 – yet the potential strategic value is significant.



**Mobilising public support in Peru to stop violence: the Big Hug**

In the summer of 2012 INFANT – a children’s organisation supported by the Bernard van Leer Foundation in Peru – launched a campaign to build demand for stronger laws on violence against children.

In a highly visible demonstration of popular demand, INFANT successfully mobilised more than 16,000 people in a mass hug along Miraflores Avenue, one of the largest streets in Lima, to show their support for a ban on physical and humiliating punishment of children. Fifteen artists wrote and performed songs to demonstrate their support for the campaign.



The Mayor of Lima funded a Museum of Punishment in the centre of the city, decorated by local graphic artists, where visitors can sign a petition in support of the proposed law. The children have proclaimed that violence against children should become history: that is why it belongs in a museum. At the end of the year, the petition has attracted 55,000 signatures, and the campaign is planned to extend into ten additional cities during 2013.

**Microcredit – tackling a root cause of violence in Uganda**

Why are parents violent towards each other and their children? The answers are as complex and individual as the families involved, but baseline research in Uganda made clear that a common thread is money worries. Poverty leads to stress, which can be taken out violently on anyone nearby.

So why not tackle this problem at its root? Well-designed microcredit interventions have a proven record of helping families to generate more reliable income. As an additional benefit, Village Savings and Loan Associations also function as a way to organise households into ‘clusters’ for additional interventions.

In Uganda, household clusters have already set up 217 cooperative childcare groups, involving 5463 children aged under 5. Many of the caregivers have been trained to make play materials from recyclable household waste. Meanwhile, members of Village Health Teams have been trained to start dialogues on violence among household clusters, and distribute posters and booklets.

In 2012 approximately 12,260 young children have been reached through 4320 families participating in Village Savings and Loans Associations, and there has been real impact within a matter of months; an interim report finds that young children are experiencing better nutrition and food availability, more income security and less family stress.

One example is Sarah Eluk, a single mother of four children who belongs to Bed Iworo Village Savings and Loans Association in Nambieso sub-county, Apac District. After borrowing UGX 300,000 to start a fish-selling business, she says her children are eating better and the poverty-related family stress which might once have spilled over into violence has now been much reduced.

**Giving children a voice on abuse**

Research shows that few professionals in the Netherlands are aware of why and how children’s voices on violence should be heard. Helping children who have suffered from child abuse to give voice to their thoughts and experiences can not only help their own recovery process, it can raise awareness and encourage other children at risk of abuse to speak out.

Yet there are profound ethical and practical issues involved in talking sensitively about abuse with children.



In 2012 the Alexander Foundation pioneered innovative ways for Dutch children to exercise their right to participation, with support from the Bernard van Leer Foundation. Through creative workshops – in collaboration with resourceful artists – six groups of children living in youth care institutions and women’s and children’s shelters produced short films, cartoons, shoebox dioramas and magazines.

The practices tested will be distributed nationally among professionals who work with children. The aim is that they will be adopted by municipalities as good practice. This will make a difference to the estimated 30,000 children who are interviewed annually as part of an investigation and/or receive care following abuse in the Netherlands, supporting their recovery and helping them speak out about abuse.

**International conference spreads awareness on violence**

With the help of local partner Salgalú, the Bernard van Leer Foundation supported the hosting in Lima of an international consultation meeting of experts in violence reduction, in partnership with the Peruvian government, UNICEF, the United Nations Secretary General’s Special Representative on violence against children, and the Latin America chapter of the Global Movement for Children.

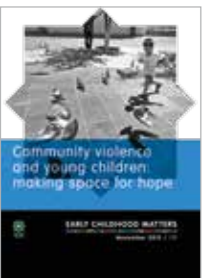
More than 8000 people from 20 countries tuned in live to the webcast, and the meeting was covered by CNN, the BBC, AP, *The Lancet*, the Catholic News Service and others. Among the results of the meeting was the decision by the World Bank to include an indicator related to national laws and policies on domestic violence in its Systems Approach for Better Education Results – Early Childhood Development (SABER-ECD) framework, which is an international initiative to assess countries’ policies and how they affect young children’s development.

**SHARING KNOWLEDGE ON REDUCING VIOLENCE**

**Early Childhood Matters on community violence**

The November 2012 issue of the Foundation’s biannual journal *Early Childhood Matters* (and its Spanish edition, *Espacio para la Infancia*) asked what are the effects of community violence on young children.

Articles examined the issue from a diverse range of perspectives – from academic research linking neighbourhood murders in Chicago to children’s classroom performance, through the head of the Scottish police’s Violence Reduction Unit on why violence is a public health problem, to Mexican children and a Brazilian mother sharing first-hand experiences.



As suggested by the subtitle of that issue – ‘Making space for hope’ – several of the articles share news from interventions which are suggesting tangible ways forward to protect young children from the effects of violence in their communities, and help to ensure that they do not perpetuate the violence when they grow up.

**MONITORING PROGRESS ON REDUCING VIOLENCE**

To track our progress on this goal we are identifying key indicators per country. From these indicators we have identified five main categories that help us track and monitor overall progress and long-term impact. They are:

- *Reduced family violence*  
(for example, reduced numbers of young children being abused in their homes or a reduced number of domestic violence incidents)

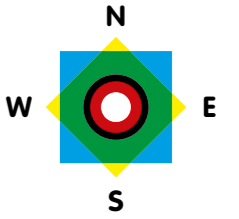
- *Reduced community violence*  
(for example, reduced number of violent incidents in a community, reduced number of homicides)
- *New evidence-based policies to prevent violence*  
(for example, local government adoption of policies that have been identified by the who violence prevention alliance, such as supporting families and caregivers, developing children’s life skills and empowering women)
- *Shifts in norms towards less acceptance of violence*  
(for example, a lower percentage of people believing that parents can slap children or a lower percentage of children believing that committing violence leads to social recognition)
- *Increased preventive and responsive services*  
(for example, a higher percentage of parents accessing parenting support services or an increased number of care services that consider young children’s specific needs).



Partner organisation	EUR	Overall objective	Strategic tools
<b>INTERNATIONAL GRANTS ON REDUCING VIOLENCE</b>			
<b>FENTON</b>	<b>210,433</b>	Develop a compelling narrative on combating violence against young children.	● ● ● ●
<b>Breakthrough TV</b>	<b>151,444</b>	Bring together communities concerned with violence against women and young children.	● ● ● ●
<b>CureViolence</b>	<b>144,803</b>	Gain a better understanding of how the CureViolence methodology to change behaviour affects children under 8.	● ● ● ●
<b>New Venture Fund</b>	<b>38,926</b>	Contribution to a new initiative co-funded by members of the Child Protection Funders Group to establish a coalition, dedicated to stopping violence in children’s lives.	● ● ● ●
<b>London School of Hygiene &amp; Tropical Medicine</b>	<b>196,545</b>	Research on domestic violence and young children.	● ● ● ●
<b>Naomi Podber</b>	<b>5,200</b>	Statistical analysis of Bernard van Leer Foundation research on reducing violence in children’s lives.	● ● ● ●
<b>NEF</b>	<b>70,000</b>	Communication costs associated with sharing the Evaluation Challenge Fund first cohort of research findings.	● ● ● ●
<b>Absolute Return for Kids</b>	<b>12,018</b>	Help child protection advocates develop more solid evidence, a stronger voice and more compelling message.	● ● ● ●
<b>Ozsel Beleli</b>	<b>588</b>	Develop a global programme agenda on the topic of reducing violence in young children’s lives.	● ● ● ●
<b>SALGALU</b>	<b>25,219</b>	Cover the costs of key invitees’ participation in the international expert meeting on violence held in Lima.	● ● ● ●
<b>Total</b>		<b>855,176</b>	

‘Being active like football or making cookies, helps kids to talk in a more open and relaxed way. It’s more like chatting to a friend and less stressful as it does not feel like you are being interviewed.’  
 (Boy, 13 years old, on how to talk to children after child abuse)

# Improving young children's living conditions



## Children's age

0-3 years 

3-6 years 

6-8 years 

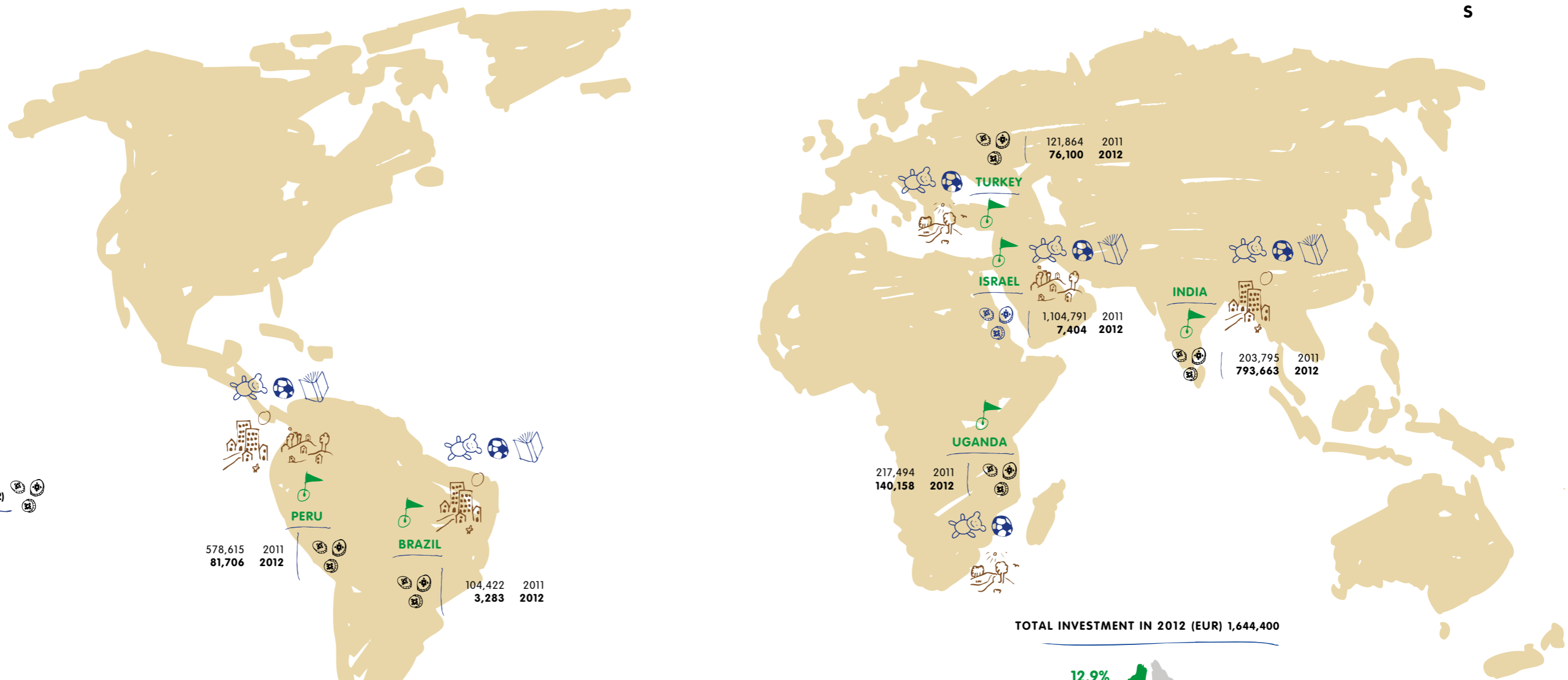
## Settings

Urban 

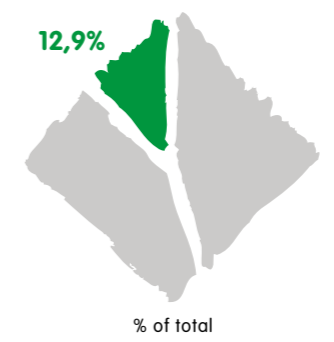
Peri-urban 

Rural 

## Foundation investment (EUR)



TOTAL INVESTMENT IN 2012 (EUR) 1,644,400



## Progress report 2012

## Improving young children's living conditions

The World Health Organization estimates that one-third of childhood diseases are attributable to poor physical environments. Children in developing countries are up to twelve times more likely to be affected than those in developed countries. Globally, accidents and injuries caused by inferior living conditions account for as many deaths among children under the age of 5 as AIDS. Small changes in the planning of housing and neighbourhoods, especially in the fast-expanding cities of the developing world, can significantly improve the health and future of young children. This is the underlying rationale for our focus on creating healthy living conditions for young children.

In the course of 2012 we have collected a strong evidence base for our goal of creating healthy living conditions for young children. As described below in this section, we mapped out an amazing number of ways in which living conditions can influence children's development and well-being.

In 2012 we learned that planning and design professionals typically do not have the necessary knowledge about how significantly, and in what ways, their actions have an impact on young children's lives. The same goes for big investors in major environmental projects, such as the World Bank. We are gradually learning more not only about those impacts on children, but also about how to ensure that this knowledge is used by the people who make decisions on living conditions for young children.

Research and experimentation have demonstrated how participatory planning and design approaches involving children themselves can be among the best ways to address the problem of ensuring adequate and safe opportunities for play – an important area of overlap between this goal and our goal on early learning.

There are also close links with the goal of reducing violence. We have learned more in 2012 about how living conditions can contribute to the likelihood of violence. In 2013 we will further expand knowledge in this area, conducting more research and continuing to implement our country strategies. The Bernard van Leer Foundation is currently programming on healthy living conditions in six of our eight focus countries.

#### RESULTS FOR CHILDREN ON HEALTHIER LIVING CONDITIONS

##### Mapping how living conditions influence the lives of young children

With the support of five international experts and facilitated by the firm of analysts De Argumenten Fabriek (The Arguments Factory), the Foundation created an information map summarising the latest research on how the quality of living conditions directly influences young children.

The information map supports our staff and others in communicating why healthy living conditions are important for young children. It is also a tool for creating strategies and programmes to improve living conditions for young children. The map was used as a basis for the *Humara Bachpan* ('Our early childhood matters') a national campaign launched in India in November 2012. The campaign aims to ensure healthy and safe living conditions for young children growing up in urban poverty. The map is published on our website.

##### In 2012, no young children drowned in Belén

In deprived communities of Belén, Peru, people live in wooden houses on the banks of the river on which they depend for fish as a source of food. When the river becomes high in the rainy season, it has historically been common for young children to fall in and drown.

##### Solar power means healthy children in Israel's Negev desert

Gazy El Gawy, 67, has eight children from his two wives, one of whom recently passed away. The family live in a house made half from brick and half from tin sheets, in an unrecognised village on the outskirts of the Arab-Bedouin town of Rahat. Unrecognised villages are so called because they are bypassed by national infrastructure services, including the electricity network.

This poses a particular problem for Uda El Gawy, one of the children, who suffers from severe asthma and needs daily use of a CPAP machine. The hospital is happy to let families take CPAP machines home, as it is much cheaper than hospital treatment, as well as better for the child's well-being. But they can do this only if they know that the family has access to a reliable source of electrical power.

The El Gawy family initially secured use of a CPAP machine at home by running a long cable from a neighbour's diesel-powered generator, which gave them electricity for a couple of hours each evening. Then the neighbour's generator broke, and Gazy couldn't afford one of his own. This meant that Uda could be treated only at the regional hospital.

In 2012, a grant from the Bernard van Leer Foundation to local partner AJEEC-NISPED enabled the El Gawy family to afford a solar panel by their house. There is now electricity all day

long – reliable, inexpensive and without the dirty fumes and greenhouse gas emissions of the diesel generators. Not only can Uda use his CPAP machine, but all the other children in the house can listen to the radio, read and do their homework after the sun goes down.

Through funding from the Foundation, 35 more families like Gazy's were connected to subsidised solar electric systems in 2012 – a simple and easily replicable intervention that has a profound effect on the health, well-being and learning opportunities of children growing up in exceptionally difficult circumstances.



In April and May 2012, the Bernard van Leer Foundation's partner INFANT-Nagayama organised a series of events in the Belén communities of San Andrés, Nuevo Campeón and 8 de Diciembre, with the aim of recruiting older children into an effort to keep the younger ones safe.

About 100 children took part, forming 'Children to the Rescue' groups who received training in swimming, lifesaving and first aid. Peru's police force helped out with the lessons, free of charge, and has expressed willingness to repeat the experience on a regular basis.

The children also put flags on homes with children too young to swim. As David, a boy from the hamlet of San Andrés, explains: ‘The older children join the lifesaving group so they can save the little ones who can’t swim. That’s what the flags are for, so we’re on the lookout.’

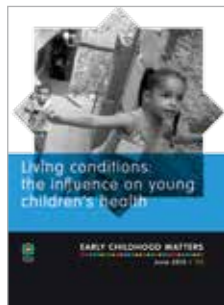
INFANT’S Daniel Sangama hopes that the ‘Children to the Rescue’ and ‘Little Flags Campaign’ initiatives can now become public policy, to be implemented by the municipal authorities in all riverside communities.

**SHARING KNOWLEDGE ON HEALTHY LIVING CONDITIONS**

**Early Childhood Matters on living conditions**

The impact of living conditions on young children’s health is an under-explored area within the health community and within the early childhood community. The June 2012 issue of the Foundation’s biannual journal, *Early Childhood Matters* (and its Spanish edition, *Espacio para la Infancia*), explored the links between the living conditions that children grow up in and their health and development.

Articles examined the effects of air pollution, the significance of accidents and how to prevent them, issues involved in designing child-friendly cities, the importance of access to nature for young children, and reaching young children by involving unemployed young people in building projects.



**Early Childhood in Focus on healthy environments**

The eighth issue in the Foundation’s popular *Early Childhood in Focus* series of briefing notes, published in partnership with the Open University and aimed at providing accessible summaries of current research for children’s advocates, tackled the subject of healthy living conditions. It considered the key challenges in providing healthy physical environments, with special attention to urban living, and looked at different kinds of spaces designed specifically with young children in mind.



**MONITORING PROGRESS ON HEALTHY LIVING CONDITIONS**

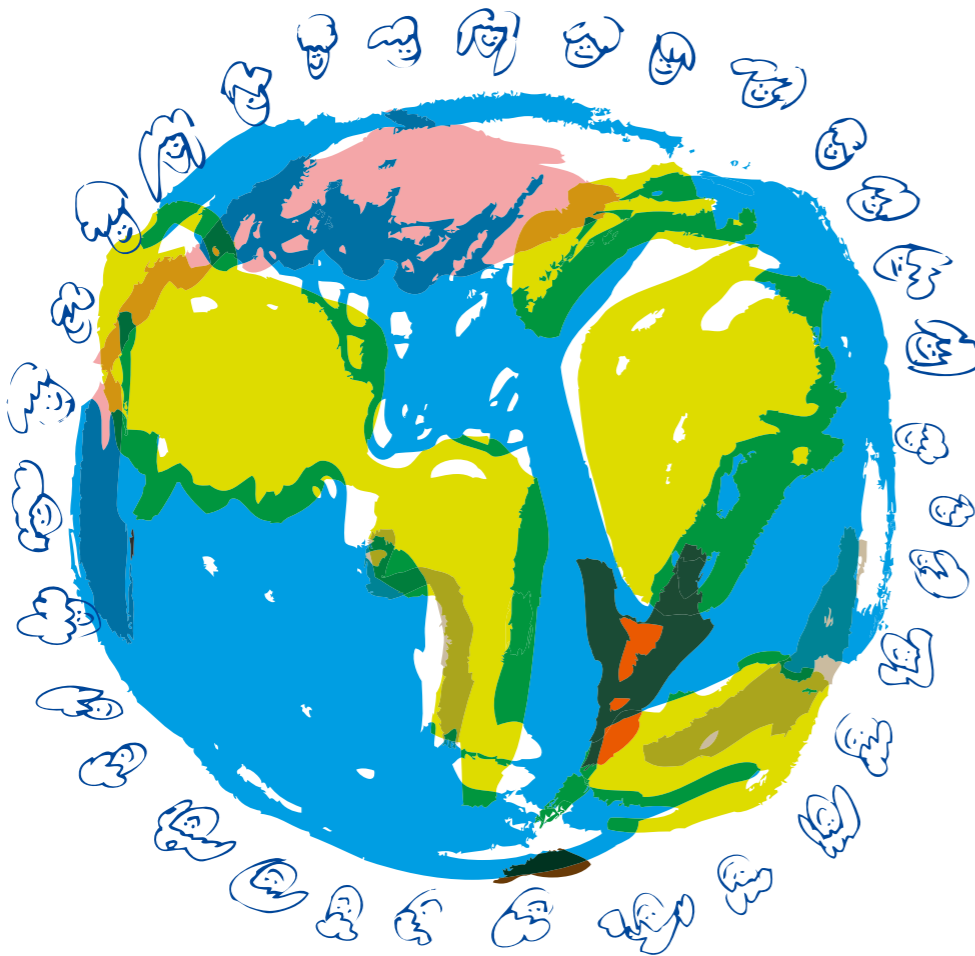
To track our progress on this goal we are identifying key indicators per country. From these indicators we have identified three categories that help us track and monitor overall progress and long-term impact. They are:

- Greater access for young children to safe spaces to play (for example, safer neighbourhoods or designated safe spaces in centres)
- Greater access to clean water, sanitation and adequate housing (for example, drinkable tap water, indoor toilets in homes and care centres, houses with proper ventilation, windows and safe spaces for children to play)
- Reduce childhood morbidity (<5).



Partner organisation	EUR	Overall objective	Strategic tools
<b>INTERNATIONAL GRANTS ON HEALTHY LIVING CONDITIONS</b>			
<b>Bank Information Center</b>	<b>124,960</b>	Strengthen policies to protect children from risks associated with infrastructure projects developed by international financial institutions.	● ● ●
<b>University of Brighton</b>	<b>103,500</b>	Compile existing child-oriented research methodologies to listen to children’s views and make them available to interested research organisations.	● ●
<b>CUNY</b>	<b>171,682</b>	Document and improve the effectiveness of a child rights approach to community development.	● ●
<b>BID Network</b>	<b>10,000</b>	Support a Business in Development network event in Rwanda presenting small and medium enterprises that improve the living conditions of young children.	● ● ● ●
<b>GMMB</b>	<b>116,072</b>	Develop a media campaign in Tanzania during January and February 2012 in the context of two important events.	●
	<b>Total</b>	<b>526,214</b>	





International activities in support of our goals

## Making young children everybody's business

Sometimes the most effective strategy to increase young children's chances in their countries and communities is to work beyond the borders. While our national programmes focus on eight countries, we also engage in international activities and produce publications to raise the visibility of the issues affecting young children and offer practical solutions.

Through partnerships and networks we encourage governments, corporations, philanthropies and communities to support evidence-based policies, practice and programmes that help young children get a strong start in life. The Foundation also undertakes activities at the international level to strengthen the philanthropic sector.

### Investing in young children – an irresistible opportunity

With the support of the Foundation, the Clinton Global Initiative (CGI) put early learning on the agenda of their annual meeting in New York in September 2012. A unique/first-ever plenary session made the case for why investing in young children is an 'irresistible opportunity'. Former US President Bill Clinton, the President of Malawi Joyce Hilda Banda, Discovery Education, GAIN, UNICEF and Save the Children participated in the panel.

The membership of CGI is mostly made up of CEOs of large corporations and high net worth individuals. The attention paid to young children's needs resulted in 13



new commitments to young children, totalling nearly USD330 million. These needs will remain a focus for the initiative, creating attention for young children's issues among new stakeholders from the private sector.

We expect this will result in even more public-private partnerships focused on young children in the years to come.

### Risky Business workshop

Of the foundations based in Europe, 94% agree that risk is key to a foundation's responsibility, but less than 30% can define a risk worth taking. From these findings the Bernard van Leer Foundation, in cooperation with Bertelsmann Foundation, the Working Group on Philanthropy for Social Justice and Peace, and European Foundation Centre (EFC) together hosted a workshop on philanthropy and risk at the Annual General Assembly of the EFC called 'Risky Business'. In a packed hall with representatives from 150 foundations, Risky Business explored risk as it pertains to foundation programmes, and the relationship between risk, mission and innovation. Archetypes of risk were developed based upon surveys in the field that mapped attitude and behaviours. The case was made that instead of focusing on mitigating risk, foundation executives, trustees and officers should understand that risky behaviour is part and parcel of a foundation's DNA. Participants left the workshop with an emergency kit to help them identify and embrace the risks worth taking in their day-to-day operations. In 2013 the Bernard van Leer Foundation will continue to design capacity-building workshops for European foundations, focused on risk, impact, governance, accountability and transparency in order to strengthen the sector as a whole.



**Increasing the debate on young children**

After 62 years of focusing on young children's needs we have a lot of knowledge to share. In 2012 the Bernard van Leer Foundation produced 10 publications with practical information on how best to address these needs. To make our knowledge easier to access we also launched an online version of our flagship publication *Early Childhood Matters* ([www.earlychildhoodmagazine.org](http://www.earlychildhoodmagazine.org)). And to fill knowledge gaps in the field we commissioned 60 research reports.

All publications are available free of charge in pdf format and can be ordered in hard copy, via our website.

**BERNARDVANLEER.ORG**

**Website visitors**

1	Netherlands	14,077	+36%
2	United States	12,105	+7%
3	United Kingdom	11,859	+13%
4	Peru	3,925	+72%
5	India	3,691	-8%

**EARLYCHILDHOODMAGAZINE.ORG**



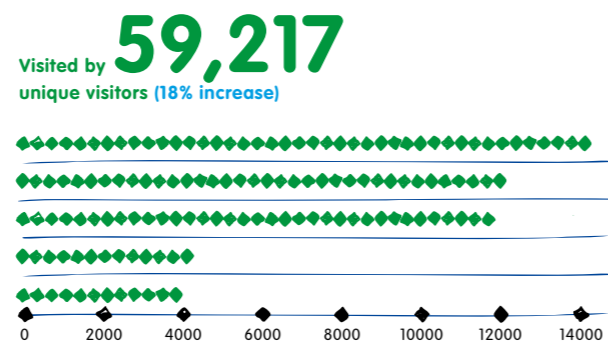
**FACEBOOK**



**Top 5 Countries**

- India
- Peru
- Turkey
- Ecuador
- Netherlands

**930** Likes  
(on 31-12-2012) up 2,100%

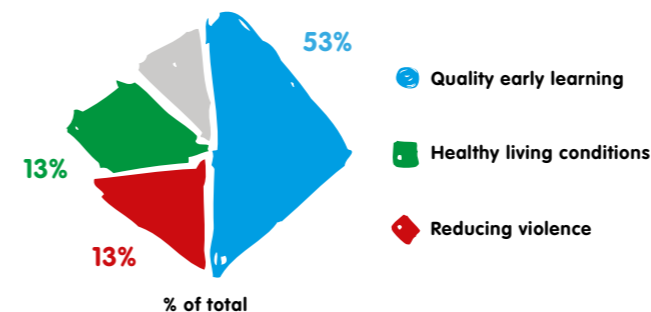


**1,630** unique visitors  
in one month (Launched November 2012)

**PUBLICATIONS**

**2,393**  
Printed publications  
were requested

**Request per goal / theme**



**21,048**  
publications were downloaded  
from our website



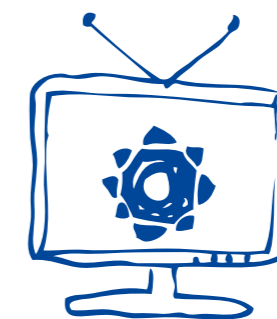
**PUBLICATIONS**

**Top 5 downloads**

Early Childhood in Focus 7	1,136
Working Paper 48	807
Early Childhood Matters 116	798
Early Childhood Matters 117	715
Annual Report 2011	710

**MEDIA**

Over **60**  
articles in the news



**4** TV appearances  
Foundation staff



### Learning from our experience

In November 2012, the Bernard van Leer Foundation welcomed a report entitled *Learning from Experience: Lessons for philanthropy*, commissioned to assess the impact made by the Foundation over the years in selected countries in which it would no longer be making grants. Dr Christopher Harris, former Montessori school teacher with a doctorate in education policy from Harvard University, led a team of researchers to review the legacy of the Foundation in Colombia (35 years' work, spending EUR 50.7 million at constant 2010 prices), Kenya (40 years, EUR 30.5 million), Germany (29 years, EUR 7.7 million) and Poland (16 years, EUR 5.2 million).

The evaluation has indicated that the Bernard van Leer Foundation has had national impact in three of the four countries examined:

- Kenya has a national infrastructure for early childhood education and development.
- Colombia has a network of specialised university centres and NGOs that have solid expertise and experience in the theory, design and implementation of ecd and integrated community development.
- Poland has diverse, flexible, government-supported ECD centres across its rural areas – finally guaranteed by law, the passage of which was largely dependent on Foundation partners' lobbying – and a strong child advocacy capacity to monitor the efforts.

These countries also experienced substantial increases in access to and enrolment in early childhood programmes, improvements in the quality of the pedagogy, dramatic increases in numbers of appropriately trained teachers, and a diversification of early childhood models within the countries.

In Germany the impact was not quite national. However, as a result of work undertaken there, Germany has a network of school systems in 16 states using a Respect for Diversity curriculum in 12,000 centres serving 600,000 children.

All four countries now have a substantially enhanced early childhood curriculum and a large arsenal of literature on early childhood and community development available in multiple languages (for example, in Turkish for that community in Germany; in over 14 languages for Kenya; and in indigenous languages in Colombia). The Foundation also grew a global network of early childhood specialists through hundreds of seminars and training sessions for parents and teachers, hundreds of meetings with local officials and national ministries, and dozens of international workshops and conferences.

However, the report also suggests that there is room to build upon the Foundation's practice. It argues that not enough attention has been paid to understanding and tackling the root causes of poverty among the children whom the Bernard van Leer Foundation sought to help; data collection has been inconsistent; the Foundation's mechanisms for learning from its own experiences could have been more effective; and the question of how to withdraw from a country should have been thought about at an earlier stage. These are all areas the Foundation is working to improve.

Among the findings is the identification of five 'theories of change' used by the Foundation to varying degrees and in varying combinations over these four decades of work:

- 'Ideal paradigm' (find the best model and apply it widely)
- 'Community-based approach' (emphasise local design and ownership)

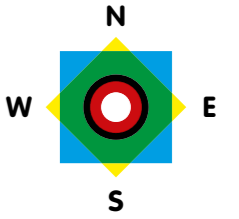
- 'Develop tools and knowledge and disseminate widely'
- 'Influence public policy'
- 'Support partners' (strengthen local organisations).

The report makes the case that none of these approaches is sufficient on its own, an important finding not only for the Bernard van Leer Foundation, but for other philanthropic organisations as well. For example, it finds that the Foundation's work in Kenya over-emphasised the 'Ideal paradigm', a theory of change currently visible in many philanthropic organisations. The Foundation could have

been more effective had it included other theories, most specifically, more work building an organised demand from parents and educators to maintain high quality in the early childhood centres. In contrast, engagement in Poland was characterised by a mixture of the last four theories of change, resulting in a stronger legacy. As the Foundation engaged in Poland more recently than in Kenya, the research team views this as a sign of institutional maturing.

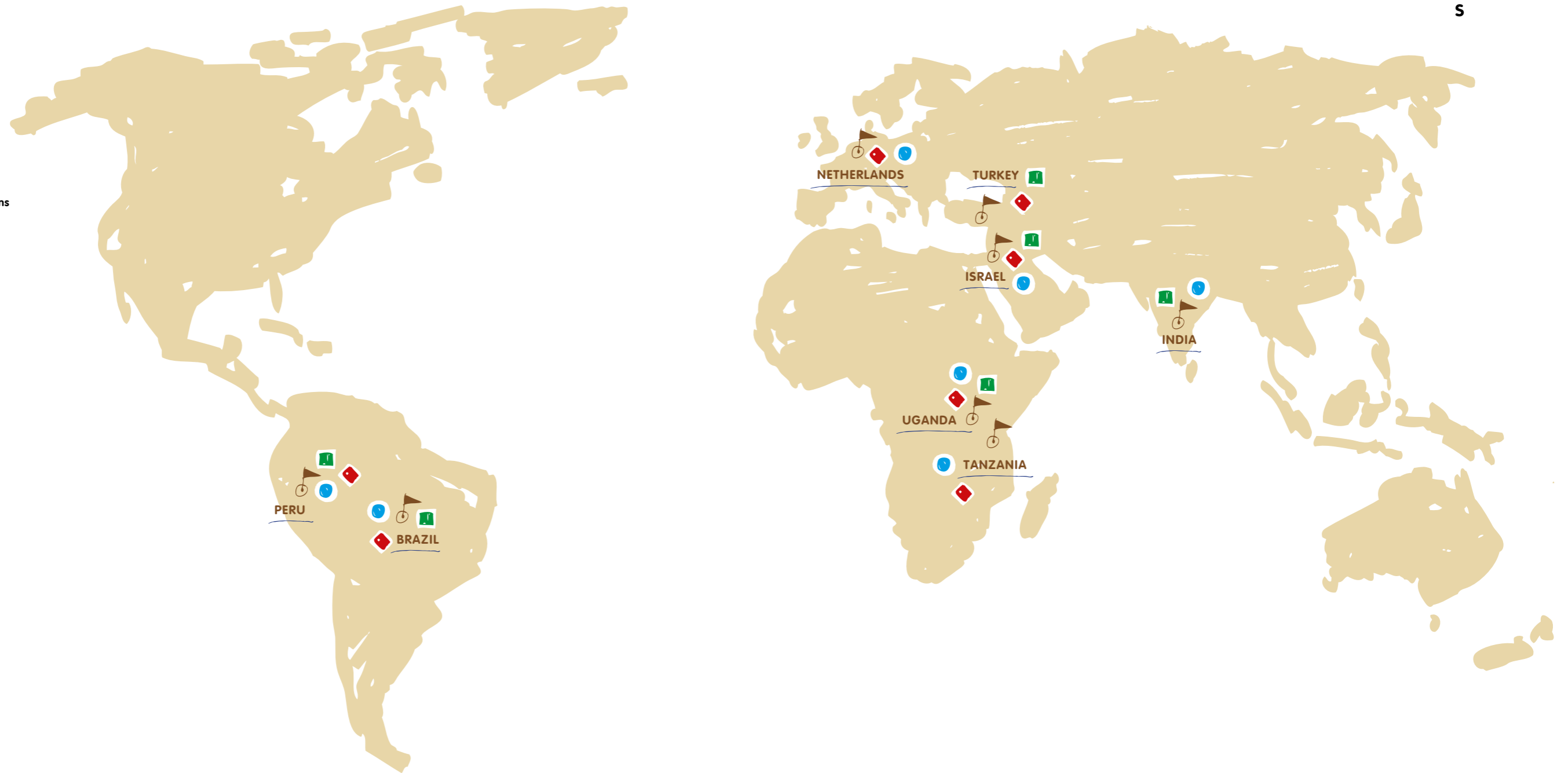
Partner organisation	EUR	Overall objective	Strategic tools
<b>INTERNATIONAL GRANTS</b>			
<b>Alliance Publishing Trust</b>	<b>30,000</b>	Support <i>Alliance Magazine</i> Programme and ensure that readers view the resources as the main source of news and ideas on philanthropy and social investment worldwide.	●
<b>Chris Harris</b>	<b>10,155</b>	Tracking social change.	●
<b>European Foundation Centre; Council on Foundations; East African Grantmakers Association</b>	<b>95,514</b>	Miscellaneous costs for the foundation sector, such as memberships, registrations for conferences, travel costs and expenses.	●
<b>Global Child Development Group</b>	<b>128,417</b>	Publish articles that promote integrated approaches to early childhood in influential scientific journals.	● ●
<b>National Academy of Sciences</b>	<b>65,226</b>	Support a two-day planning meeting on Investing in Young Children Globally.	●
<b>SRDC</b>	<b>100,000</b>	A contribution towards the Patrice L. Engle Dissertation Award in Early Child Development.	● ●
<b>Steps International</b>	<b>100,000</b>	Create a global conversation about poverty through public media, challenging people to participate and come up with solutions to eradicate poverty.	● ●
<b>The Communications Initiative</b>	<b>49,625</b>	Contribute to the formulation of a comprehensive communication strategy for the Foundation and develop social media applications for the Foundation's website.	● ● ●
<b>In'tent (the Netherlands), Mehmet Cem Ulgen (Turkey), and other resource people</b>	<b>40,562</b>	General network development costs for 2012.	● ● ●
<b>Total</b>	<b>619,499</b>		

## National activities in support of our goals

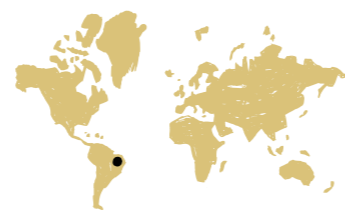


### FOUNDATION GOALS

-  Quality early learning
-  Healthy living conditions
-  Reducing violence



Data from organisations we have supported in 2012 suggest that we will reach 316,900 children through direct service delivery and training grants. Through advocacy and communications grants oriented toward changing national laws and policies, the work of the Foundation could potentially reach millions of children.

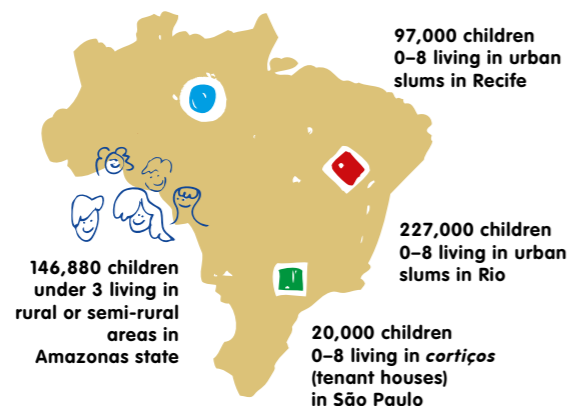


# Brazil

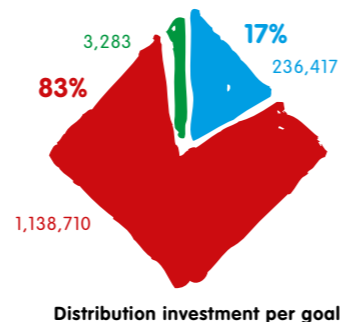
## PROGRAMME GOALS

- Early learning**  
Quality home visiting programmes for rural children under 3 years of age living in the state of the Amazonas.
- Living conditions**  
Safe and affordable housing for young children growing up in *cortiços* in São Paulo.
- Reducing violence**  
Zero violence in the lives of young children growing up in *favelas* in Rio de Janeiro and Recife.

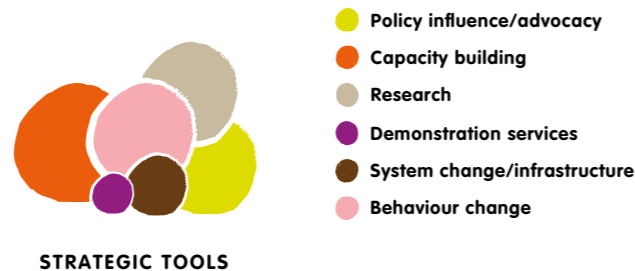
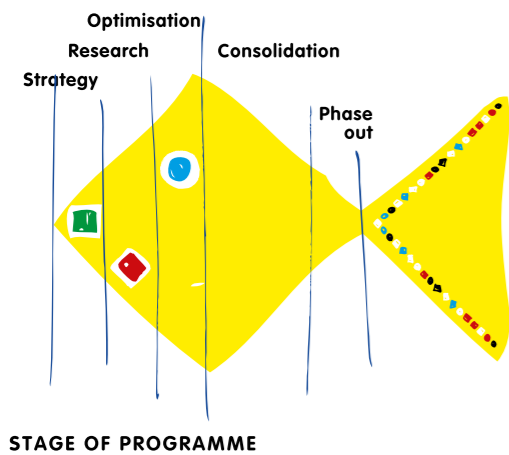
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 1,378,409



*'I like to play near Rua 1 where i live, because then i don't get lost.'*  
(young child in Focus research study, Babilonia, Rio de Janeiro)



Partner organisation	EUR	Overall objective	Strategic tools
<b>BRAZIL</b>			
Ato Cidadão	3,283	Technical grant to cover losses due to changes in the exchange rate.	●
Avante/Xuxa	182,824	Create a network of children's organisations in Rio, Recife and Salvador around child rights and, in particular, violence reduction at home, school and in the community.	● ●
Center on the Developing Child, Harvard University	153,836	Communicate effectively to a Brazilian audience of public and policymakers the science behind the early roots of lifelong health, learning, and behaviour in Brazil.	● ● ●
FAS	60,584	Sensitise rural communities of the state of Amazonas to support health workers during a pilot home visiting programme for families with children 0 to 3 years of age.	● ●
Fundação Maria Cecilia Souto Vidigal	32,000	Test a potential partnership with FMCSV regarding our goal to boost home visiting programmes for young children in the rural indigenous Amazon region.	●
IDIS	11,788	Bring the Global Philanthropy Forum to Brazil in an effort to strengthen the philanthropic sector.	●
Igarapé Institute	49,273	Strengthen the capacities of public-private groups of decision- and opinion-makers in São Paulo and Rio de Janeiro to engage proactively on issues of violence prevention.	● ● ●
Igarapé Institute	39,443	Improve the capacity of Rio's military police to engage in preventive interventions to reduce violence and improve relationships with young children, families and communities.	● ●
Mercator-ICOS Cidadania	128,400	Demonstration project aimed at organising and mobilising citizens to take a proactive role in changing social norms regarding violence.	● ●
Papai	211,038	Conduct research on the perceptions that fathers, mothers and children have about violence and the role of men in the family.	● ● ●
Pontificia Universidade Católica do Rio Grande do Sul	227,624	Build a baseline for the Foundation's goal in Brazil of reducing public and domestic violence in the lives of young children growing up in the <i>favelas</i> of Rio and Recife.	●
Shine a Light	83,728	Set up a news service from and for the urban slums of Recife aimed at changing the culture of violence by advocating for a new image of community life.	●
Shine a Light	93,585	Support research on health care and early learning for children in remote areas of the state of Amazonas, where there are big gaps in data and high rates of undernourishment.	●
Terra dos Homens	43,861	Plan a response to prevent and respond to armed violence in Manguerinha's <i>favela</i> , which is affecting 6000 children.	●
YouthBuild	57,142	Attract stakeholders to join in designing and implementing a strategy of job creation and skill development to prevent youngsters from joining armed gangs.	● ●
<b>Total Brazil</b>		<b>1,378,409</b>	

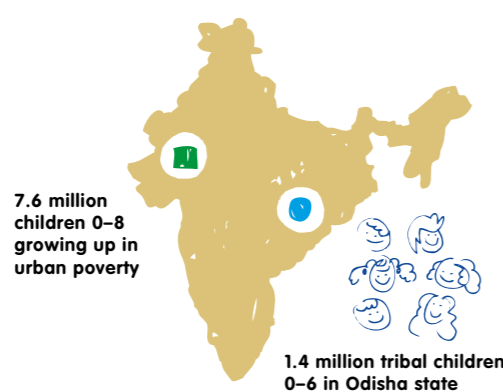


# India

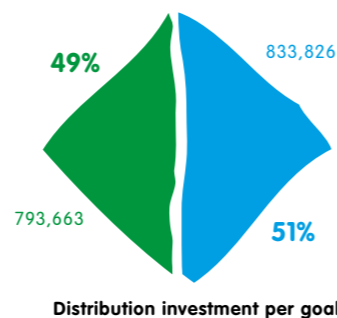
## PROGRAMME GOALS

- Early learning**  
Increased access to quality multilingual preschool education services for tribal children aged 3-5 in Orissa
- Healthy environment**  
Reduced rates of malnutrition and morbidity among young children growing up in urban slums

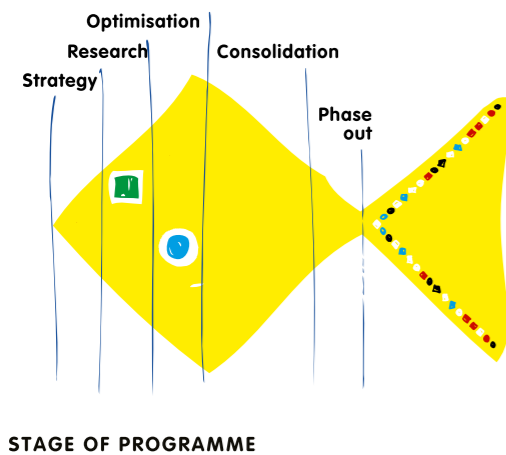
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 1,627,489



*'I had been to the Sishu Bikash Centre. There i learnt to identify letters, learnt how to count and identify colors. Today i can draw and paint numerous things from my imagination. I teach the dance, songs and stories that i had learnt to children. I want to be a teacher!'*  
(Gangma Saboro, age 10)



- Policy influence/advocacy
- Capacity building
- Research
- Demonstration services
- System change/infrastructure
- Behaviour change



Partner organisation	EUR	Overall objective	Strategic tools
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## INDIA

Aide et Action	67,649	Campaign and demonstration project to provide safe and healthy environments to young children of migrant workers.	● ● ●
Centre for Early Childhood Education Development	40,000	Add a communications component to a longitudinal study that will assess the impact of preschool on primary school learning outcomes in three Indian states.	● ●
Centre for Youth and Social Development (CYSD)	43,000	Enable CYSD to consolidate its learnings and phase out from the government-run Anganwadi centres, training the Anganwadi teachers and creating learning resource centres.	●
Centre for Youth and Social Development (CYSD)	139,238	Examine the state's priorities in policy and budget formulation to ensure children's rights, and enable legislators, media and civil society to monitor budgets and spending.	● ●
DISHA	85,423	Demonstration project providing mother-tongue based early childhood education and home-based care in 40 villages in Sundargarh district in North-West Odisha.	● ● ● ●
Divya Disha	125,155	Understand the situation of young children in 10 slums by working with children, young people, parents and community, to inform advocacy for safe and healthy neighbourhoods.	● ● ● ● ●
GIS	223,880	Conduct baseline research in urban areas.	●
Impact Law Ventures	3,750	Obtain expert legal advice on aspects of financial transactions required for the Foundation to make its first social investment in India.	●
Indriyaan	43,283	Animation film on safe and healthy environments for poor urban children.	●
People's Rural Education Movement (PREM)	91,030	Advocate for a mother-tongue based preschool system in the state of Odisha, by mobilising tribal communities in 18 of the 28 districts in the state.	● ●
Practical action	79,747	Demonstrate integrated approaches and technology options for addressing major environmental health concerns for young children living in the slums of Bhubaneswar city.	● ● ● ● ●
PREM	56,473	Strengthen NACDIP's campaigning at the national level to ensure that mother-tongue based early childhood education becomes part of national policy.	●
PREM	247,102	Development of children and communities of the primitive tribal group, the Juang of Keonjhar district of Odisha.	● ●
PREM	30,252	Increase staff salary of the CBCD centres, taking into account minimum wage and labour laws, rural employment programme wages and inflation.	●
SPREAD	48,774	Improve preschool through a community score card mechanism, and prepare advocacy documents on children's right to early childhood education and care.	● ●
Voluntary Association for Social Action	48,784	Help create visibility in the media to influence policymakers and the general public in favour of a policy of mother-tongue based early childhood education.	●
Voluntary Association for Social Action	138,927	Address the invisibility of young children growing up in poverty in India by beginning a national campaign focused on ensuring safe and healthy environments.	● ● ● ●
Voluntary Association for Social Action	36,328	Support a platform for showcasing the talents of young children living in the urban slums of Bhubaneswar city.	●
Youth for Social Development	78,694	Understand the situation of young children living in 13 slums of Berhampur city of Odisha, focusing on community mobilisation for safe and healthy environments for young children.	● ● ● ●
<b>Total India</b>	<b>1,627,489</b>		

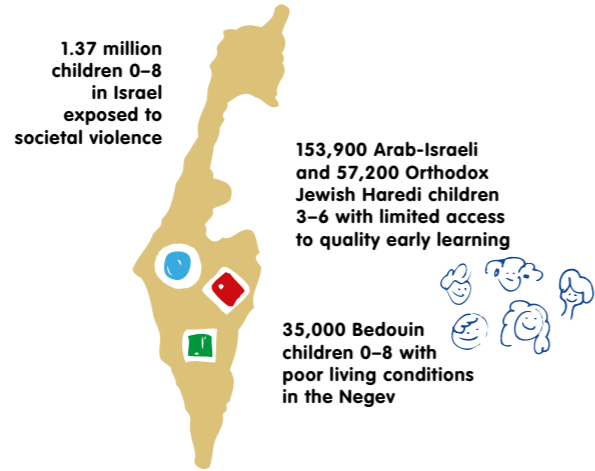


# Israel

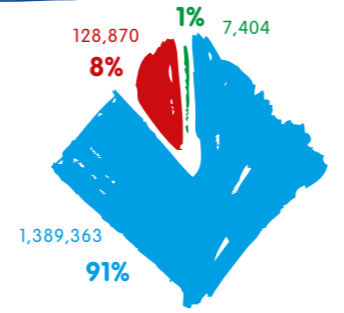
## PROGRAMME GOALS

- Early learning**  
Universal access to quality preschools for children aged 3 to 6 years.
- Living conditions**  
Reduced rates of malnutrition among young Bedouin children growing up in unhealthy living conditions in the Negev.
- Reducing violence**  
Reduced incidence of depression, anxiety and aggression among young Jewish and Arab children exposed to political violence.

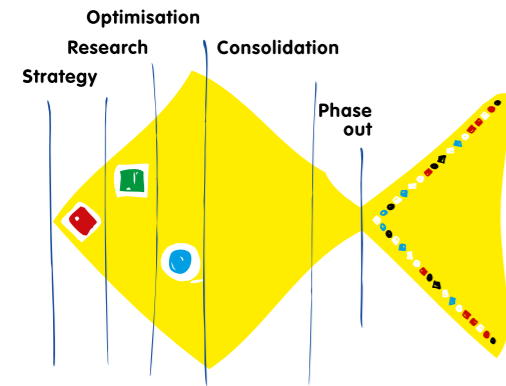
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 1,525,638



Distribution investment per goal



STAGE OF PROGRAMME



STRATEGIC TOOLS

## Progress in 2012

Partner organisation	EUR	Overall objective	Strategic tools
<b>ISRAEL</b>			
Adam Institute	66,472	Extend the training programmes of kindergarten teachers for 6 months for the Bedouin preschool staff.	● ●
Al-Quasemi Academy: Academic College of Education	139,892	Upgrade the quality of the Arab preschool sector in Israel through promoting reading among teachers and parents of preschool-age children in the town of Uhm-el-Fahm.	● ●
Beit al Musika	88,300	Upgrade the quality of Arab preschools in Israel through promoting the use of Arab music and songs in the culture and practice of teachers and parents of preschool-age children.	● ●
Centre for Advancement of Functional Capacities	209,989	Upgrade the quality of Arab preschools in Israel by improving teachers' understanding of children's basic functions, brain development and sensory-motor experiences.	●
Henrietta Szold Institute	144,489	Evaluate the new Achiya project, Scientific Exposure, for male Haredi preschool teachers and children, which will be implemented in 15 preschools.	●
Laurie Heller & Associates	15,000	Pilot a temporary 'brains trust' for the Israel programme.	● ●
Musharaka	455,968	Achieve higher investment in good-quality preschool education services in Arab municipalities and the Arab preschool education at large.	● ●
The Achiya Institute	308,498	Upgrade the quality of the Haredi preschool sector in Israel through promoting a creative thinking programme in the orthodox Haredi communities in Bnei Brak and elsewhere.	● ●
The Israeli Association for Program Evaluation	8,800	Update and revamp the existing evaluation website in Arabic and do the necessary technical maintenance.	●
Trauma center	47,967	Help various groups of children, parents, teachers and schools in dealing with the effects of the recent hostilities and violence, particularly in the south of Israel.	● ●
Trauma Center	40,263	Support the Center for Treatment of Psychotrauma to cover the costs of a summer seminar, to be held in Jerusalem in July 2013.	● ●
<b>Total Israel</b>	<b>1,525,638</b>		

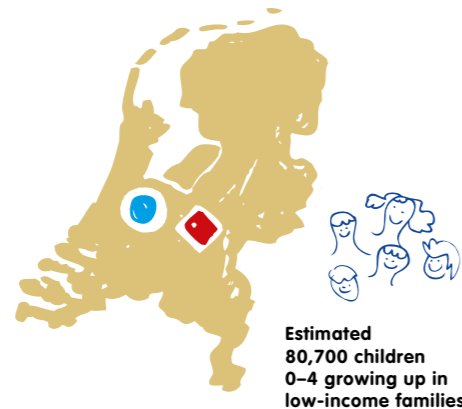


# The Netherlands

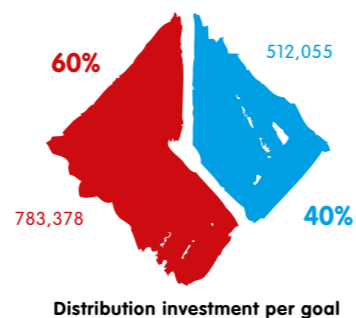
## PROGRAMME GOALS

- Early learning**  
Improved learning outcomes for children from low-SES families.
- Reducing violence**  
Reduced violence in families with children under 4 years of age growing up in social and economic disadvantage.

## CHILDREN TARGETED BY PROGRAMME

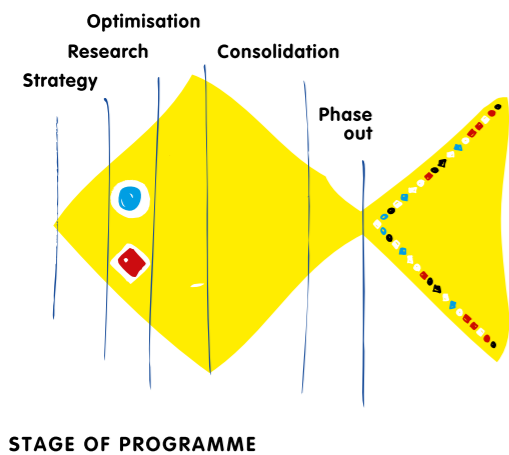


## TOTAL INVESTMENT (EUR) 1,295,433



Distribution investment per goal

*'Trust is important. We need to be able to talk to someone we trust and see more than once'.  
Boy age 13, on how to talk to children about child abuse*



STAGE OF PROGRAMME



STRATEGIC TOOLS

- Policy influence/advocacy
- Capacity building
- Research
- Demonstration services
- System change/infrastructure
- Behaviour change



Partner organisation	EUR	Overall objective	Strategic tools
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### THE NETHERLANDS

Arend Hilhort	39,188	Create awareness and political debate and influence policy through a campaign called 'Kies nu voor Kinderen'.	●
Bos Management Support	19,516	Create awareness and political debate and influence policy through a campaign called 'Kies nu voor Kinderen'.	● ●
Cerva BV	4,046	Create awareness and political debate and influence policy through a campaign called 'Kies nu voor Kinderen'.	● ●
Cerva BV	11,616	Influence policy through the government agreement and develop a long-term advocacy and campaign plan.	● ●
Claudia Zuiderweijk	464	Support Stichting Pedagogiek Ontwikkeling to develop a business plan for the SPOREN programme.	●
EDG Media	130,075	Create discussion about child abuse in the classroom, among children, and among family members at home.	●
Eduniek	325,000	Create a caring and child-minded neighbourhood in two disadvantaged areas in Utrecht.	● ● ●
Gemeente 's-Gravenhage	50,000	Support the municipality of The Hague to implement the RAK monitoring system on violence against children.	● ●
Glaser Public Affairs	4,534	Position the Foundation in the fields of child abuse and domestic violence.	●
Kies nu voor Kinderen team	10,563	Events, campaign and media for the 'Kies nu voor Kinderen' campaign.	●
Klokhuis	129,700	Develop and broadcast four 'Klokhuis tegen kindermishandeling' television episodes on child abuse.	● ●
Marius Kaj van Broekhoven	5,213	Create awareness and political debate and influence policy through a campaign called 'Kies nu voor Kinderen'.	● ●
Nederlands Jeugdinstituut	97,250	Support 20 municipalities to implement a monitoring system on child abuse and domestic violence.	● ●
Nederlands Jeugdinstituut	31,178	Network expenses for a congress called Think Parents, the first European conference on parenting support.	●
RBS The Producers Workshop	6,970	Continuation of research support for the 'Kies Nu voor Kinderen' campaign.	●
SEO Onderzoek	14,880	Create awareness and political debate and influence policy through a campaign called 'Kies nu voor Kinderen'.	●
SPOREN	49,917	Search for a location for new quality early learning, and carry out neighbourhood assessment and marketing.	●
Stichting Babywerk	50,000	Develop visual versions of parenting course materials for parents who are illiterate or of low socio-economic status.	● ● ●
Stichting Geheim Geweld	30,000	Support a family gala, for parents and children, to create awareness about the consequences of child abuse.	● ●
Stichting Geheim Geweld	5,058	Add English subtitles to the video 'Geheim Geweld', and create a trailer to be used online and at meetings.	●
Stichting Pedagogiek Ontwikkeling 0-7 (SPOREN)	77,500	Round off implementation work and prepare for the setting up of the business model in The Hague.	●
THNK	25,000	Explore the feasibility of organising a challenge on the future of early learning in the Netherlands.	●
Trimbos Institute	161,493	Measure the effects of the four 'Klokhuis tegen kindermishandeling' television episodes.	●
Trimbos Institute	12,768	Develop a monitoring and evaluation system for the reduction of violence.	●
Verwey-Jonker Institute	3,504	Participation in events on reducing violence in children's lives in the Netherlands.	●

**Total The Netherlands 1,295,433**

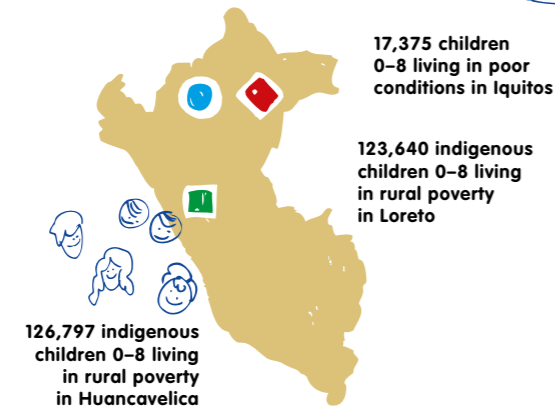


# Peru

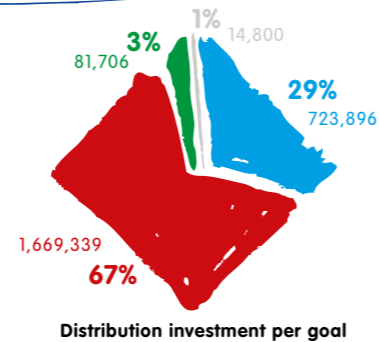
## PROGRAMME GOALS

- Early learning**  
National increase in the percentage of indigenous, rural children under 3 with access to quality home visiting programmes that integrate birth registration, health, nutritional support and parent education.
- Living conditions**  
A reduction in the prevalence of gastro-intestinal and respiratory infections among young children growing up in unhealthy physical environments in urban slums in the city of Iquitos.
- Reducing violence**  
A reduction in violence in families with young children living in urban slums in the city of Iquitos and in indigenous, rural communities.

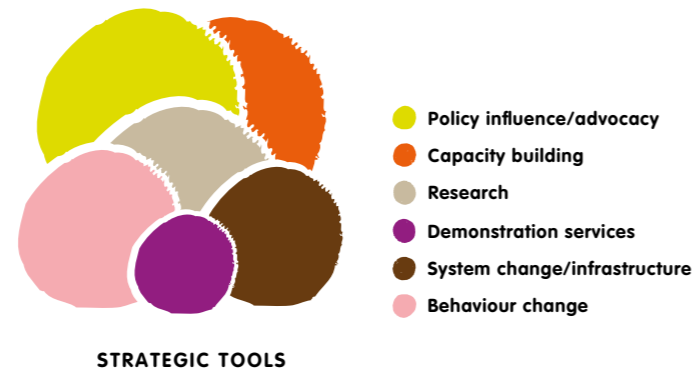
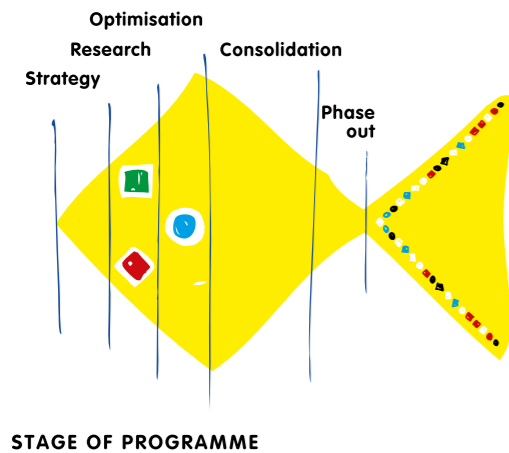
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 2,489,741



*'When the water gets high, lots of children drown because they can't swim. That's why we put the little flags on their houses, and now we can save them.'*  
(Greycci Viviana, San Andrés, Iquitos)



Partner organisation	EUR	Overall objective	Strategic tools
<b>PERU</b>			
Acción y Desarrollo	67,573	Participatory research and sensitisation among male-dominated organisations on gender-based violence.	● ●
Carolyn Williams	48,400	Assess the effectiveness of our investment in advocacy on home visiting for indigenous, rural children in Peru.	●
CEDET	48,846	Help organise Afro-descendant children in advocacy against violence and discrimination.	● ● ● ●
COPERA	208,982	Help 12 members of COPERA (a network of early childhood organisations) to join a campaign on violence.	● ● ● ●
GRADE	76,619	Technical support to add a module to the national household survey on violence in the family.	● ● ● ●
GRADE	160,505	Research to document the impact of child- and adolescent-led organisations on the reduction of violence.	●
GRADE	9,342	Assess the feasibility of conducting a replication of the IMAGE project in Peru.	●
INFANT	166,638	Mobilise public support for legislation to ban corporal and humiliating punishment in all contexts.	● ●
Instituto de Estudios Peruanos	31,700	Support a retrospective study of the impact on violence reduction of a Foundation-supported project in Ayacucho.	●
IPROMIF	47,584	Assess how prejudiced attitudes of police officers interfere with the fulfilment of their duty.	●
Kusi Warma	382,040	Demonstrate the effectiveness of home visiting for rural indigenous families on reducing family violence.	● ● ● ● ● ●
MIDIS	218,956	Provide technical support to the <i>Programa Nacional Cuna Más</i> to develop leadership to scale rural home visiting.	● ●
Ministerio de Educación	82,249	Help the Ministry of Education of Peru to consolidate its mechanisms of monitoring and evaluation.	● ● ● ●
Ministerio de la Mujer y Poblaciones Vulnerables	400,765	Influence the government to increase budget allocations in order to scale up this model in the Amazonas.	● ● ● ● ● ●
Paul Pronyk	4,982	Support a mapping of micro-finance institutions and gender-focused NGOs to identify local partners.	●
SALGALÚ	58,624	Improve the capacity of the TV station of Salgalú, which increases the visibility of early childhood in public policy.	● ●
SALGALÚ	49,635	Provide technical support to poor rural municipalities to obtain and manage funds for quality programmes.	● ●
SALGALÚ	112,526	Sustain the core activities of the Steering Group of the Citizen Initiative 'Investment in Early Childhood'.	● ●
Salvador Martin Herencia	15,000	Coordinate the Expert Consultation on Violence against Children on August 26 and 27 in Lima.	●
SUMBI	219,888	Provide assistance about education without violence and conflict-solving. Cover exchange rate losses.	● ● ● ●
Warmayllu	14,800	Cover costs for research, publications, and participatory evaluation.	●
YouthBuild	64,087	Work to adapt the YBI methodology and pilot a programme to train 75 young people in Belén-Iquitos.	● ●
<b>Total Peru</b>		<b>2,489,741</b>	



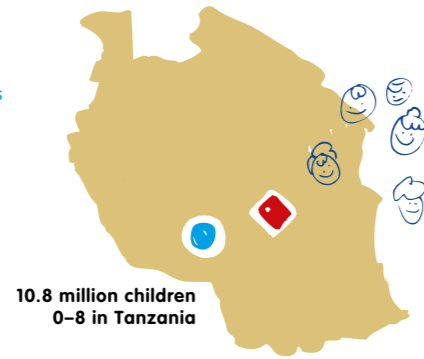


# Tanzania

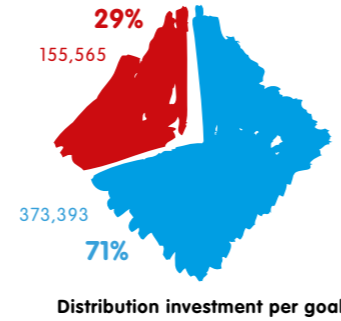
## PROGRAMME GOALS

- Early learning**  
National scale-up of quality early learning services for young children aged 0-8 years living in poor rural communities.
- Reducing violence**  
Reduction in violence in rural families with young children aged 0-8 years.

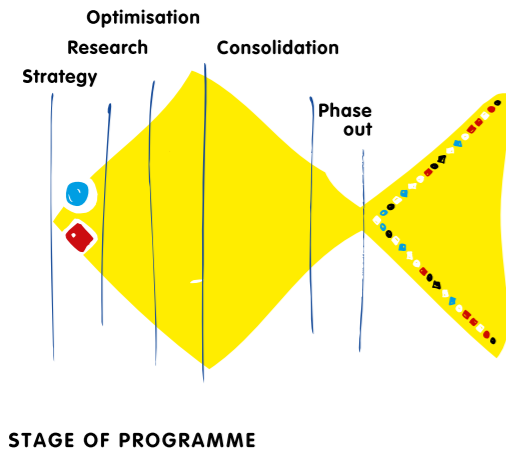
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 528,957

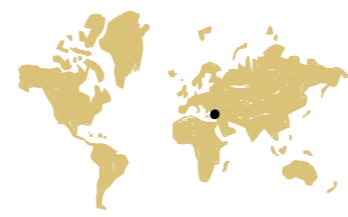


*(Handwritten note)*  
 'Often the teachers beat us with sticks'  
 (Child from Igunga)



## Progress in 2012

Partner organisation	EUR	Overall objective	Strategic tools
<b>TANZANIA</b>			
HakiElimu	233,452	Enable public expenditure tracking, public education and advocacy around the Integrated ECD (IECD) policy and the recent government commitments to invest in young children.	● ● ● ●
Muhimbili University of Health and Allied Sciences	94,426	Address the lack of information and data on violence against young children in the country.	●
Synovate Tanzania	130,016	Provide Foundation with baseline media monitoring and public awareness data on young children's issues.	●
Tanzania Child Rights Protection	32,055	Support the organisational development of the Tanzania Child Rights Forum (TCRF) to become an effective government counterpart and an independent watchdog on violence.	● ●
TECDEN	39,008	Enable TECDEN to reposition itself as an advocate and watchdog for young children through a strategic review and planning process.	● ● ●
<b>Total Tanzania</b>	<b>528,957</b>		



# Turkey

## PROGRAMME GOALS

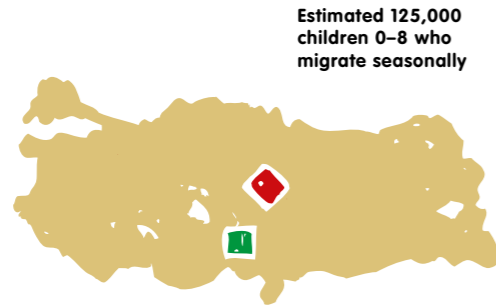
### Living conditions

A reduction in morbidity and malnutrition among children 0 to 6 years of age whose families subsist as seasonal migrant workers.

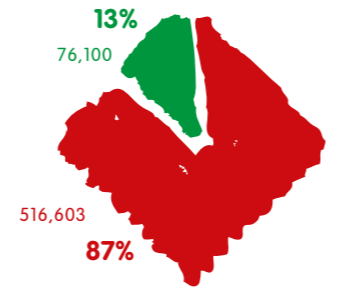
### Reducing violence

A national reduction in violence in families with children 0 to 8 years of age.

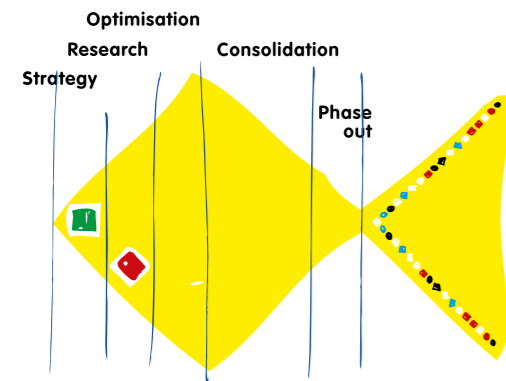
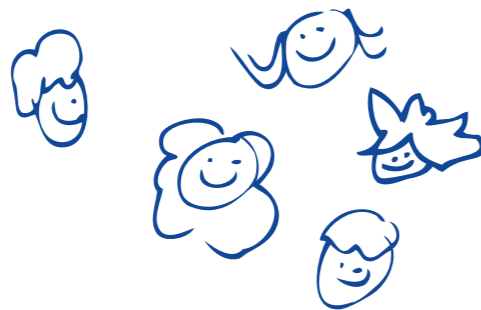
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 592,703



Distribution investment per goal



STAGE OF PROGRAMME



STRATEGIC TOOLS

- Policy influence/advocacy
- Capacity building
- Research
- Demonstration services
- System change/infrastructure
- Behaviour change



Partner organisation	EUR	Overall objective	Strategic tools
<b>TURKEY</b>			
<b>ACEV</b>	<b>59,430</b>	Train professional staff to protect families by making domestic violence punishable and prevent it from taking place.	● ●
<b>Culture City Foundation</b>	<b>248,973</b>	Pilot an intervention in three neighbourhoods, inviting women to participate in training courses and initiate dialogue on the implications of domestic violence on young children.	● ●
<b>Frekans Research</b>	<b>75,000</b>	Support a national survey to address the gap in good national data on the prevalence of domestic violence, the way it manifests itself and the number of children who are affected.	●
<b>Humanist</b>	<b>34,900</b>	Support a national survey to address the gap in good national data on the prevalence of domestic violence, the way it manifests itself and the number of children who are affected.	●
<b>KONDA Research and Consultancy</b>	<b>30,700</b>	Evaluate the project 'Avoidance of Violence against Children', implemented in three neighbourhoods of Beyoglu municipality in Turkey.	●
<b>Sabahat Bozkurt</b>	<b>34,600</b>	Continue the process of mapping the national policy debate and attitudes of government and civil society, and identifying organisations that we can approach to work with.	●
<b>University of Ankara</b>	<b>41,500</b>	Identify the most important places and municipalities to focus on to reach seasonal migrant workers.	●
<b>Yeditepe University</b>	<b>33,000</b>	Assess the costs of violence against young children in Turkey.	● ●
<b>Yigit Aksakoglu</b>	<b>34,600</b>	Continue the process of mapping the national policy debate and attitudes of government and civil society, and identifying organisations that we can approach to work with.	●
<b>Total Turkey</b>		<b>592,703</b>	

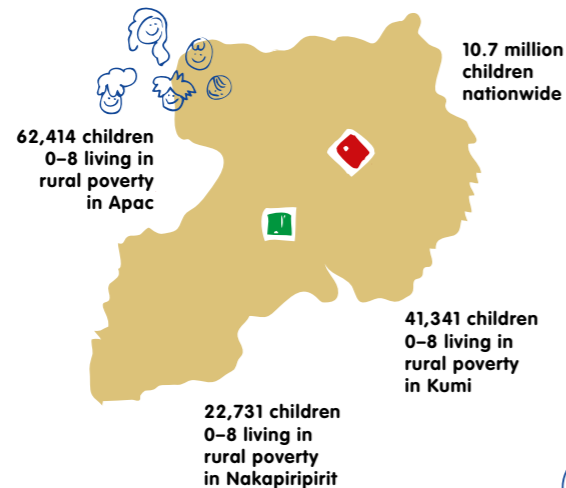


# Uganda

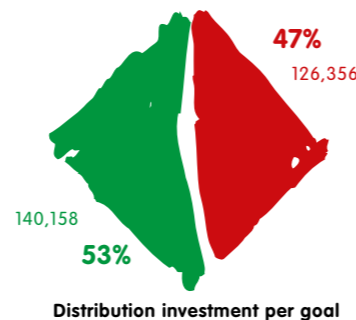
## PROGRAMME GOALS

- Living conditions**  
Reduced childhood mortality and morbidity among young rural children growing up in unhealthy physical environments.
- Reducing violence**  
Reduced violence in families with young children in rural areas.

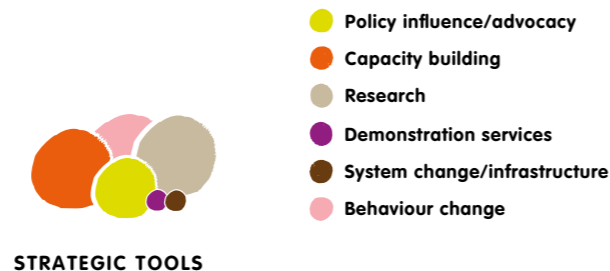
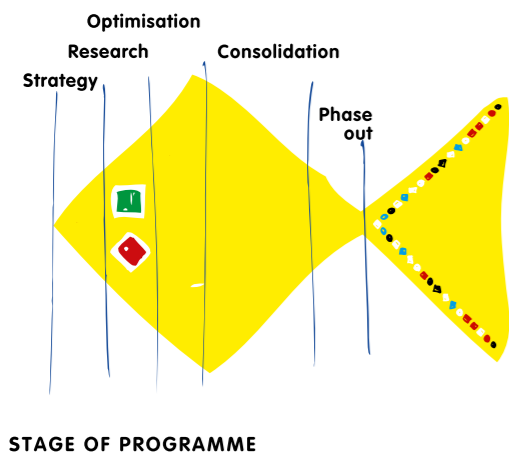
## CHILDREN TARGETED BY PROGRAMME



## TOTAL INVESTMENT (EUR) 266,514



*'The water tanks should be repaired because we have to go far away to fetch water.'*  
(Child from St Kizito Kalungami, Busoga)



Partner organisation	EUR	Overall objective	Strategic tools
<b>UGANDA</b>			
Centre for Basic Research	20,872	Enable effective monitoring of progress and data collection by district/sub-county staff and Village Health Team members.	●
Dalberg Global Development	32,500	Explore the sustainability of the Village Health Team approach, and identify funding mechanisms that feasibly could sustainably pay VHT staff, such as treasury bonds.	●
Janestic Mwende Twikirize	15,853	Assess and document the model of Health Child in Uganda.	●
Made in Uganda TV Ltd	6,948	Increase awareness among the public and policymakers about the importance of young children's issues and the role of government.	● ●
Nascent Research & Development Organisation, Uganda	68,938	Provide technical support to Village Health Teams to enable them to work with households as partners, building upon parents' and families' local knowledge and positive practices.	● ●
PANOS Eastern Africa	37,741	Increase awareness among the public and policymakers about the importance of young children's issues and the role of government.	● ●
PLACA	29,400	Facilitate community organising on water, hygiene and sanitation (WASH) in 20 communities in Chatwente sub-county in Apac district.	● ● ● ●
Private Sector Foundation Uganda	41,436	Cover the costs of a District Project Monitoring Officer.	● ● ● ●
Uganda Women of Faith Network (UWOFNET), Interreligious Council of Uganda	12,826	Provide project baseline data about the situation of young children in terms of their care, early learning, physical environments, health and family violence.	● ●
<b>Total Uganda</b>	<b>266,514</b>		



## European Union

Partner organisation	EUR	Overall objective	Strategic tools
<b>EUROPEAN UNION</b>			
ABCittà Società Cooperativa Sociale–ONLUS	30,000	Empower a group of young women and teenagers to record the process of transformation of their relationship with their neighbours in Rome and its impact on young Roma children.	●●
ABCittà Società Cooperativa Sociale–ONLUS	5,850	Cover project costs for the Network session of the World Urban Forum 2012 in Naples, Italy.	●
Civic Initiatives	199,495	Pilot project to raise the status of young Roma mothers, increase their agency and participation, and improve health, early learning and cognitive skills of their children.	●●●●
Eurochild	13,000	Hold a policy round table on early learning to promote the European framework for quality early learning among Dutch and European policymakers in November 2012.	●
Marco Brazzoduro	16,000	Country study report on young Roma children in Italy.	●
Mostra d'Oltremare	4,841	Network costs for Roma meetings in Italy.	●
REF	135,072	Support the second phase of the Roma Education Fund Good Start programme to increase access to early childhood education and care.	●●●
REF	134,000	Help REF strengthen its ability to work on improving quality of early childhood services through the recruitment of an expert to support organisational capacity.	●
Thalia Dragonas	12,600	Country study report on young Roma children in Greece.	●
Zorica Trikić	8,400	Country study report on young Roma children in Serbia.	●
<b>Total European Union</b>	<b>559,258</b>		



## Other grants

Partner organisation	EUR	Overall objective	Strategic tools
<b>CARIBBEAN</b>			
Foundation for the Development of Caribbean Child	9,615	Help the board of the Foundation for the Development of Caribbean Children to improve its fundraising capacity and help to ensure sustainability.	●
<b>Total Caribbean</b>	<b>9,615</b>		
<b>MEXICO</b>			
INCIDE	8,771	Collect and analyse data to report on the Foundation's investments in Ciudad Juárez to establish a childcare policy and increase availability of childcare in the city's poorest neighbourhoods.	●
<b>Total Mexico</b>	<b>8,771</b>		
<b>SOUTH AFRICA</b>			
Ernst & Young	37,300	External audit of the ex-partner organisation DEDI in South Africa.	●
Hasina Ebrahim	23,000	Carry out and document a comparative analysis of four models of family support work that the Foundation has been funding in South Africa since the early 1990s.	●
<b>Total South Africa</b>	<b>60,300</b>		
<b>OTHER</b>			
WEAVE (Thailand)	10,000	Emergency relief to children and families that have been affected by fire, including clean water, clothes, hygiene and sanitary materials, baby kits, food and educational materials.	●
<b>Total Other</b>	<b>10,000</b>		



**STAFF AND  
GOVERNANCE**

## Overview of the Foundation's staff at 1 March 2013

Unit	Job title	Name	
Executive Office	Executive Director	Lisa Jordan	
	Secretary to the ExD	Jane Hartman	
Programme	Programme Director	Michael Feigelson	
	Research and Evaluation Officer	Selim Illtus	
	Programme Officer	Reem Judeh	
	Programme Officer	Jeanet van de Korput	
	Programme Officer	Marc Mataheru	
	Programme Officer	Nyambura Rugoiyo	
Support Programme	Programme Administrator	Leonardo Yáñez	
	Programme Administrator	Jolanda de Haan	
	Programme Administrator	Jackie Ratsma-Melville	
	Programme Administrator	Alicia Fernández	
Communications	Communications Director	Leontien Peeters	
	Communications and Publishing Officer	Teresa Moreno García	
	Administrative Assistant	Teresa Pegge-Custodio	
	Administrator Communications	Melissa van Well-Dijkshoorn	
Human Resources	Human Resources Manager	Margriet Wolters-Buisman	
	Human Resources Officer	Agnes Buis	
	Human Resources Administrator	Wilma Dijkhuizen-Korving	
	(temporarily replacing HR Officer)		
Support Services	Manager Support Services	Rutger Wijnands	
	Financial Administration	Financial Officer	Jane Moerland-Cowan
	ICT	ICT Officer	Steffan Hoeke
	Travel and Events	Travel and Events Officer	Inge Hanny-de Leau
	Facilities Staff	Cleaner	Marijke Schoenmaker-Scholtes

Female/Male F: 75% M: 25%  
 No. of staff and FTEs Staff: 24 FTEs: 20,45

### On consultancy basis

Dharitri Patnaik, India Representative for the Foundation  
 Hoon Cho, Consultant for ICT Communications and Reporting

*'It was very nice to witness that in the eyes of young children people are people despite their different culture or religion.'*

Inge 

### Executive compensation policy

Compensation for employees of the Bernard van Leer Foundation is indexed every 3 years against a remuneration benchmark, undertaken by Berenschot, a Dutch consultancy firm specialising in human resource issues. The Foundation is indexed against the Dutch national professional services industry and the Dutch public sector. International employees receive an additional percentage allowance to maintain a competitive position in the international labour market.

### Salary management system for Foundation staff

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

Every year on 1 January salaries and performance are reviewed. Salary changes may consist of two elements: index and merit. Application of the index or cost of living (CoL) increase is at the discretion of the Executive Director. If the Executive Director decides to apply the CoL, the index is applied to the salary scales as at

1 January of the year. For the index increase the 'not derived inflation rate' (*niet afgeleide prijsindexcijfer*) for all households in the Netherlands as established by the CBS (*Centraal Bureau voor de Statistiek* – Central Bureau of Statistics) is considered.

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

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

*'Getting exposed to the field definitely gives more meaning to your own role in the organisation.'*

Margriet 

*'After my Peru visit, I shared my observations and learning with our grantees in India. This led to integrating prevention of violence against children in our existing programmes.'*

Dharitri 

*'The field visit to Iquitos was a fantastic experience, to talk directly with children and families as well as with the authorities already engaged with the vision to change the lives of their children.'*

Alicia 

## Our Board of Trustees

### Peter Bell, Chair

(Born 1940, Trustee since 2002 and Chair since 2010) President Emeritus of CARE, Peter Bell is now a senior research fellow at the Hauser Center for Non-profit Organisations at Harvard University. He chairs the NGO Leaders Forum, and serves on the boards of the Inter-American Dialogue, International Center for Research on Women, and World Peace Foundation.

### Gideon Frank

(Born 1943, Trustee since 2008) Former Director General of the Israel Atomic Energy Commission. Currently serves on various advisory and supervisory boards, including The Executive Council of the Technion – Israel Institute of Technology and the Board of Israel Electric Corporation.

### Rien van Gendt

(Born 1943, Trustee since 2007) A PhD in Economics, Rien van Gendt is a former Executive Director of the Bernard van Leer Foundation and also serves on various advisory and supervisory boards including Rockefeller Philanthropy Services, Partners in Health, the European Cultural Foundation and the Calouste Gulbenkian Foundation.

### Jonathan Kestenbaum

(Born 1959, Trustee since 2012) Jonathan is Chief Operating Officer at RIT Capital Partners plc. He serves on the UK Government's Technology Strategy Board and, as Lord Kestenbaum of Foxcote, is a member of the House of Lords. He is Adjunct Professor at Imperial College Business School, and Chairman of the Manchester Science Panel.

The Bernard van Leer Foundation would like to thank Nancy Newcomb, who retired from the Board of Trustees in 2012, for her service as a Board member since 2001. In 2012 we welcomed two new Trustees: Julia Neuberger, Rabbi at the West London Synagogue in London (UK), and Jonathan Kestenbaum, Chief Operations Officer at RIT Capital Inc., London (UK).

### Trude Maas

(Born 1946, Trustee since 2001) Former member of the Dutch Senate, Trude Maas serves on various advisory and supervisory boards including those of Philips Electronics Netherlands, Van Gogh Museum and the Schiphol Group. She previously served on the management boards of CITO, BSO and Origin.

### Julia Neuberger

(Born 1950, Trustee since 2012) Senior Rabbi of the West London Synagogue, Julia Neuberger is a member of the UK House of Lords, former CEO of the King's Fund, a UK health charity, and a founding Trustee of the Walter and Liesel Schwab charitable trust, set up in memory of her parents.

### Robert Swaak

(Born 1960, Trustee since 2011) CEO and Chairman of the Board of PricewaterhouseCoopers (PwC) in the Netherlands since October 2008, Robert Swaak is also a member of the advisory committee of the John Adams Institute and Chairman of Opportunity in Bedrijf.

### Jacqueline Tammenoms Bakker

(Born 1953, Trustee since 2011) Currently a non-executive director at Tesco plc (UK), Vivendi (France), and Fiat Industrial (Italy), Jacqueline Tammenoms Bakker previously worked for Shell, McKinsey and Unilever and was Director General at the Ministry of Transport in the Netherlands.

'It gave us great satisfaction to see the high quality of the management, board and staff of the Foundation for the Development of Caribbean Children. Foundation projects benefit not only children but also the parents, caregivers and community.'

Jacqueline Tammenoms Bakker and Rien van Gendt  
visiting the Caribbean programme, February 2012

'I was privileged to travel to Turkey in August 2012 to visit the Ben U Sen centre of ÇAÇA and learn about the situation of children of seasonal migrant workers in Diyarbakir and violence prevention in Istanbul. Both visits were excellent examples of how current research is used to improve existing programmes. All programme staff is exceptionally motivated and work tirelessly on behalf of young children.'

Robert Swaak visiting  
Turkey programme, August 2012

## Principles of Good Practice

The Bernard van Leer Foundation follows the Principles of Good Practice developed by the European Foundation Centre.

### Principle 1: Compliance

Foundations comply with the laws of the state in which they are based, and act in accordance with their bylaws. They comply with the international and European conventions to which their country of residency is party.

### Principle 2: Governance

Foundations have an identifiable decision-making body whose members and successors should be nominated in accordance with established principles and procedures, and act with the highest ethical standards.

### Principle 3: Informed policies, operations and support programmes

Foundations define a clear set of basic policies and procedures specifying their mission, objectives, goals and related programmes and review these on a regular basis.

### Principle 4: Stewardship: management and finance

Foundations promote efficient organisation and work while ensuring prudent and sustainable management, investment

strategies and procedures, and use of resources for public benefit. Foundations ensure proper accounting/bookkeeping according to established rules in the state in which they are headquartered. They may complement such rules with additional measures on a voluntary basis.

### Principle 5: Disclosure and communication

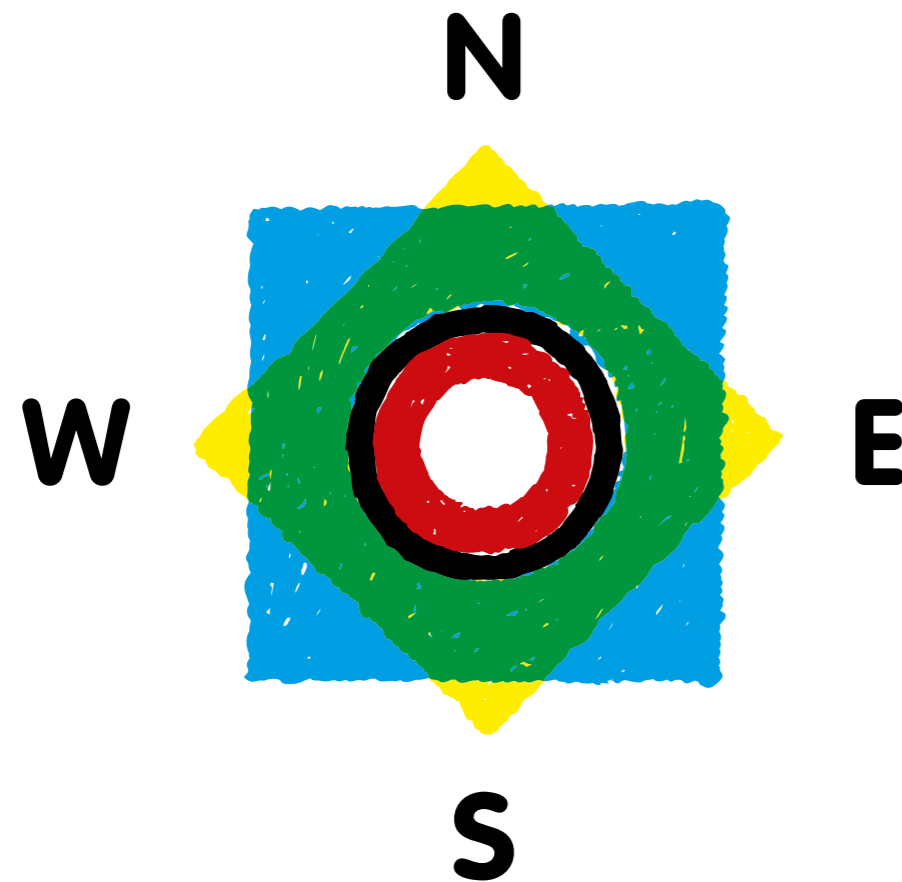
Foundations act in a transparent manner and comply with the regulations concerning transparency in force in the countries in which they operate. They may complement such regulations with additional measures on a voluntary basis.

### Principle 6: Monitoring and evaluation

Foundations organise appropriate monitoring and regular evaluation of their action and programmes.

### Principle 7: Cooperation

Foundations share their know-how and experience with peer organisations and other relevant stakeholders to advance good practice and cooperate whenever appropriate, to maximise their impact in their respective fields of activity.



## OUR FINANCIAL OUTLOOK FOR 2013

### OVERVIEW BUDGET AND ACTUAL (IN EUR)

	Budget 2012	Actual 2012	Budget 2013
Van Leer Group Foundation	17,257,000	17,257,100	17,257,000
Other income	0	18,000	0
Interest	110,000	108,300	93,000
<b>Total income</b>	<b>17,367,000</b>	<b>17,383,400</b>	<b>17,350,000</b>
<i>Grants and programme contracts (per goal)</i>			
Healthy living conditions	3,355,000	1,644,400	5,447,000
Quality early learning	4,735,000	5,406,000	5,298,000
Reducing violence	5,410,000	5,390,400	4,055,000
Others	0	274,500	0
<b>Total</b>	<b>13,500,000</b>	<b>12,715,300</b>	<b>14,800,000</b>
<i>Other Foundation-managed projects</i>			
Communication *	910,000	644,800	700,000
Foundation sector	31,000	0	65,000
Network development **	170,000	0	0
Publications ***	520,000	0	0
<b>Total</b>	<b>1,631,000</b>	<b>644,800</b>	<b>765,000</b>
Returned project funds	0	(38,100)	0
Operating expenses	2,970,000	3,149,100	2,786,000
<b>Total expenditure</b>	<b>18,101,000</b>	<b>16,471,100</b>	<b>18,351,000</b>

\* A part of the actual of 'Communication' is reported under 'Grants and Programme contracts (per goal)'.

\*\* The actual of 'Network development' is reported under 'Grants and Programme contracts (per goal)'.

\*\*\* The actual of 'Publications' is reported under 'Communication'.





## Resumen ejecutivo

Al presentar este informe anual, la Directora Ejecutiva, Lisa Jordan, explica el significado de “cumplir con la promesa de una fundación privada”. En contraste con tantas otras organizaciones benéficas que tienen que persuadir a los gobiernos o al público general para financiar sus actividades, tener una fuente privada de ingresos proporciona a entidades como la Fundación Bernard van Leer mucha más libertad para asumir riesgos, para financiar nuevas ideas, para pensar a largo plazo y de manera holística – obteniendo información valiosa desde distintos campos –, e incluso para ser pioneros en el desarrollo de áreas de trabajo totalmente nuevas.

¿En qué medida la Fundación Bernard van Leer cumple esta promesa? Según un estudio encargado hace dos años para examinar nuestro trabajo realizado en cuatro países durante cuatro décadas, la Fundación fue un instrumento decisivo para desarrollar el ámbito de la primera infancia a nivel nacional en Kenia, y en Colombia en particular. Hemos apoyado nuevas ideas, principalmente la del cuidado basado en la comunidad.

Pero este estudio, titulado “Aprendiendo de la experiencia”, señala también las zonas áridas en la trayectoria de nuestra labor. En particular, no hemos asumido suficientes riesgos, aunque en ese aspecto no estamos solos entre el resto de fundaciones. En el año 2012, la Fundación trabajó con otras fundaciones europeas a través del Centro Europeo de Fundaciones para promover un pensamiento claro sobre lo que significa realmente el riesgo en la actividad filantrópica.

Lisa Jordan concluye afirmando que en la Fundación nos preguntamos, con cada inversión que realizamos: ¿es este el tipo de inversión que únicamente puede realizar una fundación privada? ¿Estamos dispuestos a asumir el riesgo del fracaso, y de contárselo al mundo, de forma que otros puedan aprender de nuestros errores?

En su prefacio, el Director del Consejo de Administración de la Fundación, Peter Bell, reflexiona sobre sus 11 años de dedicación, y ante su retirada inminente del Consejo. Observa que ya no hay miembros del Comité Ejecutivo que conozcan personalmente a la familia Van Leer, por lo que los administradores actuales deben hacer todo lo que esté en su mano por interpretar el modo en que los valores y los objetivos que impulsaron a los creadores de la Fundación en el pasado deben expresarse en el mundo cambiante de hoy en día.

Peter Bell elogia al personal de la Fundación por promover la innovación y por asumir riesgos, al buscar nuevas relaciones de cofinanciación con otras fundaciones y con otros donantes, y al extender redes entre organizaciones que apoyan el desarrollo en la primera infancia. Observa que existe una necesidad creciente de transparencia en cuestiones tales como la gobernanza, las estrategias, los criterios evaluadores de las propuestas, los avances y los retos de los programas, las lecciones fundamentales aprendidas y la planificación presupuestaria y financiera, y concluye expresando sus mejores deseos a su sucesor.

En el año 2012, la Fundación Bernard van Leer presentó cuatro publicaciones en español – las dos ediciones periódicas de Espacio para la Infancia, sobre *La violencia comunitaria* y *los niños pequeños: construyendo esperanzas*, y *Las condiciones de vida: cómo influyen en la salud de los niños pequeños*; y nuevas ediciones de la popular serie La Primera Infancia en Perspectiva, con los títulos de *Ambientes saludables* y *El cerebro en desarrollo*.

Los resultados alcanzados por la Fundación Bernard van Leer en 2012, así como las innovaciones en las que se ha embarcado, se detallan en cada uno de los tres objetivos sobre los que estamos trabajando durante el periodo que abarca de 2010 a 2020. En esta sección se presentan tres

**RESUMEN  
EJECUTIVO**

ejemplos de resultados: dos de ellos en Perú (Iquitos), y uno en Recife (Brasil).

#### Llevar a escala el aprendizaje temprano

Las bases para todo futuro aprendizaje y desarrollo se asientan en los primeros años de vida. Por esa razón, el aprendizaje en la primera infancia – a través de la interacción, el juego y la exploración – es crucial no sólo para los propios niños, sino también para el conjunto de la sociedad.

Existe un pujante movimiento global para extender el aprendizaje en la primera infancia, que idealmente forma parte de una gama integrada de servicios para satisfacer de manera holística las necesidades de los niños. Sin embargo, las pruebas demuestran que la calidad puede resentirse cuando la educación para la primera infancia se lleva a escala, pues los niños desfavorecidos suelen quedar excluidos.

Nuestro objetivo se centra en programas que han demostrado su potencial para facilitar el aprendizaje incluso desde el mismo momento del nacimiento, especialmente entre niños desfavorecidos: son los programas de visitas al hogar, de crianza responsable, y de educación preescolar.

Llevar el aprendizaje temprano a escala es un objetivo en seis de nuestras estrategias por país. Nuestro foco de atención – y los retos – cambian de un lugar a otro.

En Brasil, en los Países Bajos y en Perú, nos centramos en los primeros tres años de vida del niño, mientras que en Israel y en la India los programas tienen como objetivo los niños en edad preescolar y de educación primaria. De manera similar, las poblaciones dispersas del Amazonas, de los Andes y de Orissa necesitan modelos de visita al hogar, mientras que en los Países Bajos la

atención se dirige a los centros de cuidado infantil.

Los gobiernos de Brasil y de Perú se han mostrado muy dispuestos a realizar grandes compromisos de financiación pública. Sin embargo, todavía tenemos que hallar formas de apoyar a los gobiernos, a los proveedores de servicios y a los padres a superar los retos logísticos, técnicos y burocráticos para llegar hasta los niños que más lo necesitan. Por ejemplo, a través de nuestra contraparte peruana Red Innova, estamos trabajando en tres comunidades rurales indígenas del Amazonas para fortalecer las capacidades técnicas y de gestión de los funcionarios con el fin de crear servicios sustentables de visita al hogar para niños menores de 3 años. Los resultados arrojados durante el primer año de programa (2012) han sido altamente satisfactorios y positivos.

#### Reducir la violencia

A lo largo de siete países, hemos iniciado programas para reducir la violencia en la vida de los niños pequeños. Estos programas se centran en prevenir la victimización directa de los niños pequeños; en combatir la violencia contra quienes les cuidan, especialmente sus madres; y en abordar la violencia en las comunidades, pues hay lugares donde el problema es tan grave que los niños pequeños tienen miedo de salir a jugar al aire libre.

Nos preocupa esta cuestión porque – ya sean los niños pequeños las víctimas directas o los testigos de la violencia – afecta a su salud, a su capacidad de aprendizaje, e incluso al desarrollo de su joven cerebro.

Pero ya sabíamos esto en el año 2011. Lo que aprendimos en el año 2012 fue la importancia de la esperanza. Aunque la investigación de referencia, con más de 10.000 familias en siete países confirmó que el problema es muy grave, también hemos hallado pruebas de intervenciones que pueden conseguir buenos resultados

en períodos relativamente breves. La base científica para mantener la esperanza crece a un ritmo mayor que en ningún momento previo de la historia. Sabemos que podemos hacer mejor las cosas.

Hemos aprendido también que no estamos solos. Hemos encontrado aliados especialmente valiosos entre el personal policial y médico. Son quienes ven en primera persona las consecuencias de la violencia, y quienes realmente han dirigido el movimiento por la prevención: para detener la violencia antes de que se produzca.

Pero no todo el mundo comparte la sensación de urgencia por solucionar el problema y el sentido de esperanza para conseguirlo. El reto que tenemos frente a nosotros es conseguir que la solución a la violencia sea tan contagiosa como lo es el problema. Y ese es nuestro plan para el año 2013.

#### Condiciones saludables de vida

La Organización Mundial de la Salud calcula que un tercio de las enfermedades infantiles están causadas por entornos físicos deficientes. Pequeños cambios en la planificación de las condiciones de vivienda y de los vecindarios, especialmente en las ciudades en rápida expansión de los países en desarrollo, pueden mejorar significativamente la salud y el futuro de los niños pequeños. Esa es la lógica que subyace a nuestros objetivos de crear condiciones saludables de vida para los niños pequeños.

Durante el año 2012, hemos recopilado pruebas sólidas que respaldan nuestro objetivo de crear condiciones saludables de vida para los niños pequeños. En colaboración con expertos internacionales y con la empresa de análisis De ArgumentenFabriek (“la factoría de argumentos”), hemos identificado un número sorprendente de formas en que las condiciones de vida



#### En 2012, ningún niño pequeño se ahogó en Belén

En las comunidades desfavorecidas de Belén (Perú), la gente vive en casas de madera a orillas del río, del que dependen para conseguir la pesca que es su fuente de alimento. Cuando el caudal del río aumenta en la estación lluviosa, puede fácilmente ocurrir que los niños pequeños caigan en él y se ahoguen.

En abril y mayo de 2012, la organización contraparte de la Fundación Bernard van Leer, INFANT-Nagayama organizó una serie de eventos en 3 comunidades del distrito de Belén, destinados a obtener la participación de los niños de mayor edad, en un esfuerzo por contribuir a la seguridad de los más pequeños.

Participaron alrededor de 100 niños, que formaron grupos de “Niños al rescate” y que recibieron clases de natación, salvamento y primeros auxilios. Las fuerzas policiales de Perú colaboraron gratuitamente en esas clases, y han expresado su disposición a repetir la experiencia de manera regular.

Además, los niños colocaron banderas en los hogares donde había otros niños demasiado pequeños para nadar. Como explica David, un niño de la aldea de San Andrés: “Los niños de mayor edad se unen al grupo de salvamento, de modo que pueden auxiliar a los pequeños que no saben nadar. Para eso están las banderas, para que estemos atentos”.

El próximo paso es que estas iniciativas se conviertan en parte de las políticas públicas en todas las comunidades que se asientan a lo largo del río.



pueden influir sobre el desarrollo y el bienestar de los niños.

También tuvimos constancia de que los profesionales de la planificación y del diseño urbano por lo general carecen del conocimiento necesario sobre hasta qué punto, y de qué modo, sus acciones repercuten en las vidas de los niños pequeños. Lo mismo puede decirse de los grandes inversores que participan en importantes proyectos medioambientales, como el Banco Mundial.

La investigación y la experimentación han demostrado que los enfoques que cuentan con la participación de los propios niños pueden ser uno de los mejores modos de abordar la cuestión de garantizar oportunidades adecuadas y seguras para el juego.

En 2013 ampliaremos todavía más nuestro conocimiento en este ámbito, llevaremos a cabo nuevas investigaciones y seguiremos implementando nuestras estrategias por país.



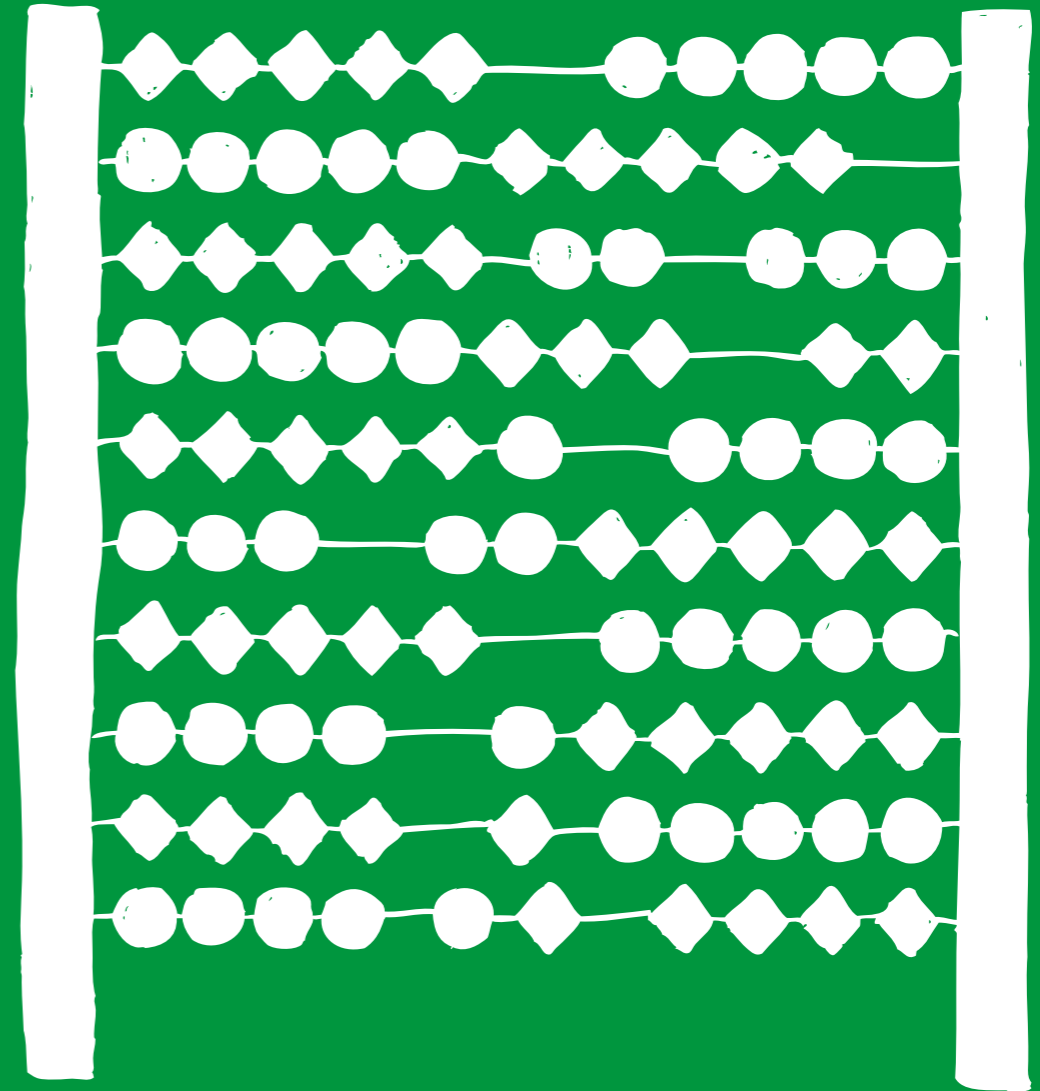
#### **Noticias de la *favelas*, para las *favelas***

La investigación que nuestra Fundación ha financiado y que fue llevada a cabo por la ONG local Shine A Light reveló que uno de los principales problemas de la violencia en las *favelas* de la ciudad brasileña de Recife es que hay pocos medios alternativos para que los varones jóvenes obtengan algún reconocimiento social, como no sea uniéndose a una de las bandas callejeras.

Uno de los proyectos innovadores que surgió de ese informe es *FavelaNews*, una emisora de radio que informa sobre otras cosas que suceden en las *favelas*, aparte de la violencia. Aunque no ha habido todavía una evaluación formal, las pruebas anecdóticas apuntan a que *FavelaNews* está surtiendo ya el efecto deseado de crear rutas alternativas para el reconocimiento social.

Los reporteros de *FavelaNews* dicen que los personajes de sus informativos se convierten en pequeñas celebridades de sus vecindarios, y que mucha gente habla con ellos y sobre ellos. Los vecinos de las *favelas* acuden a los reporteros para proponer historias, e incluso – en algún caso – para pedir un autógrafo.

Con una sola excepción, todos los líderes de bandas callejeras han sido muy receptivos. Hay algunos indicios anecdóticos de que *FavelaNews* podría estar contribuyendo a establecer relaciones que estrechan las divisiones tradicionales entre los vecindarios, lo que a su vez ayuda a apaciguar tensiones entre las bandas callejeras, aunque todavía es demasiado pronto para extraer ninguna conclusión firme.



**OUR FINANCIAL REPORT  
FOR 2012**

## Financial Statement for the year ended 31 December 2012

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### BALANCE SHEET AS AT 31 DECEMBER 2012 (IN EUR)

After appropriation of operating result	Notes	2012	2011
<b>Assets</b>			
<b>Fixed assets</b>			
Tangible fixed assets	(1)	138,500	170,200
		<u>138,500</u>	<u>170,200</u>
<b>Current assets</b>			
Current account Van Leer Group Foundation	(2)	14,178,700	14,177,200
Accrued assets	(3)	35,200	77,800
		<u>14,213,900</u>	<u>14,255,000</u>
<b>Liquid capital</b>			
Cash and bank	(4)	2,944,300	3,787,700
		<u>2,944,300</u>	<u>3,787,700</u>
<b>Total assets</b>		<u>17,296,700</u>	<u>18,212,900</u>
<b>Liabilities</b>			
<b>Available funds</b>			
Foundation capital	(5)	453,800	453,800
General reserve	(6)	18,000	0
Appropriated reserve	(7)	2,022,800	1,128,500
		<u>2,494,600</u>	<u>1,582,300</u>
<b>Current liabilities</b>			
Grants payable and Foundation-managed projects	(8)	13,986,700	16,002,500
Creditors	(9)	508,800	391,800
Accrued liabilities	(10)	306,600	236,300
		<u>14,802,100</u>	<u>16,630,600</u>
<b>Total liabilities</b>		<u>17,296,700</u>	<u>18,212,900</u>

## STATEMENT OF INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR 2012 (IN EUR)

	Notes	Budget 2012	Actual 2012	Actual 2011
<b>Income</b>				
Van Leer Group Foundation	(A)	17,257,000	17,257,100	17,257,100
Other income	(A)	0	18,000	0
Interest	(B)	110,000	108,300	120,600
<b>Total income</b>		<b>17,367,000</b>	<b>17,383,400</b>	<b>17,377,700</b>
<b>Expenditure</b>				
Grants	(C)	13,500,000	10,686,300	14,368,600
Foundation-managed projects	(C)	1,631,000	2,673,800	2,485,300
Returned project funds	(D)	0	(38,100)	(128,600)
<b>Total activities</b>		<b>15,131,000</b>	<b>13,322,000</b>	<b>16,725,300</b>
Operating expenses	(E)	2,970,000	3,149,100	2,853,000
Other expenditures	(F)	0	0	243,700
<b>Total organisation</b>		<b>2,970,000</b>	<b>3,149,100</b>	<b>3,096,700</b>
<b>Result</b>		<b>(734,000)</b>	<b>912,300</b>	<b>(2,444,300)</b>
<i>Appropriation of operating result:</i>				
Added to/(deducted from) available for grantmaking			894,300	(2,444,300)
Added to/(deducted from) general reserve			18,000	0
<b>Total</b>			<b>912,300</b>	<b>(2,444,300)</b>

## CASH FLOW STATEMENT FOR THE YEAR 2012 (IN EUR)

	2012	2011
<b>Cash flow from operating activities</b>		
Operating result	912,300	(2,444,300)
Adjustments for:		
Depreciation of tangible fixed assets	61,300	39,700
Change in provision rental contract	0	(235,700)
Changes in working capital:		
Change in current liabilities	(1,828,500)	1,435,500
Change in current assets	41,100	232,600
	<b>(1,787,400)</b>	<b>1,668,100</b>
<b>Cash flow from operating activities (A)</b>	<b>(813,800)</b>	<b>(972,200)</b>
<b>Cash flow from investment activities</b>		
Purchases of tangible fixed assets	(29,600)	(141,700)
<b>Cash flow from operating activities (B)</b>	<b>(29,600)</b>	<b>(141,700)</b>
<b>Change in Cash and Bank (A+B)</b>	<b>(843,400)</b>	<b>(1,113,900)</b>
Balance cash and bank 1 January	3,787,700	4,901,600
Balance cash and bank 31 December	<b>2,944,300</b>	<b>3,787,700</b>
	<b>(843,400)</b>	<b>(1,113,900)</b>

## SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**General**

Bernard van Leer Foundation. Statutory located in The Hague. Visiting address: Lange Houtstraat 2, 2511 CW.

**Activities**

The mission of the Bernard van Leer Foundation is to improve opportunities for children up to age 8 who are growing up in socially and economically difficult circumstances. We see this both as a valuable end in itself and as a long-term means to promoting more cohesive, considerate and creative societies with equal opportunities and rights for all. The Bernard van Leer Foundation was established in 1949 and is based in The Hague, The Netherlands.

**Basis of preparation**

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

The financial statements are denominated in euros. The figures are either rounded up or down to the nearest EUR 100. The financial statements have been prepared on the basis of going concern assumptions.

**Change in presentation**

The Bernard van Leer Foundation changed the format for the balance sheet and the statement of income and expenditure. The change in presentation has no consequences for the available funds nor for the operating result. The comparative figures were also adjusted.

**Principles for valuation of assets and liabilities**

If not stated otherwise, the assets and liabilities are recognised at acquired amount.

**Transactions in foreign currencies**

Financial statements at exchange rates ruling at the transaction date. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange prevailing at the balance sheet date. Exchange differences resulting from settlement and translation are charged or credited to the income and expenditure account.

**Fixed assets**

Fixed assets are valued at purchase cost after deduction of depreciation based on the estimated lifetime of the assets.

Tangible fixed assets	Percentage of depreciation
Furniture and equipment	20%
Hard- and software	33%

**Cash and Bank**

Cash and Bank represent cash in hand and bank balances with a maturity of less than twelve months. Unless stated otherwise, they are freely disposable.

**Liabilities**

Grants and Foundation-managed projects that are approved and expected to be paid in future are recorded at the present value of expected future payments.

**Income and expenditure**

The income and expenditure are recognised in the period to which they are related, unless stated otherwise.

**Expenditure**

Grants and Foundation-managed projects are considered incurred at the time of approval. A grant is a multi-year commitment, a Foundation-managed project is a contract. A grant or Foundation-managed project is approved when the Director of the Foundation signs the grant letter or a contract.

Depreciation of the tangible fixed assets is at a fixed percentage of the purchase cost.

**Pension**

Bernard van Leer Foundation has placed its defined benefit pension obligation to its employees in a guarantee contract with Delta Lloyd. The insurer guarantees the pension payments after the retirement of the employees of Bernard van Leer Foundation. The pension contributions payable to the pension insurer over the period is recognised in the statement of income and expenditure account over the reporting period. Insofar as the payable contributions have not yet been paid as at balance sheet date, a liability is recognised.

**Cash flow statement**

The cash flow statement has been prepared by using the indirect method.

## NOTES TO THE BALANCE SHEET (IN EUR)

**1. Tangible fixed assets**

	Purchase 31-12-11	Depreciation 31-12-11	Book value 31-12-11	Purchase 2012	Depreciation 2012	Book value 31-12-12
Furniture and equipment	93,300	(1,600)	91,700	2,300	(19,100)	74,900
Hard- and software	112,400	(33,900)	78,500	27,300	(42,200)	63,600
	205,700	(35,500)	170,200	29,600	(61,300)	138,500

	Furniture and equipment	Hard- and software	Total
Cumulative purchase 31-12-2012	95,600	139,700	235,300
Cumulative Depreciation 31-12-2012	(20,700)	(76,100)	(96,800)
Book value 31-12-2012	74,900	63,600	138,500

**2. Current account Van Leer Group Foundation**

	2012	2011
Balance 1 January	14,177,200	14,193,700
Amount of preliminary allocation to the Foundation	17,257,100	17,257,100
Disbursements of preliminary allocation to the Foundation	(17,257,100)	(17,257,100)
Other settlements	1,500	(16,500)
Balance 31 December	14,178,700	14,177,200

Funds from the Van Leer Group Foundation are available on request. Funds for future instalments remain with the Van Leer Group Foundation as part of the investment portfolio.

**3. Accrued assets**

	2012	2011
Receivable interest	27,800	33,500
Prepayments	1,500	0
Other receivables	5,900	44,300
	35,200	77,800

## NOTES TO THE BALANCE SHEET (IN EUR)

**4. Cash and bank**

	2012	2011
Bank	2,943,700	3,787,000
Cash	600	700
	<u>2,944,300</u>	<u>3,787,700</u>

**5. Foundation capital**

	2012	2011
Foundation capital	<u>453,800</u>	<u>453,800</u>

**6. General reserve**

	2012	2011
Balance 1 January	0	0
Addition	18,000	0
Balance 31 December	<u>18,000</u>	<u>0</u>

The addition is a financial donation from an individual.

**7. Appropriated reserve**

	2012	2011
Balance 1 January	1,128,500	3,572,800
Operating result	894,300	(2,444,300)
Balance 31 December	<u>2,022,800</u>	<u>1,128,500</u>

The balance at December 31, 2012 is available for financing future projects according to the received assignment of the Van Leer Group Foundation.

## NOTES TO THE BALANCE SHEET (IN EUR)

**8. Grants payable and Foundation-managed projects (FMPs)**

	2012	2011
Balance 1 January	14,647,600	14,555,900
Grants/ FMP contracts approved	12,352,500	14,781,700
Grants/ FMP contracts cancelled	(28,300)	(418,300)
Rate of exchange	0	600
Grant payments	(12,985,100)	(14,272,300)
Balance 31 December	<u>13,986,700</u>	<u>14,647,600</u>

*Specification commitment Bernard van Leer Foundation*

Definition/ Year	Total	To be paid			
		2013	2014	2015	> 2016
Grants	12,677,700	9,412,400	2,411,900	748,000	105,400
Foundation-managed projects	1,309,000	1,000,000	309,000	0	0
Total	<u>13,986,700</u>	<u>10,412,400</u>	<u>2,720,900</u>	<u>748,000</u>	<u>105,400</u>

**Foundation-managed projects**

	2012	2011
Foundation-managed projects	<u>0</u>	<u>1,354,900</u>

At December 31, 2012 the commitment for Foundation-managed projects and Grants is combined.

**9. Creditors**

	2012	2011
Accounts payable	<u>508,800</u>	<u>391,800</u>

## NOTES TO THE BALANCE SHEET (IN EUR)

**10. Accrued liabilities**

	2012	2011
Holiday allowances	54,800	112,400
Pension	400	1,600
Wage tax	106,100	95,100
Other liabilities	145,300	27,200
	306,600	236,300

## COMMITMENTS AND RIGHTS NOT SHOWN ON THE BALANCE SHEET

**Van Leer Group Foundation**

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

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

**Income Bernard van Leer Foundation**

The Van Leer Group Foundation approved in their Board of Trustees meeting on November 8, 2012 an income for 2013 (EUR 17,257,000) and 2014 (EUR 18,400,000).

**Surplus interest account for employees**

A surplus interest account which holds funds for the purpose of indexation of employees' pensions at Delta Lloyd had a balance of EUR 294,800 on 1 January 2012. In 2012 this fund accrued interest (EUR 30,200) and indexation was paid to ex- and retired employees (-/- EUR 128,500), which resulted in a 31 December 2012 balance of EUR 196,500.

**Bank Guarantee**

The Bernard van Leer Foundation has instructed ABN AMRO to issue a bank guarantee towards the lessor of the office building Achmea Interne Diensten of EUR 30,000.

**Rent obligations***Office*

The Bernard van Leer Foundation has rental obligations for the new building in the total amount of EUR 614,700 up to January 31, 2018, which can be specified as follows:

less than 1 year	EUR	120,900
between 1 year and 5 years	EUR	483,700
more than 5 years	EUR	10,100

**Lease obligations***Printer/ copier*

The Bernard van Leer Foundation has lease obligations for printer/copier in the total amount of EUR 28,100 up to December 31, 2016, which can be specified as follows:

less than 1 year	EUR	7,000
between 1 year and 5 years	EUR	21,100
more than 5 years	EUR	0

**Company car**

The Bernard van Leer Foundation has lease obligations for rental car in the total amount of EUR 6,400 up to September 4, 2013. The expectation is that a new lease contract will be settled for a period of 48 months.



## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**A. Van Leer Group Foundation**

	Budget 2012	Actual 2012	Actual 2011
Income	17,257,000	17,257,100	17,257,100
Other income	0	18,000	0
	<u>17,257,000</u>	<u>17,275,100</u>	<u>17,257,100</u>

*Income*

The Bernard van Leer Foundation receives its income from the Van Leer Group Foundation to fulfil its mission.

The Van Leer Group Foundation's income derives from a global portfolio of diversified investments.

The Van Leer Group Foundation's assets were valued at EUR 608 million in 2011.

For more information regarding the Van Leer Group Foundation, please refer to its website

[www.vanleergroupfoundation.nl](http://www.vanleergroupfoundation.nl)

The annual report 2012 of the Van Leer Group Foundation will be published in June 2013.

*Other income*

The other income is a financial donation from an individual.

**B. Interest**

	Budget 2012	Actual 2012	Actual 2011
Bank and deposit accounts	110,000	108,300	121,800
Other interest	0	0	(1,200)
	<u>110,000</u>	<u>108,300</u>	<u>120,600</u>

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**C. Grants**

	Budget 2012	Actual 2012	Actual 2011
Grants approved	13,500,000	10,714,300	14,781,700
Grants cancelled	0	(28,300)	(418,300)
Rate of exchange savings	0	0	600
Currency differences	0	300	4,600
	<u>13,500,000</u>	<u>10,686,300</u>	<u>14,368,600</u>

**Foundation-managed projects**

	Budget 2012	Actual 2012	Actual 2011
Programme contracts	690,000	1,638,200	1,355,900
Communications	910,000	644,800	433,900
Foundation sector	31,000	97,000	41,800
Network development	0	126,800	110,700
Project audits	0	37,300	0
Sponsorships	0	129,700	543,000
	<u>1,631,000</u>	<u>2,673,800</u>	<u>2,485,300</u>

The Foundation's goals are implemented through multiyear country strategies that consist of five phases. Spending in the first two stages and final stage is less than in the third and fourth stage. In 2012 most of the Foundation's strategies were in the first two stages. Therefore the Foundation has reserved part of the income from 2012 to spend in the coming years, when the strategies are in the third and fourth stage. For further explanation see page 13.

**D. Returned project funds**

	Budget 2012	Actual 2012	Actual 2011
Grants	0	(38,100)	(128,600)
	<u>0</u>	<u>(38,100)</u>	<u>(128,600)</u>

The returned project funds are commitments from previous years that is not spent at the time the project is closed.

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**E. Operating expenses**

	Budget 2012	Actual 2012	Actual 2011
Board of Trustees	61,000	38,700	54,500
Personnel			
(a) salaries	1,626,000	1,703,500	1,542,700
(b) social charges	489,000	491,000	444,000
(c) general staff costs	64,000	43,600	48,300
(d) recruitment	10,000	1,900	5,900
(e) staff development	35,000	23,900	36,800
(f) temporary personnel	20,000	0	34,300
	<u>2,244,000</u>	<u>2,263,900</u>	<u>2,112,000</u>
Consultants	40,000	19,700	66,100
Staff travel/hospitality	263,000	278,700	231,900
Premises	106,000	105,900	160,800
Office equipment/expenses	140,000	159,000	105,700
Telecommunications	38,000	45,800	36,900
External auditors	46,000	33,600	54,100
General costs	32,000	14,700	31,000
Archive costs	0	189,100	0
Total	<u>2,970,000</u>	<u>3,149,100</u>	<u>2,853,000</u>

*Board of Trustees*

The members of the Board of the Bernard van Leer Foundation are also members of the Board of the Van Leer Group Foundation. While they are not paid for serving on the Bernard van Leer Board, they do receive remuneration for service on the Van Leer Group Foundation Board. Board of Trustees expenditure in 2012 (EUR 38,700) includes expenses related to Board members visiting projects, Board meetings and events.

*Personnel*

For privacy reasons (according to the accounting rules) the remuneration of Management will not be disclosed as it relates to a single person.

*Archive costs*

The archive costs are one time expenses that pertain to a contract to categorise and digitise with the municipality of Amsterdam. These costs are not budgeted by the Van Leer Group Foundation and must be financed in the operating expenses.

## NOTES TO THE STATEMENT OF INCOME AND EXPENDITURE (IN EUR)

**F. Other expenditures**

	Budget 2012	Actual 2012	Actual 2011
Unforeseen income/ expenditures	0	0	243,700
	<u>0</u>	<u>0</u>	<u>243,700</u>

## OTHER INFORMATION

**Appropriation of operating result**

The total income exceeded the total expenditure by EUR 912,300. In 2012, the Foundation added EUR 894,300 to the appropriated reserve and EUR 18,000 to the general reserve.

## Auditor's report

### Independent auditor's report

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

### Report on the financial statements

We have audited the accompanying financial statements 2012 of Stichting Bernard van Leer Foundation, The Hague, which comprise the balance sheet as at 31 December 2012, the statement of income and expenditure account for the year then ended and the notes comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

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

### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Bernard van Leer Foundation as at 31 December 2012, and of its result for the year then ended in accordance with the Guideline for annual reporting 640 'Not-for-profit organisations' of the Dutch Accounting Standards Board.

The Hague, 14 March 2013

KPMG Accountants N.V.

J.A.A.M. Vermeeren RA

## Photography

- Page 4** Child-based Community Development project. Odisha State, India. Photo: Jim Holmes.
- Page 6** Scheveningen, The Hague, Netherlands. Photo: Courtesy Leontien Peeters.
- Page 9** Municipal early childhood care and development project. Mazán, Loreto State, Peru. Photo: Courtesy Asociación Red Innova.
- Pages 10–11** Sociedade Viva Cazuza Project. Rio de Janeiro, Brazil. Photo: Jon Spaul.
- Page 17** Two girls playing outside at home on their *shamba* (farm) in Kisumu, Kenya. Photo: Wendy Stone.
- Page 18** Primary schools activity held during the Festival Classique in June 2012. The Hague, Netherlands. Photo: Marjolein Busstra/Leg Fles.
- Page 24** (left) Poster for *Kies Nu Voor Kinderen* campaign. The Netherlands. Photo: Chiel Wollaert, with a special thanks to BBMP/SWP. (right) Peruvian Armada boats with early childhood multi-sector teams to do home visits in remote communities in the Peruvian Amazon. Photo: Courtesy Ministry of Women and Vulnerable Population, Peru.
- Page 25** Activity held in a home setting with young Roma children. Photo: UNICEF/SWZ/2011/John McConnico.
- Page 31** Lieutenant Janet Duran participating in the project Police Forces and Social Norms. Huancayo, Junin, Peru. Photo: Courtesy IPROMIF.
- Page 32** Participants in Village Savings and Loan Associations activities. Nakapiripirit district, Uganda. Photo: Patrick Mugisa.
- Page 33** Cartoon created in collaboration with resourceful artists to present children's views on how to talk sensitively about abuse with children. The Netherlands. Photo: Courtesy Alexander Stichting.
- Page 34** Drawing by a child from *favela Santa Maria*, Rio de Janeiro, Brazil, as part of research that revealed that children still had intense memories of the public violence they had witnessed. Photo: Courtesy Centro de Criação de Imagem Popular.
- Page 39** Solar panels installed in one of the houses in an unrecognised village on the outskirts of the Arab-Bedouin town of Rahat, Israel. Photo: Courtesy AJECC- NISPED.
- Page 41** Children playing at the permanent seasonal migrant workers camp in Karagöçer, near Karataş, Adana, Turkey. Photo: Marc Mataheru/Bernard van Leer Foundation.
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- Page 45** Child-based Community Development project. Odisha State, India. Photo: Jim Holmes.
- Pages 68–69** Musharakah Trust for Arab ECCD in Israel. Photo: Barbara Rosenstein.
- Page 76** Home visiting programme in Rio Tambo, Junin State, Peru. Photo: Courtesy Red Innova.

